# THE IMPACT OF ARTIFICIAL INTELLIGENCE ON CONTEMPORARY HUMAN RESOURCE MANAGEMENT

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***Abstract***

*At present, the impact of artificial intelligence (AI) is increasingly evident across various fields, including human resource management. Artificial intelligence supports the management of work processes and enhances productivity. It has the potential to transform HR activities through relevant and in-depth analyses of individual functions. However, AI also entails several risks, such as increased stress and psychosocial risks. For this reason, it is essential to consider the responsible and transparent use of AI. Employees require adequate support to build a sufficient level of trust in AI and to understand how to use its tools responsibly.*
*The presented study examines the impact of artificial intelligence on contemporary human resource management and the labour market. The main thematic areas within this issue were identified through a systematic literature review based on bibliometric analysis using data from the Web of Science and Scopus databases. The analysed period covers the years 2015–2025.*

***Key words:***
*artificial intelligence, labour market, human resource management, literature review, WOS*

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## INTRODUCTION

Artificial intelligence (AI) is a key technological tool that significantly influences the way we work, communicate, and make decisions. It represents a field of computer science focused on the development of machines capable of mimicking human thinking, decision-making, and behaviour based on algorithms stored in their memory (Bhbosale, 2020).

Artificial intelligence can be classified into several levels according to their complexity:

• Artificial Narrow Intelligence (ANI): AI focused on a limited set of specific capabilities.
• Artificial General Intelligence (AGI): AI possessing cognitive abilities comparable to those of humans.
• Artificial Superintelligence (ASI): AI that surpasses human intelligence.

ANI is highly specialized and is commonly used for specific tasks such as speech recognition, facial identification, or data prediction. Narrow AI is not capable of learning independently beyond its original purpose; it must be designed for a specific function and trained on data that are relevant to a particular problem or domain.

AGI refers to the ability of computer systems to replicate the cognitive functions of the human brain. ASI is capable of understanding and, in theory, should be able to learn and perform any intellectual task that a human can accomplish. However, unlike general AI, it can surpass human capacities and abilities by multiple orders of magnitude (Schweighofer, 2023).

The rapid development of artificial intelligence and automation represents one of the most significant and irreversible trends in contemporary society, directly affecting the labour market and human resource management. The implementation of artificial intelligence in HR activities brings not only benefits but also several risks and disadvantages that require careful attention. According to Gašparík (2025), the main challenges include a reduction in the number of jobs, particularly in administrative and junior HR positions, which are the most susceptible to automation. This development is closely linked to the need for reskilling, as HR professionals must develop technological,

analytical, and strategic skills in order to remain relevant in a changing work environment.

A major risk is algorithmic bias, which may lead to unintended discrimination against candidates if AI systems are inadequately designed. Another significant challenge concerns data protection, as the processing of sensitive employee data requires full compliance with legislation such as the General Data Protection Regulation (GDPR). Finally, excessive reliance on technology may result in the dehumanisation of HR processes, manifested in the loss of personal interaction, empathy, and trust between employees and employers.

## 1. LITERATURE OVERVIEW

Artificial intelligence represents one of the most significant technological innovations of the contemporary era. Although the concept of artificial intelligence emerged as early as the 1950s, its practical application in the business environment has only begun to develop extensively over the past two decades. Today, AI is no longer merely a set of algorithms but a complex system capable of autonomous learning, adaptation, and decision-making based on input data. These capabilities make AI particularly suitable for deployment across numerous areas of corporate management, where it can replace or complement human activities.

The reason artificial intelligence has attracted such considerable attention in recent years lies in the fact that advances in computing power and data availability, together with theoretical knowledge, have reached a level that has enabled this remarkable technological progress (Spano, 2019).

At present, we are witnessing the intensive deployment of artificial intelligence systems that are penetrating not only the fields of science, research, and strategic sectors, but also everyday life through consumer electronics and commonly used systems. Their use has become so natural that it often goes unnoticed; however, we increasingly rely on these systems and expect the benefits they provide, which add value to various aspects of our lives.

Similarly to the field of cybersecurity, the development and use of artificial intelligence are often characterised by a tendency to prioritise convenience and technological benefits, frequently at the expense of caution and adherence to security principles (Šantavý, 2023).

In his book, Spano (2019) states: “What is artificial intelligence? In short, it is intelligence demonstrated by machines, as opposed to that displayed by humans. It is a field of study within computer science that seeks to reproduce what the human brain does. This means perceiving the world through the senses, understanding and responding to speech, learning, planning, and solving problems. Since this reproduction is carried out by a computer, it is software that provides this intelligence.”

