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Application of AI in HRM and Employee Perception Analysis for the Usage of AI in Public and Private Organizations in Abu Dhabi

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Abstract: Artificial Intelligence (AI) has increasingly become integral to various sectors, notably within human resource management (HRM). Its applications span from aiding new employees with onboarding queries to assisting customer service representatives in mood recognition and self-correction. This Study explores the implementation and perception of AI within the HRM sectors of UAE's public and private entities. The research uses data from two surveys targeting HR professionals in Abu Dhabi, grounded in a thorough literature review centred on the six fundamental dimensions of HRM theory and supplemented by empirical analysis. Primary survey findings are detailed in the main text, while supplementary results are presented in the Appendix. Key insights illuminate employees' attitudes towards AI integration and underscore their concerns about its implications in HR. Artificial Intelligence (AI) has significantly impacted various sectors, including HR departments. It has improved HR processes like job recruitment and salary transfers. AI can reduce nepotism and bias in HRM functions, enhancing efficiency and effectiveness. However, fear of job loss and AI replacing human resources persists. To fully understand AI's potential, further analysis with industry segmentation and a combined approach should be undertaken, ensuring equal representation from various age and gender groups. AI implementation should focus on diverse sectors, ensuring a holistic view of results across different industries.

Keywords: AI, HRM, Dubai, UAE

1. Introduction

Artificial Intelligence (AI) enables machines to replicate or amplify human-like intelligence, including problem-solving and learning from past experiences. Artificial intelligence extends beyond computer software; it's now integrated into other goods and services [12]. Artificial Intelligence and other AI-driven technologies are making their mark across various business domains, particularly within human resource management (HRM). HR specialists have harnessed the power of AI in their field, leveraging machine learning to mimic and critically evaluate cognitive processes typically attributed to living entities. This enables the extraction of meaningful insights from global data sets, ensuring the strategic and optimal deployment of human capital to meet organisational milestones. Experts from IBM have showcased the profound impact of AI across multiple HR facets, including onboarding new employees, decision-making processes, gauging employee sentiments, and several other functions. For instance, newcomers often grapple with many unanswered questions when they step into an organisation. AI systems step in to provide prompt and comprehensive answers to their concerns. Similarly, customer service representatives can utilise AI to gauge their emotional fluctuations during interactions, enabling them to adjust their approach accordingly. Furthermore, AI, drawing upon historical data, offers employees a roadmap for their career progression, reducing the reliance on human intervention. [1].

This research seeks to explore the application of AI technology within the HRM domains of public and private entities in the UAE. Additionally, it delves into the perspectives of HR personnel in these organisations regarding integrating AI into HRM practices. The Study is

based on a literature review of studies related to this issue and an empirical analysis of the employee perception of employing AI in HRM sectors. The assessment will centre on integrating artificial intelligence in human resource practices, grounded on the six foundational aspects of HRM theory referenced in contemporary academic publications. The empirical analysis part of the Study involves surveying the HR employees of public and private organisations in the UAE. The analysis of the Study is based on two mini-surveys conducted on the HR officials in various organisations in Abu Dhabi. The main survey is included in the analysis part of the text, and the additional survey outcome and results are discussed in the Appendix section of the article. The outcome of the research sheds light on how employees feel about implementing AI in the workforce and highlights employee concerns regarding the usage of AI in the HR sector.

2. Literature Review

Shettigar delved into the potential integration of social strategic planning within a forthcoming Artificial Intelligence framework, specifically touching upon six facets of HRM. It's posited that fostering a deep conceptual grasp of advanced cognitive technologies can facilitate its adoption within HR practices. Adding to this discourse Sakka et al. [17] highlighted that AI is applied across diverse industries in myriad forms. Such implementations aim to bolster individual employee performance and assist HRM in harnessing human potential, enhancing staff experiences, curbing attrition rates, and fostering a robust managerial cadre within organisational settings. In a service-oriented economy, employees play a pivotal role for any enterprise, as recruiting, training, and evaluating their performance are crucial for an organisation's profitability and longevity. Lately, AI technology has amplified the efficiency of HR teams by streamlining their information processing capabilities. It enables quick scanning, reading, and evaluation of applications during the hiring phase. Beyond recruitment, AI is instrumental in enhancing talent retention strategies. It aids in employee performance evaluations for promotions and can identify potential workplace risks. Through its ability to conduct thorough cost-benefit analyses, AI fosters increased participation and enthusiasm among the workforce.

