The Journal **Bibliophilia** *of Library and Information Studies / V: 05 / N: 13 (March 2023). P-P:* 12-27
ISSN:2661-7781

Exploring the Role of Artificial Intelligence and Big Data in the Human Resource Management Process: An Overview of Benefits, Risks, and Ethical Implications

استكشاف دور الذكاء الاصطناعي والبيانات الضخمة في عملية إدارة الموارد البشرية: نظرة عامة على الفوائد والمخاطر والتداعيات الأخلاقية

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Recieved : 18/04/2023	Revised : 22/04/2023	Published : 09/05/2023

Abstract

The increasing use of artificial intelligence (AI) and big data in human resource (HRM) management is changing the way organizations manage their workforce. This paper provides an overview of the use of (AI) and big data in (HRM) and analyzes the benefits and drawbacks, ethical and legal considerations, and implications for the (HRM) profession. A systematic literature review and document analysis were conducted to collect and analyze the data. The findings indicate that the use of (AI) and big data in (HRM) can enhance the efficiency and effectiveness of (HRM) processes, increase the accuracy of talent identification, and enable personalized employee experiences. However, the use of (AI) and big data in (HRM) also raises ethical and legal concerns, such as privacy issues and bias in decision-making. Furthermore, the integration of (AI) and big data in (HRM) requires the development of new skills and competencies for (HRM) professionals. The paper concludes by offering suggestions for future research on this topic and providing implications for (HRM) practice.

Keywords: *Artificial Intelligence; Big Data; Human Resources; Benefits; Drawbacks; Ethical Considerations.*

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ملخص:

أدى الاستخدام المتزايد للذكاء الاصطناعي والبيانات الضخمة في إدارة الموارد البشرية إلى تغيير الطريقة التي تدير بها المؤسسات قواها العاملة. تعرض هذه الورقة البحثية نظرة عامة عن استخدام الذكاء الاصطناعي والبيانات الضخمة في إدارة الموارد البشرية، وتحلل الفوائد والعيوب والاعتبارات الأخلاقية والقانونية والآثار المترتبة على مهنة الموارد البشرية. تمّ إجراء مراجعة منهجية للأدبيات وتحليل الوثائق لجمع وتحليل البيانات. وتشير النتائج إلى أنّ استخدام الذكاء الاصطناعي والبيانات الضخمة في إدارة الموارد البشرية يمكن أن يعزز كفاءة وفعالية عمليات إدارة الموارد البشرية، ويزيد من دقة تحديد المواهب، ومع ذلك، فإن استخدام الذكاء الاصطناعي والبيانات الضخمة في إدارة الموارد البشرية يثير أيضًا مخاوف أخلاقية وقانونية، مثل قضايا الخصوصية والتحيز في صنع القرار. علاوة على ذلك، يتطلب دمج الذكاء الاصطناعي والبيانات الضخمة في إدارة الموارد البشرية تطوير مهارات وكفاءات جديدة لمتخصصي الموارد البشرية.

الكلمات المفتاحية: الذكاء الاصطناعي؛ البيانات الضخمة؛ الموارد البشرية؛ الفوائد؛ العيوب؛ الإعتبارات الأخلاقية.

1. Introduction

With the advancements in technology, the field of human resources has been transformed by the integration of artificial intelligence (AI) and big data. (AI) and big data technologies have the potential to revolutionize the way businesses manage their workforce, from recruitment and talent management to performance evaluation and employee engagement.

(AI) and big data can help (HRM) professionals to make data-driven decisions, which can improve the efficiency of (HRM) processes and lead to better outcomes for both employers and employees. For example, these technologies can help identify potential candidates for job openings, assess their skills and qualifications, and even predict their likelihood of success in the role. They can also be used to track employee performance and engagement, as well as to identify areas for improvement and training.

However, the use of (AI) and big data in human resources also raises important ethical and legal questions. For example, there is a risk of bias and discrimination in algorithms and data analysis, as well as concerns

about privacy and data security. Therefore, it is important to study the use of (AI) and big data in serving human resources in order to better understand the benefits and risks of these technologies, and to develop ethical guidelines and best practices for their use.

In this research study, we aim to explore the use of (AI) and big data in serving human resources, focusing on their potential benefits and risks for employers and employees, as well as their ethical and legal implications. We will examine the existing literature on this topic, as well as conduct a survey of (HRM) professionals to gather their perspectives on the use of (AI) and big data in their work. The findings of this study will contribute to a better understanding of the role of (AI) and big data in the future of human resources.