Over the years, a significant increase in interest in the topic of artificial intelligence can be observed, with the year 2023 proving to be a turning point. As Komárek and Ryšavá (2024) note, “AI may become a key driver of economic development and a catalyst for changes in the way people live and work.”

The significance of artificial intelligence lies in its potential to revolutionise various aspects of our lives and to bring substantial progress across multiple fields. When used responsibly, AI can lead to innovative solutions, increased efficiency, and an improved quality of life (Rudrawar, 2023). Zhang and Lu (2021) state that artificial intelligence is the science of enabling computers to perform tasks that, in the past, could only be carried out by humans.

The impact of artificial intelligence is evident across all industries. Fossen and Sorgner (2019) suggest that the areas in which AI is currently achieving the greatest progress are associated with non-routine cognitive tasks, which are often performed by medium- to highly skilled workers. These workers tend to adapt more easily to new technologies, as there is a high likelihood that they already work with digital technologies. More highly educated workers are also more likely to possess task-specific human capital, which may make adaptation more costly for them.

In order to enhance the efficiency of human resource management processes and improve performance, organisations have begun to adopt disruptive technological innovations in this area. The concept of digitalisation of human

resource management refers to the transformation of HR activities through their automation using various software solutions and technological tools (Malik et al., 2022).

The issue of artificial intelligence and its impact on the labour market and society is not a phenomenon of recent years. In the past, technological progress has led to the loss of numerous jobs. Many authors focus on examining the impact of AI on unemployment (Virgili, 2024; Dall'Anese, 2020; Makridakis, 2017; Kudoh, 2025). As a result, some scholars adopt a pessimistic perspective on the implementation of AI. In 2019, Andrea Renda addressed this issue in his publication Artificial Intelligence, emphasising that AI would take over human jobs.

On the other hand, many authors argue that the use of AI technologies does not automatically lead to an increase in unemployment (Mutascu, 2021; Gries and Naudé, 2018). Instead, the changes brought about by the digital age compel the workforce to adapt to a new working environment influenced by the use of AI technologies (Abdeldayem and Aldulaimi, 2020). Meister (2019) predicted that artificial intelligence would create more jobs than it would eliminate.

As noted by Sanyaolu and Atsaboghena (2022), functions such as recruitment and selection, onboarding, performance management, employee engagement, and retention are currently carried out with the support of virtual assistants. The development of human resource information systems (HRIS) has provided a foundation for the application of artificial intelligence in human resource management.

The topic of artificial intelligence has become the subject of discussion in academic circles, as evidenced by the growing number of publications indexed in the Web of Science and Scopus databases. The first contribution recorded in Scopus dates to 1966 under the title Artificial Intelligence in Automated Design (Jirauch, 1966). The author notes that new techniques in the field of artificial intelligence are continuously being developed yet are "too distant" to be considered practical at that time.

In the Web of Science database, the first article addressing artificial intelligence in relation to the labour market and human resource management appeared in 1994. The authors emphasised the use of artificial intelligence in the automation of production within changing manufacturing environments (Yazici et al., 1994).

## 2. GOAL AND METHODOLOGY

The study focuses on analysing the impact of artificial intelligence on the labour market and human resource management. The aim of the study is to identify and analyse the research directions of authors whose work includes keywords related to artificial intelligence, human resource management, and the labour market, and whose studies are available in the Web of Science and Scopus databases based on predefined criteria.

To select relevant literature, the Web of Science and Scopus databases were chosen, and the analysed period was limited to the years 2015–2025. This period represents a phase of intensive technological development across various sectors, including the labour market and human resource management, making it a relevant timeframe for analysing current trends and impacts. In selecting relevant studies, a search string consisting of the keywords "AI", "labour market", and "human resource management" was applied.

## 3. FINDINGS AND DISCUSSION

Figure 1 illustrates a network visualization of keywords related to artificial intelligence, work, and business management, created using the VOSviewer tool based on an analysis of term occurrences in the academic literature. Individual nodes represent dominant concepts, with their size reflecting the frequency of occurrence, while the distance between nodes indicates the degree of thematic relatedness. Coloured clusters identify the main thematic areas of research.