The utilisation of AI extends beyond just Human Resources Management; it's also prominent in healthcare and the energy industries. Almarashda et al. [3] highlighted in their study that energy is a linchpin for economic development and output in the United Arab Emirates, primarily dependent on natural petroleum assets like oil and gas. In the United Arab Emirates, incorporating Artificial Intelligence into energy sector initiatives has markedly impacted Human Resources management and technological facets, reducing costs, enhancing revenue, diminishing manual labour, and providing a more streamlined and effective service. Conversely, it's advisable to have a dedicated and knowledgeable individual on hand to assist in

addressing any challenges or difficulties that may arise when dealing with AI technology. Furthermore, the impact of Artificial Intelligence in healthcare must be considered. Similar to other sectors, the UAE government has recognised the significance of incorporating AI technology into their healthcare domain, particularly in the area of Cerebrospinal Fluid (CSF) categories, as part of their efforts to enhance the capabilities of their Employees, Technicians, and Master Agents (ETAM). This integration can streamline diagnostic procedures, surgical interventions, and patient care by ensuring the secure management of patient data, among other advantages. Prior to implementing AI within managerial contexts, it is essential to ensure that the adoption of this technology positively influences Perceived Usefulness (PU) and Perceived Ease of Use (PEU) among medical staff in the healthcare sector, as these factors are directly linked to the crucial success factor of Business Impact (BIU). The UAE government has taken proactive steps by offering managerial and operational support for the Technology Acceptance Model (TAM) implementation, including training assessments aligned with the requirements of desired services. These initiatives are designed to assist stakeholders and research methodologies in achieving success following the implementation of AI systems in 13 healthcare centres located in Dubai [2].

AI is steadily displacing conventional work across various industries [8]. If these trends persist, many aspects of traditional personnel management will undergo significant transformations. In the foreseeable future, human resource managers may find themselves overseeing both human and artificial intelligence as labour sources, ushering in a new era in workforce management. Some industries are poised for a paradigm shift due to these developments. As highlighted by Sakka et al. [17], the belief that technology might eliminate certain professions has coexisted with the idea that it also generates new and improved ones.

Businesses are increasingly discovering that the incorporation of mechanised technology, Artificial Intelligence, and machine reasoning can potentially replace human roles while enhancing accuracy, profitability, and overall operational efficiency. This suggests that roughly 50% of the tasks currently performed by humans in the workplace could be automated, often leveraging existing digital and AI technologies [15]. Ethical considerations are now taking centre stage, addressing not only the nature of work but also the broader societal implications of automation and its role in shaping the way we all live and work in the future [21].

Recent research by Jia et al. [9] delves into the six fundamental dimensions of HRM theory, serving as the bedrock for the integration of AI in HRM. These dimensions encompass planning HR strategies, recruitment processes, employee training and development, performance management, compensation evaluation, and fostering employee relationships. Furthermore, it is evident from their findings that each of these dimensions is intrinsically linked and can be effectively addressed with a nuanced comprehension of AI technology applications within the HR

landscape.

Effectiveness of AI in HRM

2.1. Human Resource Strategies

Human resource strategic planning serves as the starting point for effective human resource management, allowing companies to anticipate future workforce needs and align personnel qualities with their strategic objectives. In the digital age, Artificial Intelligence (AI) stands out as a prominent technology that continuously shapes organisational performance and essential processes. The integration of AI into operations is instrumental in elevating productivity and efficiency levels [15]. AI leverages vast datasets to enhance organisational performance by minimising redundancies and optimising resource allocation. Olan et al. [15] argue that adopting a synergistic approach that combines knowledge sharing and AI empowers organisations to achieve sustainable performance. Activities rooted in knowledge sharing confer a competitive edge in the market, fostering innovation, employee empowerment, training, and alignment with key performance indicators. AI-driven technologies bolster organisational performance across three critical domains: customer service, financial management, and operational strategy. Sullivan and Wamba [20] define artificial Intelligence as the capability of machines to successfully execute tasks traditionally performed by humans. In uncertain market conditions, organisations must implement strategies to ensure their survival. As Sullivan and Wamba [20] described, AI enables organisations to navigate disruptions in the business environment. AI is closely associated with improved organisational performance and resilience. When operating in volatile markets, businesses can harness AI technologies for data analysis, relationship establishment, forecasting, and enhanced decision-making in response to disruptions. AI empowers organisations to reconfigure resources and process data to positively impact their performance [20]. This adaptability enables organisations to navigate essential operations and secure their survival, making Artificial Intelligence a valuable source of insights for enhancing performance.

2.2. Employee Relationship Management

Effective human relations management facilitates optimal personnel management and ensures a logical distribution and rotation within human resource management [14]. Introducing AI into business operations gives managers advanced tools to enhance organisational efficiency. In a study by Sari et al. [18], the potential of AI technology tools and programs to aid management in pinpointing and addressing intangible aspects of employee behaviour, such as engagement levels, was explored. This is paramount, given that employee engagement is closely linked to overall productivity. The research utilised interviews to gauge employee engagement at all levels within the Security Market Line (SML) both prior to and following the

deployment of AI solutions. The findings of the study were telling. AI tools surpassed management expectations by assessing employee engagement levels and predicting subsequent behaviours and attitudes. This enables management to address potential issues precisely and timely before they escalate to cause disengagement or stress. By embracing AI technologies, businesses unlock new avenues to actively retain talent and gain insights into aspects of business inquiries that were once elusive.