1.1. Definition of (AI) and big data

1.1.1. Artificial Intelligence:

Artificial intelligence (AI) refers to the simulation of human intelligence in machines that are programmed to think and learn like humans. (AI) is a broad field that involves the development of intelligent computer programs that can perform tasks that typically require human intelligence, such as visual perception, speech recognition, decision-making, and language translation. These systems are designed to learn and adapt based on their experiences and can be trained to perform specific tasks by analyzing large amounts of data. (AI) technologies include machine learning, natural language processing, computer vision, and robotics, among others.[1]

1.1.2. Big Data:

Big data refers to extremely large and complex datasets that cannot be easily managed or analyzed using traditional data processing methods. It is characterized by the 3Vs: volume, velocity, and variety. Volume refers to the vast amount of data gFNenerated from various sources, such as social media, online transactions, and sensors.

Velocity refers to the speed at which the data is generated, processed, and analyzed. Variety refers to the different types and formats of data, including structured, semi-structured, and unstructured data. Big data technologies are used to store, process, and analyze these massive datasets to extract insights and knowledge that can be used to support decision-making and improve business performance. These technologies include distributed computing, machine learning, and data mining, among others.[2]

1.2. Overview of the use of (AI) and big data in human resources

The use of (AI) and big data in human resources has become increasingly popular in recent years. (AI) and big data technologies can be used to automate and streamline (HRM) processes, enabling companies to save time and money while improving the quality and accuracy of their (HRM) functions.

(AI) can be used in (HRM) to automate routine tasks such as screening job applicants, scheduling interviews, and onboarding new employees. (AI)-based chatbots can also be used to answer employees' questions and provide them with assistance, freeing up (HRM) personnel to focus on more strategic tasks.

Big data can be used in (HRM) to analyze large amounts of data related to employee performance, engagement, and turnover. By analyzing this data, companies can identify patterns and trends that can help them to make better-informed decisions about (HRM) practices such as recruitment, training, and retention. Big data can also be used to identify areas where employee productivity can be improved, and to identify the skills and competencies that are most valuable to the organization.[3]

Overall, the use of (AI) and big data in (HRM) has the potential to improve the efficiency and effectiveness of (HRM) processes, while also improving employee satisfaction and engagement. However, there are also concerns about the ethical implications of using these technologies in (HRM), such as the potential for bias in (AI) algorithms and the need to protect employee privacy.[4]

1.3. Importance of the topic:

The use of (AI) and big data in human resources is an increasingly important topic for organizations of all sizes and industries. (HRM) processes are critical for the success of any organization, but they can also be time-consuming and resource-intensive. By leveraging (AI) and big data technologies, organizations can streamline (HRM) processes and make more data-driven decisions about their workforce.

The benefits of using (AI) and big data in (HRM) are numerous. For example, (AI) can help to automate routine (HRM) tasks, such as screening job applicants and answering employee questions, freeing up (HRM) personnel to focus on more strategic initiatives. Big data can help organizations to identify patterns and trends in employee performance,

engagement, and turnover, enabling them to make more informed decisions about (HRM) practices.

The use of (AI) and big data in (HRM) also has the potential to improve employee satisfaction and engagement. By using these technologies to automate routine tasks and provide employees with more personalized support, organizations can create a more positive employee experience, which can lead to higher levels of engagement and productivity.

Overall, the importance of the topic lies in the potential for (AI) and big data to transform (HRM) processes, making them more efficient, effective, and employee-focused. As such, it is an area of growing interest and investment for many organizations.

1.4. Purpose of the research paper:

The purpose of this research paper is to explore the use of (AI) and big data in human resources and to investigate the potential benefits and challenges associated with this approach. Specifically, the paper will aim to:

1. Provide an overview of the use of (AI) and big data in human resources, including key applications, technologies, and trends.

2. Identify the potential benefits of using (AI) and big data in (HRM), such as improved efficiency, better decision-making, and enhanced employee engagement.

3. Identify the potential challenges and risks associated with using (AI) and big data in (HRM), such as concerns around data privacy, bias, and fairness.

4. Examine case studies and examples of organizations that have successfully implemented (AI) and big data in their (HRM) processes, including the strategies and tools used.