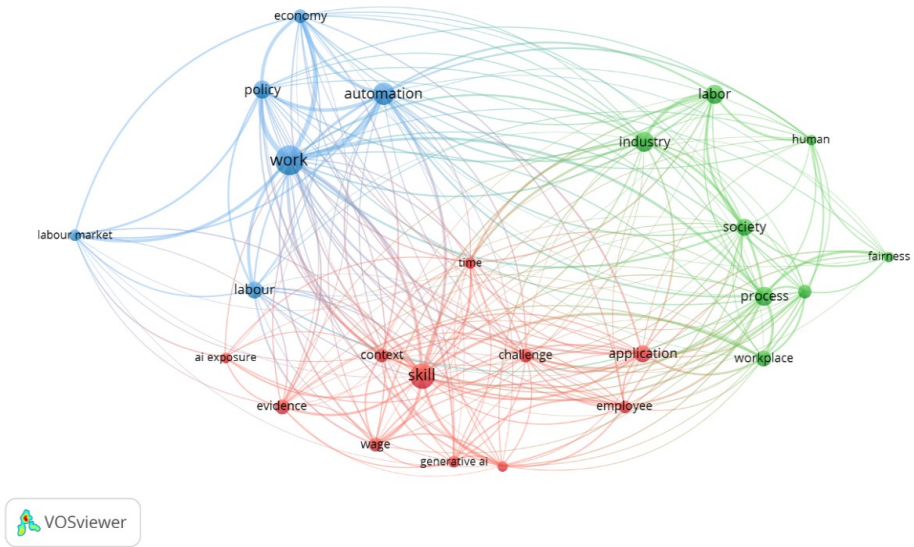
The blue cluster is centred around the concepts of work, automation, policy, economy, and labour market. The dominance of these terms indicates a strong focus in the literature on the systemic impacts of AI on work, the labour market, and economic policy. This thematic area highlights the macroeconomic and regulatory dimensions of AI implementation, in which artificial intelligence is perceived as a driving

force behind structural changes in the labour market. From a business management perspective, this cluster reflects the need for organisations to strategically adapt to process automation, as well as to align corporate strategies with public policies and prevailing economic conditions.

The green cluster includes words such as industry, process, workplace, employee, society, and fairness. This cluster represents the organisational and socio-ethical dimensions of AI application. From a business management perspective, particular emphasis is placed on the transformation of work processes, changes in the workplace environment, and the relationship between technology and employees. The occurrence of terms such as fairness and human indicates the growing importance of ethical considerations, justice, and social responsibility in the implementation of AI within organisational systems.

The red cluster is oriented towards the micro-level and the development of human capital, with dominant concepts including skill, generative AI, wage, evidence, challenge, and context. This cluster reflects intensive research into changes in skills, remuneration, and the challenges that AI poses for human resource management. It highlights evolving skill requirements for employees and the impact of AI on productivity, wages, and competency profiles. From a managerial perspective, this represents an area of strategic importance, as skill development, reskilling, and talent management are becoming key instruments of organisational competitiveness.

Figure 1: Keyword co-occurrence map




*Source: own elaboration*

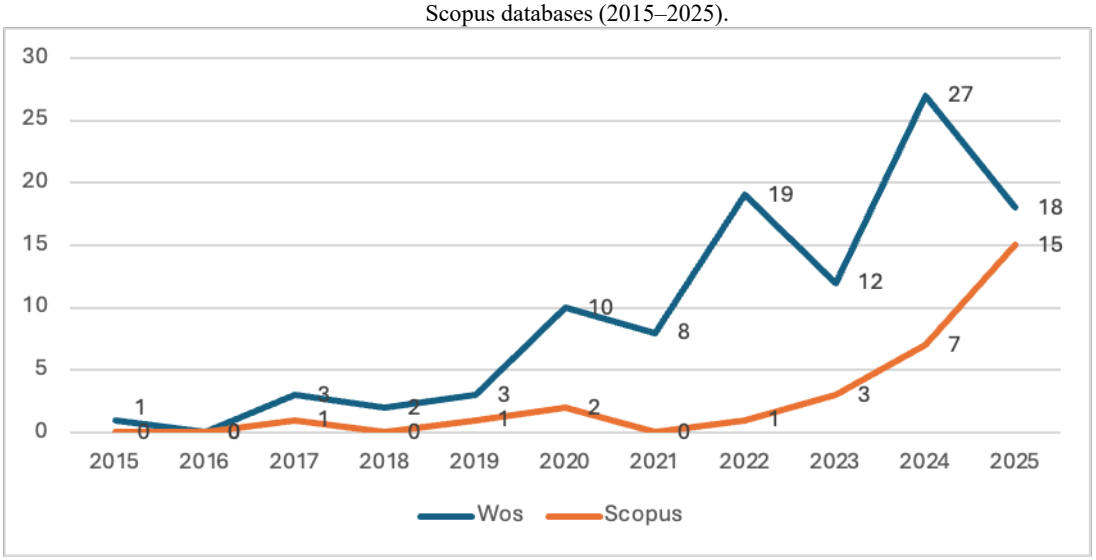
A significant feature of the visualisation is the high degree of interconnection between clusters, which highlights the interdisciplinary nature of AI research in the context of work and business management. Concepts such as *application*, *time*, and *challenge* function as bridging nodes between the macro-, meso-, and micro-levels of analysis, emphasising that the implementation of AI in organisations is a dynamic process influenced by technological, organisational, and societal factors.