2.3. Recruitment

Artificial Intelligence (AI) has revolutionised traditional hiring methodologies by integrating advanced computational tools. One prominent example is AI-driven facial recognition used during recruitment. This technology enables HR specialists to evaluate candidates' soft skills and determine their suitability for a particular role. Moreover, such systems can mitigate biases inherent in human recruiters, ensuring a more objective assessment. Nonetheless, the application of facial recognition in recruitment has its challenges. Ensuring an updated, accurate, and inclusive database for AI systems remains crucial. For instance, Amazon's facial recognition technology faced criticisms for its considerable gaps, causing its efficacy to be questioned [13]. Kshetri's research in 2021 delved into the implementation of AI in HR management practices in the Global South. By examining various AI tools and their application in multiple HR roles, including recruitment, retention, and training, Kshetri found that AI could significantly amplify the productivity of HR tasks. One of its notable benefits was the reduction of biases and nepotism, especially during recruitment. Yet, AI's impact remains uneven globally. Its adoption is still nascent in many regions, limiting its global influence on HR practices. Upadhyay and Khandelwal [23] explored the implications and applications of AI in the recruitment process. They identified a strategic transformation triggered by AI integration in hiring. Organisations seamlessly incorporating AI into their recruitment strategies have reported enhanced operational efficiency and an improved ability to identify and onboard top-tier talent.

2.4. Training and Development

Asf [4] conducted a study involving 100 employees from the Municipality and Planning Department in Ajman to gather insights about the potential future trajectory of HRM practices with the integration of AI techniques. Participants responded to a comprehensive questionnaire addressing several HRM tasks, including polarization, selection, recruitment, training, and performance enhancement, and provided feedback on how AI could influence these areas. The results from the study suggest that AI will play a significant role in shaping the future of HRM. The research advises HR departments to equip their teams with AI-related skills, emphasising the importance of training sessions focused on AI tools and techniques. Additionally, the study stresses the need to integrate AI-focused topics into academic

curricula across all educational levels.

2.5. Managing Employee Performance

In today's rapidly evolving landscape, numerous organisations are aligning with emerging trends, notably integrating AI into their operational frameworks. Singh & Shaurya [19] explored the influence of Artificial Intelligence on the Human Resource methodologies of organisations in the UAE. Employing a mixed-methods approach, combining surveys and in-depth interviews, they sought to delve into their central research inquiry. The respondents for this study primarily comprised individuals who were either rooted in HR or specialised in AI. The findings from the research were indicative of the profound impact AI has on HR processes. The adoption of AI-driven tools and strategies in HR was shown to amplify the efficiency of HR processes, refine performance evaluation mechanisms, and bolster training and developmental endeavours. The results underscore the notion that the seamless adaptation of HR roles and responsibilities to the digital era hinges largely on the strategic use of AI, coupled with the preparedness and adaptability of the workforce.

2.6. Salary Evaluation

AI has revolutionised how firms assess employee performance, enabling the development of more equitable and efficient compensation strategies. Adjustments in compensation should not only be strategic but also maintain the agility to shift in alignment with any changes to the organisation's overarching objectives. Through AI, companies can meticulously scrutinise their compensation strategies' external and internal dynamics. This involves conducting thorough salary surveys, post-assessment evaluations and formulating an optimal salary structure that delineates compensation grades and ranges [10]. A sophisticated incentive system can be realised by integrating data mining techniques with performance management protocols. Additionally, using neural network technology fosters the development of an intelligent wage appraisal system [9]. Such AI-driven tools aim to democratise and bring more fairness to the remuneration management process. One such AI technique, the Backpropagation (BP) neural network, draws inspiration from various disciplines, including biology, neurology, psychology, and statistics. This method crafts a systematic computational model that emulates the human brain's neural system by interlinking a myriad of neural network nodes. When merged with the vast possibilities of big data, the BP neural network can be harnessed to forge an intelligent decision support system. This system serves as a tool for crafting a just and balanced compensation assessment mechanism [16].

3. Methodology

This study employed a multifaceted approach to address its research questions. For the literature review, the narrative methodology was adopted. This method excels at identifying, summarising, and consolidating existing published works while highlighting potential research areas that still need to be explored to avoid redundant efforts [11].

The study's empirical component centred on analysing perceptions concerning AI usage in HR departments across private and public entities in the UAE. To gather requisite data, students from the Hamdan Bin Mohammed Smart University undertook a survey targeting HR professionals.

The chosen method to scrutinise the acquired survey data was descriptive statistics, providing a comprehensive overview of the responses' patterns, relationships, and trends. The subsequent portions of the study, as part of the survey methodology, comprised:

3.1. Sample

The Study has been conducted in 4 organisations[1] They are all based in UAE, where Artificial Intelligence finds its applications with a focus on employees working in the HR Department. For the study location, we chose Abu Dhabi city to collect the data from private and government agencies because Abu Dhabi is the capital of the United Arab Emirates and constitutes 87% of the country's area. It includes various governmental, private, and semi-governmental entities. All these sectors have a role in increasing the country's economy. The population sample is 10 HR officials above 20 currently employed in the four target organisations. All four companies are based in the UAE, specifically in Abu Dhabi. The HR officials in the study organisations answered the questionnaire over 10-15 minutes [6].