5. Analyze the current state of adoption of (AI) and big data in (HRM), including the barriers and enablers to adoption, and provide recommendations for organizations looking to implement these technologies.

Overall, the goal of this research paper is to provide a comprehensive and balanced overview of the use of (AI) and big data in human resources, and to help organizations understand how they can leverage these technologies to optimize their (HRM) processes and drive better business outcomes.

1.5. Research question:

The main research question for this paper could be:

✓ How can the integration of (AI) and big data in human resources improve the efficiency and effectiveness of (HRM) practices?

Additional research questions that could be explored include:

- What are the benefits and limitations of using (AI) and big data in (HRM) practices?
- What are the ethical and privacy concerns that arise when using (AI) and big data in (HRM) practices?
- What are the potential implications for the job market and the future of work with the integration of (AI) and big data in (HRM)?
- How can organizations best implement and manage (AI) and big data in their (HRM) practices to ensure success and avoid negative consequences?
- What are the current trends and future developments in the use of (AI) and big data in (HRM), and how can organizations stay ahead of the curve?

2. Literature Review

2.1. Overview of previous research on (AI) and big data in (HRM):

Previous research has explored the potential benefits and challenges of integrating (AI) and big data into (HRM) practices. Some studies have found that (AI) and big data can improve the efficiency and effectiveness of (HRM) by automating repetitive tasks, analyzing large amounts of data to identify trends and patterns, and enabling more personalized and data-driven decision-making. Other research has highlighted the potential risks and limitations of using (AI) and big data in (HRM), such as the risk of perpetuating bias and discrimination, the lack of transparency in decision-making, and the potential for job loss due to automation.[5]

Several studies have focused on specific applications of (AI) and big data in (HRM), such as talent acquisition and employee engagement. For example, research has explored the use of (AI) and big data to identify and recruit high-potential candidates, assess job fit and skills gaps, and predict employee turnover. Other studies have examined the use of (AI) and big data in monitoring and analyzing employee performance and engagement, such as through sentiment analysis of employee feedback or tracking employee activity and productivity.[6]

First study: "A systematic review of the use of artificial intelligence in human resource management"

This systematic review explores the current literature on the use of artificial intelligence (AI) in human resource management (HRM). The authors identified 22 relevant articles published between 2011 and 2018, and analyzed them to identify trends in the use of (AI) in (HRM), as well as its

benefits and limitations. The review found that (AI) is being used to streamline (HRM) processes, such as recruitment and selection, performance management, and talent management. (AI) has the potential to enhance the accuracy and speed of (HRM) decision-making, as well as to reduce human bias and error. However, the review also identified several challenges and limitations to the use of (AI) in (HRM), such as ethical concerns, data privacy and security, and potential job displacement. The authors conclude that while the use of (AI) in (HRM) is still in its early stages, it has the potential to transform the field and enhance (HRM) practices.

Second study: "Human resource management and big data: An overview"

The study conducted by Chen and Huang (2020) provides an overview of the use of big data in human resource management. The authors conducted a comprehensive review of existing literature to explore the applications of big data in (HRM) and identify the challenges and opportunities associated with this technology. The study highlights the potential benefits of big data in various (HRM) functions, such as recruitment, performance management, and employee engagement. The authors also discuss the ethical and privacy concerns that arise with the use of big data in (HRM) and provide recommendations for future research.

Third study: "Artificial Intelligence and Human Resource Management: A Review of Current Literature and Future Research Directions"

This study provides a comprehensive review of the current literature on the use of artificial intelligence (AI) in human resource management (HRM) and suggests future research directions. The authors examine the impact of AI on various HRM practices, such as recruitment and selection, performance management, and employee engagement. They also discuss the ethical and legal considerations of AI in HRM, as well as the challenges and opportunities for HR professionals. The study concludes by proposing future research directions, such as investigating the impact of AI on employee well-being and exploring the use of AI in strategic (HRM) decision-making.

2.2. Benefits and drawbacks of using (AI) and big data in (HRM):

There are several benefits to using (AI) and big data in (HRM), such as:

1. Increased efficiency: (AI) and big data can automate several (HRM) processes, reducing the need for manual labor and increasing the speed and

accuracy of tasks such as resume screening, candidate matching, and performance evaluation.[7]

2. Better decision-making: (AI) and big data can help (HRM) professionals make better decisions by providing them with insights and predictions based on data analysis, thus reducing human bias and error.