Overall, the visualisation confirms that artificial intelligence in business management represents not merely a technological innovation, but a complex transformative force that affects organisational strategy, processes, human resources, and ethical frameworks.

The graph in Figure 2 illustrates the development in the number of publications using the keywords "AI", "labour market", and "human resource management" in the Web of Science and Scopus databases over the period 2015–2025. The results indicate a significant increase in scholarly interest in this topic, particularly after 2020, reflecting the growing importance of artificial intelligence in the fields of work and human resource management.

The lower number of records in 2025 is likely due to data incompleteness, as not all publications from that year had been indexed in the databases at the time of analysis. In addition, temporal delays between article publication and database indexing, as well as differences in authors' use of keywords, may also play a role.

Figure 2: Use of the keywords "AI", "labour market", and "human resource management" in the Web of Science and Scopus databases (2015–2025).




*Source: own elaboration*

The content of the analysed publications points to three main analytical levels. The first is the macro level, which addresses the economic and institutional consequences of AI implementation, including changes in the labour market, productivity, and the role of public policies. The second level comprises the organisational perspective, focusing on the implementation of AI in business processes, the transformation of jobs, decision-making mechanisms, and managerial functions. The third level, the micro level, concentrates on individuals, particularly on changes in required skills, impacts on wages, job satisfaction, and the human–technology relationship.

A significant characteristic of the analysed body of literature is the growing attention paid to the ethical and social aspects of AI, such as algorithmic transparency, fairness in decision-making, and managerial responsibility in the deployment of intelligent systems. These themes are particularly relevant for contemporary business management, as they indicate a shift from purely technical optimisation towards sustainable and socially responsible management.

Overall, the analysed body of literature provides a robust theoretical and empirical foundation for examining artificial intelligence as a strategic factor in business management. The conclusions of individual studies support the assertion that the successful integration of AI requires not only technological investments, but also the adaptation of organisational structures,

the development of human capital, and well-considered managerial decision-making.

One of the earliest authors to address this issue—and also the most cited in the Web of Science database, with 325 citations—is Frank et al. (2019). The study analyses the potential impacts of artificial intelligence and automation on the labour market, with a particular focus on methodological barriers that hinder accurate measurement and prediction. The authors highlight that AI can both substitute for and complement human labour, with its effects manifesting primarily at the level of specific tasks and skills rather than entire occupations.

A key challenge identified is the lack of detailed, dynamic, and spatially sensitive data on job-related skills, which would enable the empirical capture of processes of substitution and complementarity between humans and technologies. The article emphasises the need for new data sources, particularly from online job postings and résumés, as well as the use of machine learning methods to monitor changes in skill demand. In conclusion, the authors recommend that research and policy-making focus on building labour market resilience in light of the uncertainty surrounding technological development.

Another notable contribution in this field, with 294 citations in the Web of Science database, is the study by Agrawal, Gans, and Goldfarb (2019). The authors analyse the impact of artificial intelligence on the labour market through a task-based framework in which AI reduces the cost of prediction as an input into decision-making processes. They identify four channels through which cheaper and more accurate prediction affects labour demand: the direct substitution of labour in prediction tasks, the subsequent automation of complementary decision-making tasks, productivity-enhancing complementarities between labour and decision-making, and the creation of new tasks.

This framework implies that the overall effect of AI on employment and wages is *a priori* ambiguous and depends on the relative returns to labour and capital in complementary tasks. The article thus provides a theoretical explanation for why empirical estimates of the impacts of AI often yield weak or inconclusive effects.

Among the most cited articles is the study by Acemoglu et al. (2022), with 280 citations. The authors examine the impact of artificial intelligence (AI) on the labour market using data from online job postings in the United States since 2010. The study focuses on the growth of AI-related jobs, documenting a rapid increase in AI-intensive positions between 2010 and 2018, particularly in firms where employees perform tasks compatible with current AI capabilities.