3.2. Instrumentation

The data was collected by using a questionnaire to conduct the survey. The survey was sent to postgraduate students pursuing their Master's degrees at Sharjah University. They have given this survey to different people from their connections. After these people filled out the hard copy of the survey, the survey forms were returned to us by the students for further analysis. This questionnaire was based on personal learning. It focused on the following factors:

1) The fear among professionals of whether artificial Intelligence in the HR department will lead to the loss of their jobs.
2) The varied advantages of implementing artificial intelligence within the Human Resources division.

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[1] NYUAD: New York University Abu Dhabi is an extension of New York University, serving as a private liberal arts college in Abu Dhabi, UAE.

Emirates: Emirates is an airline subsidiary of the Emirates Group, which is under the ownership of the Dubai government through the Investment Corporation of Dubai.

Khalifa Fund for Enterprise Development: This governmental, non-profit entity assists UAE National entrepreneurs in setting up small to medium-sized businesses by offering financial assistance and business advisory services.

Abu Dhabi Department of Economic Development: ADDED is the main government organisation in regulating the business sector of Abu Dhabi by issuing guidelines for the variety of business licenses they provide to operate in the emirate of Abu Dhabi.

3.3. Instrumentation Validity

This questionnaire was custom-designed to assess the phenomenon of the usage of artificial Intelligence in the human resources department of different companies from the perspective of the employees of this company. It cannot be assessed using pre-existing standards. However, all the questions asked in the survey are compliant with the research study and relevantly aim at answering the research questions. The data generated is essential to evaluate the current use of Artificial Intelligence in the human resources departments of different companies in the UAE [7].

3.4. Data Collection

The data has been collected over three weeks. Students pursuing their Master's degrees from Sharjah University were given hard copies of the survey. They were tasked with giving these survey forms to people in their connections. The survey comprised 16 questions about using artificial intelligence in human resources in private and public enterprises in the UAE. The data collected is qualitative and quantitative, as the questionnaire sought to assess professionals' fear that Artificial Intelligence in the HR Department will lead to the loss of their jobs and also to determine some of the merits of Artificial Intelligence in the HR Department. All participants gave their verbal approval. They were guaranteed privacy and were told they could exit the Study at any time without providing a reason. After the form was filled, they were brought back to us by these students. The survey explicitly communicated the Study's objective, with instructions for responses provided on the document itself. It avoided any personal inquiries, ensuring respondent anonymity. Subsequently, the collected data was processed using JASP software and MS Excel [5].

4. Result and Discussion

4.1. Characteristics of Study Population

From the survey, most respondents identified themselves as female as their sexual orientation. In addition, the age category was mainly in the early 20s. Furthermore, most respondents (6) work in governmental organisations, three in non-governmental organisations and the remaining 1 in an educational institution.
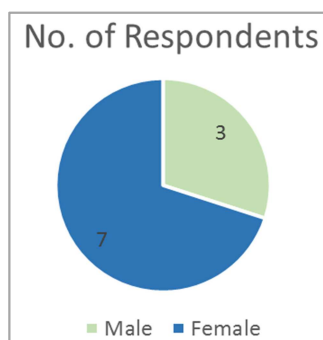

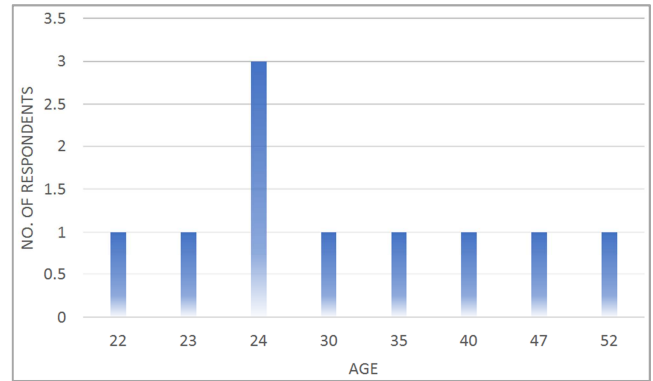*Figure 1. Number of Respondents (Male/Female).*
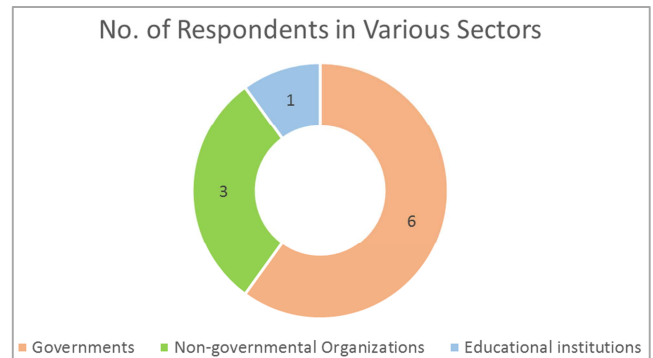