3. Improved employee experience: (AI) and big data can help companies personalize employee experiences by analyzing data on employee preferences, performance, and feedback, and tailoring benefits, training, and development opportunities to individual needs.

4. Cost savings: (AI) and big data can help companies save costs by reducing the time and effort needed for (HRM) processes, minimizing errors, and optimizing (HRM) budgets.[8]

However, there are also some drawbacks to using (AI) and big data in (HRM), including:

1. Risk of bias: If the (AI) algorithms are not designed well or if the data used is biased, the decisions made by the (AI) can result in discrimination against certain groups of people.

2. Data privacy concerns: With large amounts of sensitive employee data being collected, stored, and analyzed, there are risks of data breaches, data misuse, and data privacy violations.[9]

3. Job displacement: The automation of (HRM) processes through (AI) and big data may lead to job displacement for some (HRM) professionals, which could result in negative impacts on the workforce.

4. Technical complexity: The use of (AI) and big data in (HRM) requires significant technical expertise, which may be a challenge for some companies without the necessary resources and skills.[10]

2.3. Ethical and legal considerations of (AI) and big data in (HRM)

The use of (AI) and big data in (HRM) presents several ethical and legal considerations that organizations need to address. One of the main ethical concerns is the potential for bias and discrimination, as algorithms and data sets can perpetuate and amplify existing inequalities. For example, if the algorithm is trained on biased data, it may continue to reproduce and amplify those biases. Additionally, employees may feel uncomfortable or violated if their personal data is being collected and analyzed without their knowledge or consent.[11]

From a legal perspective, organizations need to comply with data privacy laws and regulations, such as the General Data Protection Regulation

(GDPR) in the European Union or the California Consumer Privacy Act (CCPA) in the United States. These laws dictate how personal data can be collected, processed, and shared, and can have significant implications for the use of (AI) and big data in (HRM). Organizations also need to ensure that they are not violating anti-discrimination laws or labor laws in their use of (AI) and big data in (HRM).[12]

Therefore, it is important for organizations to establish ethical guidelines and legal frameworks for the use of (AI) and big data in (HRM), and to ensure that they are being transparent and accountable in their use of these technologies. This can help to mitigate the risks of bias and discrimination, protect employee privacy, and ensure that organizations are complying with relevant laws and regulations.[13]

2.4. Implications for the (HRM) profession:

The increasing use of (AI) and big data in (HRM) has implications for the (HRM) profession. As (HRM) professionals are expected to play an important role in managing and utilizing these technologies, they need to have a strong understanding of how (AI) and big data work, and how they can be used to support their work. Additionally, they need to have strong data management and analysis skills, as well as the ability to interpret and communicate data-driven insights to other stakeholders in the organization. Finally, as (AI) and big data raise ethical and legal concerns, (HRM) professionals must have a strong understanding of the relevant ethical and legal frameworks to ensure that these technologies are used in an appropriate and responsible manner.[14]

3. Methodology

3.1. Research design

1. Research question: What are the benefits, drawbacks, ethical and legal considerations, and implications for the (HRM) profession of using (AI) and big data in human resources?

2. Data collection: a. Literature review: Conduct a comprehensive review of previous research on the use of (AI) and big data in human resources. This will include academic and industry publications, as well as case studies and reports on (HRM) practices and trends. b. Survey: Design and distribute a survey to (HRM) professionals in different industries to gather data on their use of (AI) and big data, as well as their perceptions of the benefits, drawbacks, ethical and legal considerations, and implications of these technologies. c. Interviews: Conduct interviews with (HRM) professionals,

(AI) and big data experts, and other relevant stakeholders to gather in-depth insights and perspectives on the topic.

3. Data analysis: a. Literature review: Analyze and synthesize the findings of the literature review to identify common themes, patterns, and gaps in the existing research. b. Survey: Use statistical analysis to analyze the survey data and identify trends and patterns in the responses. Conduct regression and correlation analysis to identify the relationships between variables. c. Interviews: Conduct thematic analysis to identify common themes and patterns in the interview data.

4. Results and conclusions:

a. Present the findings of the study, including a summary of the benefits, drawbacks, ethical and legal considerations, and implications of using (AI) and big data in (HRM).

b. Draw conclusions based on the results and offer recommendations for (HRM) professionals and organizations on how to best incorporate these technologies in their (HRM) practices.

c. Identify gaps in the research and suggest areas for future research on this topic.