The authors also investigate employment effects, showing that the adoption of AI within firms leads to reduced hiring for non-AI-related positions, alongside changes in the skill requirements of remaining job postings. In addition, the study examines macroeconomic effects; although these changes are clearly observable at the firm level, the aggregate impact of AI on employment and wage growth in the most exposed industries and occupations remains too small to be statistically detectable.

Overall, the article demonstrates that AI has local and structural effects on the labour market by reshaping job types and required skills, while its aggregate effect on employment and wages remains limited at present.

In their earlier study, Acemoglu and Restrepo (2020), which has received 259 citations in the Web of Science database, argue that the current development of artificial intelligence is disproportionately oriented towards the automation of existing job tasks rather than the creation of new tasks in which labour could be productively employed. This "misdirected" path of technological progress contributes to stagnating labour demand, a declining labour share of national income, and rising inequality, while simultaneously weakening productivity. The authors emphasise that the economic consequences of AI are not technologically determined but rather depend on innovation choices and institutional arrangements.

The main difference between Acemoglu and Restrepo (2020) and Acemoglu et al. (2022) lies in the type of approach and level of analysis. The 2020 article is predominantly conceptual and normative in nature; it analyses the direction of technological progress in AI and argues that its current focus on automation leads to adverse

macroeconomic outcomes, such as stagnating labour demand, a declining labour share of income, and increasing inequality. In contrast, the 2022 study is empirical and descriptive, relying on micro-level data from online job postings to identify the specific mechanisms through which AI adoption alters firms' hiring behaviour and skill requirements.

While the former article evaluates which type of AI development should be socially preferred, the latter documents the effects of the current diffusion of AI as observed in empirical data. As a result, whereas the normative conclusions of the 2020 study anticipate potentially strong long-term impacts of AI on the labour market, the empirical findings from 2022 point to effects that remain weak at the aggregate level but are clearly observable at the micro level of firms.

The divergence between the normative conclusions of Acemoglu and Restrepo (2020) and the weak aggregate effects identified by Acemoglu et al. (2022) is largely attributable to the time lag between AI adoption at the firm level and its macroeconomic consequences. During the observed period (2010–2018), artificial intelligence was at a relatively early stage of diffusion, with its use concentrated in a limited number of firms and in tasks compatible with the technical capabilities of AI at that time.

At this stage, the effects primarily manifest in changes to hiring strategies, skill requirements, and internal work reorganisation, which are readily identifiable in micro-level data but are not yet sufficient to generate substantial shifts in aggregate employment or wages. Macroeconomic effects—such as persistent changes in labour demand or wage structures—typically materialise only after broader technology adoption, sectoral reallocation, and adjustments in labour market institutions, which explains their currently limited empirical detectability.

## CONCLUSION

The impact of artificial intelligence on the labour market and human resource management is complex and multifaceted. While there is considerable potential for increased productivity (Ključnikov, 2023), economic growth (Batabyal, 2024), and the creation of new jobs, existing risks related to labour substitution, widening inequalities, and the need for skill adaptation cannot be overlooked. Labour market policies, the education system, and the capacity of organisations and individuals to adapt to these changes play a crucial role in shaping outcomes.

Looking ahead, a significant development of human resource information systems can be expected, with process simplification emerging as a key trend and a fundamental element of future HR system evolution. The implementation of artificial intelligence in human resource management brings both challenges and opportunities. The effective and appropriate use of AI in HR management requires consideration not only of technological aspects but also of the human factor and the individual needs of employees when implementing new technologies.

For this reason, responsible and transparent use of AI is essential. Employees require adequate support to develop a sufficient level of trust in AI and to understand how to use its tools responsibly.

In his work, Lang (2025) formulates seven recommendations for organisational leaders:

- Invest in increasing AI literacy in order to strengthen collaboration among employees and foster the development of critical thinking.
- Establish clear rules and act as a role model for the responsible use of AI.
- Promote continuous dialogue about AI—where it creates value, where it poses risks, and what kind of support employees need.
- Build a safe environment that facilitates the transparent use of AI.
- Invest in strategic planning and reskilling to prepare employees for forthcoming changes in the work environment.
- Seek a balance between innovation and risk management—enable experimentation while ensuring compliance with organisational policies.

- Monitor trends and developments in artificial intelligence and emerging technologies.

Artificial intelligence tools enable versatile applications and, in the field of human resource management, help perform a wide range of tasks more quickly and more effectively.

The issue of applying artificial intelligence in human resource management and the labour market is highly extensive, thereby opening further avenues for future research in this area.

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