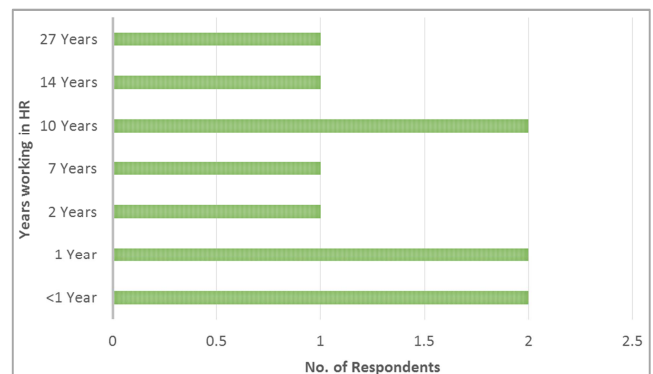*Figure 2. Age Respondents.*

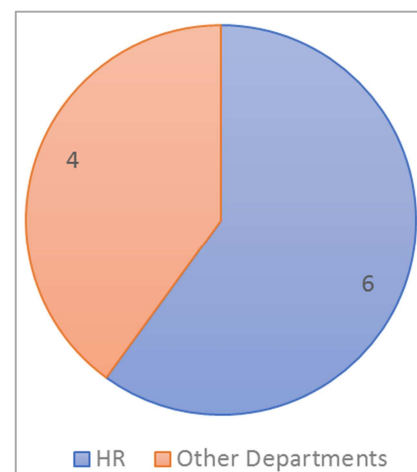*Figure 3. Sectors.*

Figure 4. Years of HR Experience.

Figure 5. Number of Respondents who worked in other departments.

4.2. Employment Details of Respondents

The employment details, when surveyed, showed that 4 of the respondents have been working in HR for one year or less. Overall, 50% of the respondents have worked in HR for less than five years, and the remaining 50% have worked for more than five years. In addition, 60% of the respondents have worked only in the HR Department. The remaining 40% have worked in departments like Investment, Customer Service, Contact Center, and Facilities Department.

4.3. Organisational AI Implementation Assessment
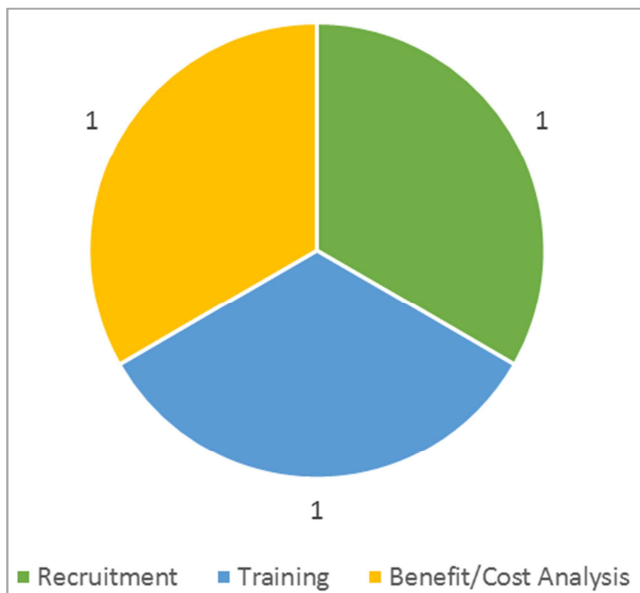
Figure 6. Capacity at which Organization uses AI.

AI has been implemented only in 3 respondents' organisations since 2016, 2020 and 2022 in recruitment, C/B analysis, and training, respectively. 70% of the respondents agree that using AI in HR will increase productivity, and 60% agree that it will smoothen the workflow. Likewise, 60% of them agree that AI reduces HR operational costs. However, 40% are indifferent to the opinion that using AI in HR will exacerbate job loss. Moreover, 40% disagree that AI will replace humans in the workforce. Lastly, most respondents agree that AI and humans can be part of the same workforce, so they don't fear AI can replace their jobs.

5. Limitations

Identifying the type of organisation is vital for pinpointing the industry in which the organisation operates, and the size of the enterprise would have provided more insight that would have been useful. Not identifying the industry and size of the organisation presents a limitation to the research in terms of allowing us the flexibility to group the data on more than one front and make correlations based on that. Another limitation of the research is not including an open-ended question at the end of the questionnaire to allow the participants to share more comments about the nature of AI usage in their organisation. Sharing further comments could add value to the research or alter its course as it alerts the researcher to points that they have missed before in their research. Furthermore, adequate resources could make the survey scale a lot bigger. Therefore, the survey data's conclusions must be generalised for the overall study location.