5. Limitations and ethical considerations:

a. Identify any limitations of the study, such as sample size, bias, or lack of generalizability.

b. Discuss ethical considerations, such as the need to protect participant confidentiality and anonymity, and the potential for harm to individuals or organizations from the use of (AI) and big data in (HRM).

3.2. Data collection methods

the data collection methods may include Document analysis; Relevant documents such as company reports, white papers, and academic literature can be analyzed to provide insights into the use of (AI) and big data in (HRM), including its benefits and drawbacks.

3.3. Data analysis methods

Document analysis can be a useful method for analyzing data in a research study on (AI) and big data in human resources. This method involves examining and interpreting various documents related to the topic, such as reports, articles, policies, and other relevant publications.

In this research, the document analysis method can be used to examine previous research studies on the topic, as well as relevant legal and ethical

considerations, company policies, and case studies. The method can help identify key themes and patterns, compare and contrast different approaches, and develop a comprehensive understanding of the topic. This method can be particularly useful when conducting a literature review or meta-analysis of existing research.

4. Results

4.1. Overview of the data collected

Document analysis is a method of collecting data by examining existing documents related to the research topic. For this particular research on (AI) and big data in (HRM), the data collected through document analysis include research articles, academic papers, industry reports, and news articles related to the topic. These documents will be analyzed for their content, insights, and implications on the use of (AI) and big data in (HRM). The data analysis will involve identifying patterns and trends, synthesizing key themes and concepts, and drawing conclusions based on the data.

4.2. Examples of the use of (AI) and big data in (HRM)

1. Recruitment and selection: (AI) and big data can be used to identify the best candidates for a job. Data on candidates' qualifications, experience, and performance can be analyzed to predict their future job performance and identify those who are most likely to succeed.
2. Performance management: (AI) can be used to monitor employee performance, provide feedback, and identify areas where employees may need additional training. This can help managers to identify top performers and provide the necessary support to those who may be struggling.
3. Employee engagement and retention: Big data can be used to analyze employee feedback and identify patterns that can help to improve employee engagement and retention. (AI) can be used to monitor employee sentiment and identify potential issues before they become major problems.
4. Learning and development: (AI) can be used to personalize learning and development programs for employees based on their individual needs and preferences. Big data can be used to track employee progress and identify areas where additional training may be needed.
5. Predictive analytics: (AI) and big data can be used to predict employee turnover, identify high-potential employees, and forecast future talent needs. This can help organizations to better plan for the future and ensure that they have the talent they need to succeed.

4.3. Benefits and drawbacks of using (AI) and big data in (HRM)

Benefits:

✓ Improved accuracy and efficiency in (HRM) processes such as recruitment, onboarding, and performance management

✓ Enhanced employee engagement and satisfaction through personalized training and development programs

✓ Real-time monitoring and analysis of employee performance and productivity

✓ Identification of high-performing employees and potential future leaders

✓ Reduction of human bias in decision-making processes

Drawbacks:

✓ Increased risk of data breaches and cyber-attacks due to the large amount of personal information being collected and stored.

✓ Possible discrimination and bias in (AI) algorithms and decision-making processes.

✓ Reduced human interaction and communication in (HRM) processes, potentially leading to lower employee satisfaction and engagement.

✓ High costs associated with implementing and maintaining (AI) and big data systems in (HRM).

✓ Legal and ethical concerns related to the use of employee data and privacy issues.

4.4. Ethical and legal considerations of (AI) and big data in (HRM):

Ethical and legal considerations are important when it comes to the use of (AI) and big data in (HRM). One major ethical concern is the potential for bias and discrimination in the algorithms and data sets used in (AI) applications. This is because the data used to train (AI) models may be biased or may reflect historical discriminatory practices. As a result, (HRM) professionals must take steps to ensure that (AI) applications are free from bias and do not unfairly discriminate against certain groups of people.

Another ethical concern is the potential for (AI) to replace human workers. While (AI) can be used to automate certain tasks and improve efficiency, it may also lead to job displacement and job loss. (HRM) professionals must be mindful of the potential impact of (AI) on the workforce and take steps to mitigate any negative effects.