6. Conclusion

Artificial Intelligence is one of the most influential discoveries of the 21st century. Amidst the fourth industrial revolution, AI has profoundly shaped various sectors. Similarly, it has had a lasting impact on the HR departments of various companies. Artificial Intelligence has become the answer for many HR processes, such as job recruitment, salary transfer, etc. According to the literature review, all the articles found that Artificial Intelligence had a positive impact on Human Resource Management functions, namely selection, recruitment, training, and development [4, 11, 15, 22]. Kshetri [11] also agrees that AI could help reduce nepotism and bias in HRM's selection and recruitment functions. Ahmed [1] is the only one who considers that the absence of human touch could lead to problems in the recruitment process. In conclusion, AI can heavily improve various HRM functions, enhancing the efficiency and effectiveness of organisational performance.

The data collection results articulate that AI can be a good choice for any organisation to reduce operational costs and improve efficiency. Most people agree that AI increases productivity, smoothens the workflow, and reduces costs. However, the data also claim that the majority are afraid of job loss and AI's replacement of human resources. This anticipation is prevalent in current data and a common belief in most of the population. With that said, AI is inevitably slowly making its way into our lives and will soon become a significant part of it. As a group, we recommend further analysis with more industry segmentation to have a holistic view of the results across different industries like (aviation, health, Judiciary sector, etc). A combined approach, including both exploratory and action research, should be undertaken, enlarging the sample size. Equal representation from various age and gender groups should be ensured, focusing on diverse sectors for AI implementation.

Appendix

Appendix 1. Survey-2 Results

Sample

The survey respondents are people aged 18-24, 25-34, and above 34.

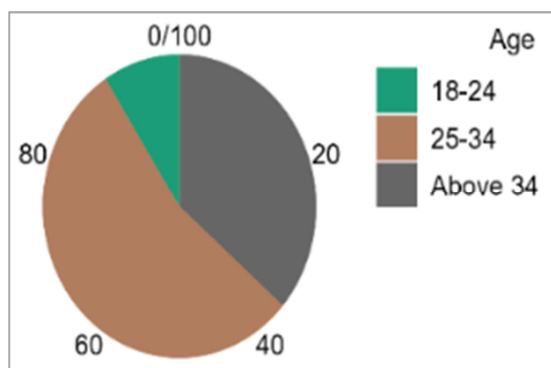Figure A1: The age group 25-34 was the largest; the percentage is 70%.

Figure A1. *Age.*

Figure A2: Government agencies use AI more than corporations. Furthermore, the questionnaire includes questions about whether they use artificial Intelligence in human resource management and other departments. Moreover, using AI in HR increases productivity, smooth workflow, and reduces operational costs.
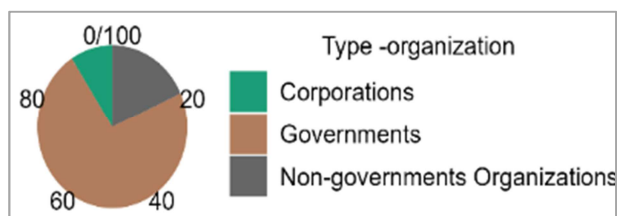

Figure A2. *Type-organisation.*

Appendix 2. Data Analysis

Figure A3: In Figure A3, the majority of respondents, 50%, stated that they have been using Artificial Intelligence in their workplace for about 4 to 5 years, while 37% responded that they used it for about 2 to 3 years and about 13% of them use it for more than five years. This analysis shows that most organisations have employed artificial Intelligence up to five

years ago.
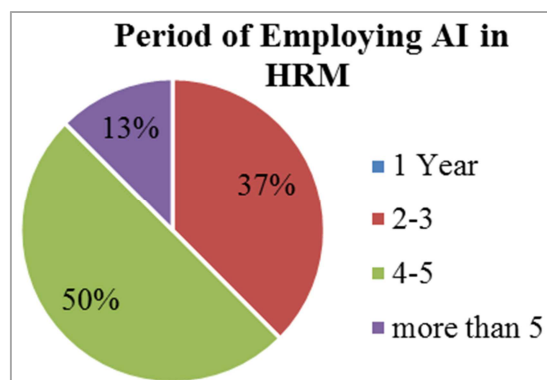
Figure A3. *Period use AI in HR.*

Figure A4: As shown in graph 4, 8 employees indicated that their companies have been using Artificial Intelligence in Human Resource Management, while the least responses, 4, stated that they do not use AI in HRM.
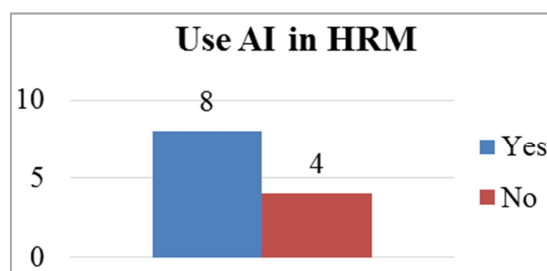