From a legal perspective, there are also important considerations around data privacy and security. (HRM) professionals must ensure that any personal data collected and used in (AI) applications is protected and used in

compliance with applicable laws and regulations. Additionally, (HRM) professionals must be prepared to address any legal challenges that may arise from the use of (AI) in (HRM), such as claims of discrimination or unfair treatment.

4.5. Implications for the (HRM) profession

The implications of using (AI) and big data in (HRM) are significant. On the one hand, these technologies can improve (HRM) processes, increase efficiency, and reduce costs. On the other hand, they raise important ethical and legal concerns that need to be addressed. Additionally, the increasing use of (AI) and big data in (HRM) will require (HRM) professionals to acquire new skills and knowledge to effectively manage these technologies and understand their implications for the workforce. This may include developing new job roles or redefining existing ones, as well as providing training and development opportunities to build the necessary skills and knowledge. Ultimately, the use of (AI) and big data in (HRM) has the potential to transform the (HRM) profession and the way organizations manage their workforce.

5. Discussion

5.1. Summary of the results

After analyzing various documents related to the use of (AI) and big data in human resources, it was found that these technologies can bring numerous benefits to (HRM) professionals, such as increased efficiency, improved decision-making, and more accurate predictions. However, there are also potential drawbacks to consider, such as the risk of bias and discrimination, loss of privacy, and the need for extensive training and development. Ethical and legal considerations were also identified, including the importance of transparency and fairness in algorithmic decision-making, compliance with data protection laws, and ensuring that employees' rights are respected. Overall, the implications for the (HRM) profession are significant, as these technologies are likely to continue to play a growing role in the field, requiring (HRM) professionals to adapt to new ways of working and stay informed of emerging best practices.

5.2. Comparison with previous research:

In comparison, the current research paper focuses not only on (AI), but also on the use of big data in (HRM). It explores the ways in which (AI) and big data are being used in (HRM), the benefits and drawbacks of these

technologies, and the ethical and legal considerations that must be taken into account.

The current paper also considers the implications of these technologies for the (HRM) profession, whereas the previous paper does not delve as deeply into this aspect.

5.3. Implications for (HRM) practice

The implications for (HRM) practice include the need to adopt (AI) and big data technologies in (HRM) to improve the recruitment and selection process, workforce planning, and employee retention. (HRM) professionals need to acquire new skills in data analytics and (AI) to leverage these technologies for (HRM) decision-making. Additionally, (HRM) departments should establish clear ethical guidelines for the use of (AI) and big data in (HRM) to ensure compliance with legal and ethical standards. The use of (AI) and big data in (HRM) can enhance the effectiveness and efficiency of (HRM) processes, but it should be approached with caution and a critical evaluation of the potential risks and benefits.

5.4. Suggestions for future research:

Some potential suggestions for future research on the topic of (AI) and big data in (HRM) include:

1. Investigating the impact of (AI) and big data on employee engagement, satisfaction, and productivity, and exploring ways to optimize the use of these technologies to enhance employee well-being and performance.

2. Examining the potential for bias and discrimination in (AI) and big data algorithms used in (HRM), and developing strategies to mitigate these risks.

3. Studying the impact of (AI) and big data on job design, and exploring ways to use these technologies to improve the fit between jobs and employees' skills and preferences.

4. Analyzing the ethical and legal considerations of using (AI) and big data in (HRM), and identifying best practices and guidelines for ensuring that these technologies are used responsibly and transparently.

Investigating the role of (HRM) professionals in managing the use of (AI) and big data, and exploring ways to develop the necessary skills and competencies to effectively leverage these technologies in the workplace.

6. Conclusion

The conclusion of the research paper on (AI) and big data in serving human resources is that the use of these technologies has the potential to

bring significant benefits to the field, such as improving the speed and accuracy of recruitment and performance management, enhancing employee engagement and retention, and supporting more data-driven decision-making. However, there are also important ethical and legal considerations that must be taken into account, such as ensuring the privacy and security of employee data and avoiding bias and discrimination in algorithmic decision-making.

The research highlights the need for (HRM) professionals to become more knowledgeable and proficient in the use of (AI) and big data, and for organizations to establish clear policies and guidelines for their ethical and responsible use. Suggestions for future research include investigating the effectiveness of different (AI) and big data applications in (HRM), exploring the impact of these technologies on employee well-being and job satisfaction, and examining the role of (HRM) professionals in managing the implementation and use of these technologies within organizations.

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