Figure A4. *Use AI in HRM.*

Figure A5: Figure A5 indicates that AI is used in training and administrative automation, followed by employee assessment and C/B analysis, then employee relocation and retention, and lastly, recruitment and employee relationship management. From this, we can analyse that AI plays a significant role in the HR departments.
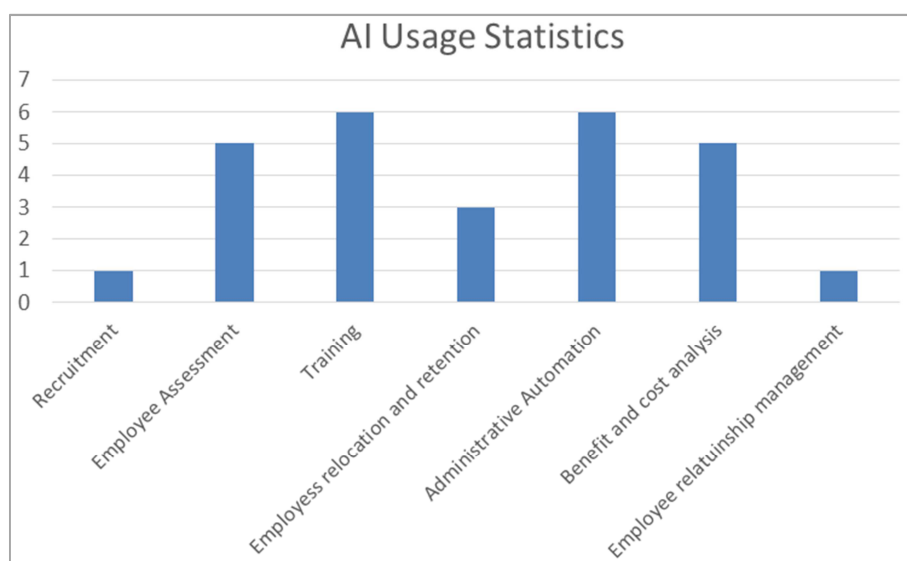

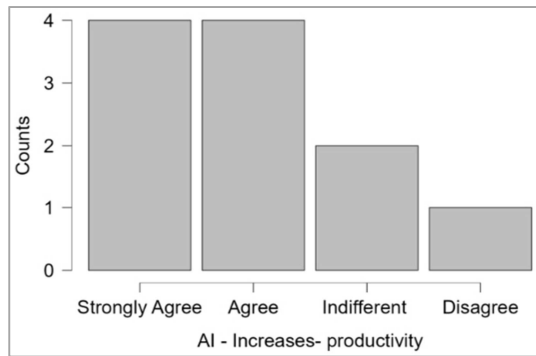**Figure A5.** *Capacity-AI-Section.*

Figure A6. *AI-increases-productivity.*

Figure A6: The majority strongly believe that activating Al in human resources raises productivity and efficiency. At the same time, only one voice opposes this view. Among these sounds, some suggest that there is no effect whether the Al is activated or not. These people represent less than half of the votes, while the percentage of those who agree with the view is equal to that of those who strongly agree.
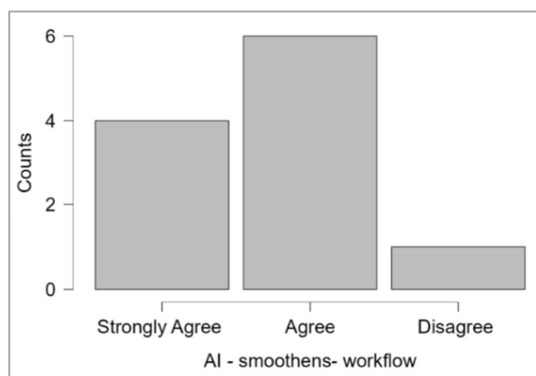

Figure A7. *AI-smoothens-workflow'l.*

Figure A7: Only one voter disagrees that activating Al in HR facilitates workflow. While the majority agree with the view, and about 35% of the vote strongly agree. The results show that the highest percentage of the voters agree that the activation of Al in human resources contributes to the smooth workflow. On the other hand, less than 10% of the voter opposes the view.
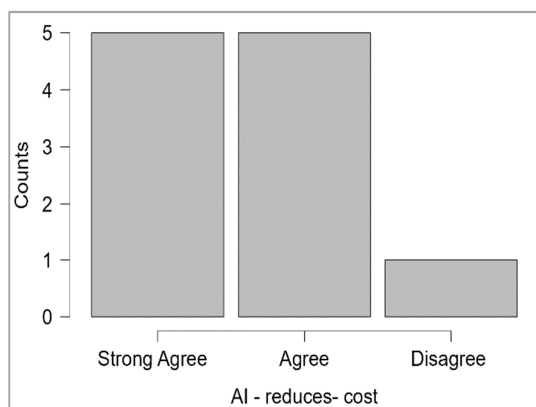

Figure A8. *AI- reduces cost.*

Figure A8: The majority strongly agreed that AI in Human resources reduce cost as it will sort out many tasks that humans can take a long time to solve. Instead of having a couple of people doing the same tasks and paying them salaries, employing AI can solve this issue, and human employees can do tasks and projects that require more human input. However, there is one voice that disagrees with this view. The rationale is that AI software and machines require maintenance, and they may need to finish the tasks more efficiently and effectively than a human employee may be able to do.
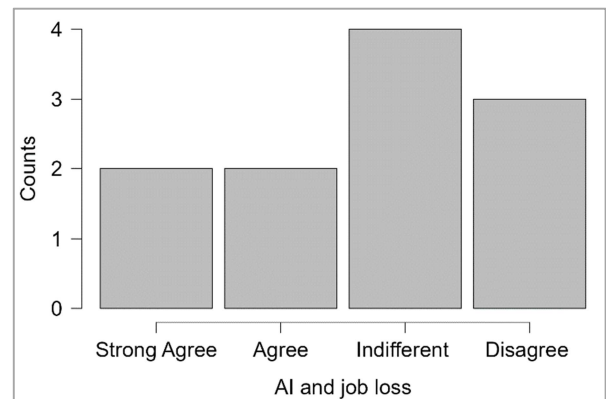

Figure A9. *AI and job loss.*

Figure A9: 4 employees agree that AI can reduce human employees and people may lose their jobs and be replaced by AI. However, four employees are indifferent that AI can cause job loss. However, three employees disagree that implementing AI in HR sectors will increase job loss because they feel human employees can do many tasks without commands. They can do these tasks better than AI.
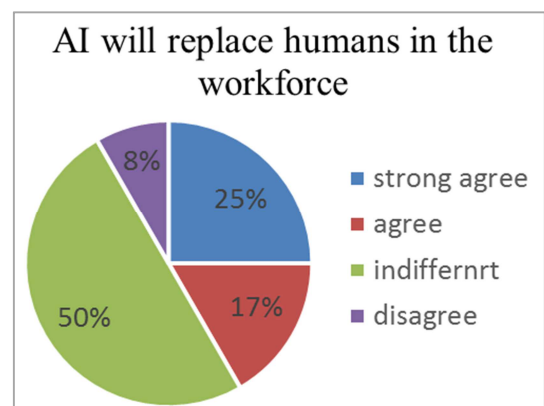

Figure A10. *AI will replace humans in the workforce.*

Figure A10: The graphs indicate that 50% of respondents have no feelings about the statement "AI will replace humans in the workforce," and 8% disagree, which means that they are not at risk of being replaced by AI in their work. While other employees, who present a percentage of 42 responses, agreed that AI will replace humans in the workplace.
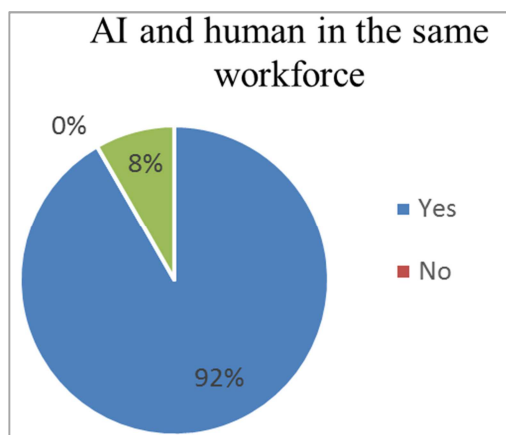
Figure A11. *AI and humans in the same workforce.*

Figure A11: The % of employees who think it possible for AI and humans to work together in the same workplace is 92%. At the same time, 8% of employees wondered if this might work. Humans can engage with Artificial Intelligence and work together to achieve the same purpose.
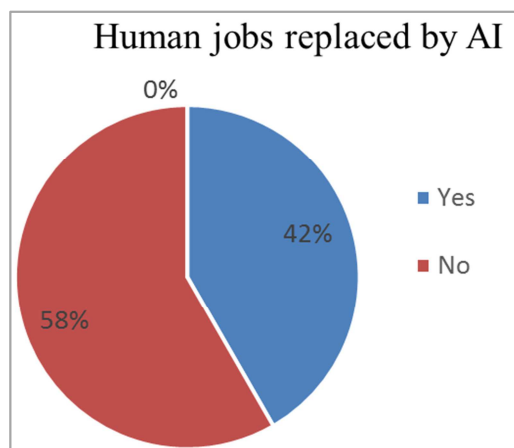

Figure A12. *AI replaces human jobs.*

Figure A12: 58% of employees' responses about whether they fear Artificial Intelligence might replace their jobs was "No". The remaining employees, who represent 42% of responses, fear AI might replace their jobs. Despite its potential, this analysis identifies that Artificial Intelligence can never replace all human jobs.

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