Uluslararası Yönetim Akademisi Dergisi
Yıl/Year: **2025**, Cilt/Volume: **8**, Sayı/Issue: **2**, ss.**335-343**
https://doi.org/10.33712/mana.1702990

Artificial Intelligence Applications in Human Resource Management

İnsan Kaynakları Yönetiminde Yapay Zekâ Uygulamaları

Cemal İYEM
Prof. Dr., Aydın Adnan Menderes University,
Söke Faculty of Business Administration,
Department of Human Resource Management,
ciyem@adu.edu.tr
https://orcid.org/0000-0001-5247-234X

Beyza ERER
Assoc. Prof. Dr., Aydın Adnan Menderes University
Söke Faculty of Business Administration,
Department of Human Resource Management,
berer@adu.edu.tr
https://orcid.org/0009-0001-2562-1095

Makale Başvuru Tarihi: 20.05.2025
Makale Kabul Tarihi: 28.06.2025
Makale Türü: Araştırma Makalesi

Anahtar Kelimeler:

Yapay Zekâ,

İnsan Kaynakları Yönetimi,

Dijitalleşme,

ÖZET

Son yıllarda bilişim teknolojilerinde yaşanan gelişmelerle birlikte işletmenin tüm fonksiyonlarında olduğu gibi insan kaynakları yönetiminde de yapay zekâ teknolojileri adapte edilmeye ve kullanılmaya başlanmıştır. Bu kaçınılmaz teknolojik dönüşüm, insan kaynakları departmanını yeniden şekillendirerek insan kaynakları profesyonellerinin makine öğrenimi ve algoritmalardan yararlanarak iş süreçlerini kolaylaştırmasına, önyargılarını azaltmasına ve analiz ile karar alma süreçlerini geliştirmesine olanak tanımıştır. Böylesi önemli faydalar dikkate alındığında, yapay zekânın insan kaynakları yönetimi alanında ne kadar aktif kullanıldığı merak uyandırmaktadır. Dolayısıyla çalışmada, insan kaynakları yönetiminin hangi işlev(ler)inde yapay zekâ teknolojilerinin kullanıldığının belirlenmesi amaçlanmaktadır. Çalışmada nitel araştırma desenlerinden durum yaklaşımı kullanılmış ve şirketlerin yapay zekâ teknolojilerini temel insan kaynakları süreçlerine nasıl dâhil ettikleri "doküman analizi" yöntemi ile incelenmiştir. Çalışma bir vaka çalışması olarak tasarlanmıştır.

Keywords:

Artificial Intelligence,

Human Resource Management,

Digitalization,

ABSTRACT

With the rapid advancement of information technologies in recent years, artificial intelligence (AI) has begun to be integrated into human resource (HR) management, as in all other business functions.. This inevitable technological shift has reshaped the HR function, enabling HR professionals to utilize machine learning and algorithms to streamline business processes, reduce bias and improve analysis and decision-making. With such significant benefits, it is curious how actively AI is being used in the field of human resource management. Therefore, the study aims to identify in which function(s) of Human Resource Management artificial intelligence technologies are being used. The study used a case study approach, one of the qualitative research designs, and analysed how companies integrate artificial intelligence technologies into basic human resource processes using the "document analysis" method. The study was designed as a case study.

Önerilen Alıntı (Suggested Citation): İYEM, Cemal ve ERER, Beyza (2025), "*Artificial Intelligence Applications in Human Resource Management*", **Uluslararası Yönetim Akademisi Dergisi**, S.8(2), ss.335-343, Doi: https://doi.org/10.33712/mana.1702990

1. INTRODUCTION

The increasing development of technology leads to radical changes in all areas of life (Erer, 2018:6114). Artificial Intelligence (AI) is one of the most remarkable elements of this technological transformation. The significant rise of AI, which mimics human cognitive abilities and is considered a good imitation of the human brain, is a global revolution that is expected to continue in the future (Qamar et al., 2021:1339). Whether people realize it or not, AI technologies are now extensively embedded in many aspects of daily life (*e.g., health, communication, education, media and entertainment, finance and banking, online shopping, home automation*) (İkas, 2024). Similarly, AI is being successfully applied in many different areas and business processes. This is because artificial intelligence, which is transforming organizations by modernizing workflows and increasing the productivity and efficiency of both machines and humans, plays a critical role in helping companies achieve high performance and sustainable competitive advantage. As a result, the adoption and integration of AI into business has become a necessity rather than a choice (Kişi and Özer, 2023:36). This conclusion is also supported by research. For example, Deloitte surveyed 2,620 global business leaders across six industries and multiple sectors for its State of Artificial Intelligence in Business study, which found that 79% of respondents have fully deployed three or more AI applications in their business processes, and 94% agree that AI will be critical to success in the next five years (Deloitte, 2022). Similarly, a survey of 803 companies by the World Economic Forum in 2023 concluded that 80% of companies plan to implement a strategy to accelerate business processes through automation to achieve their business goals within five years (World Economic Forum, 2023:50).

However, the use of AI in human resource management (HRM) has increased in recent years, and a trend that has accelerated significantly over the past five years. As HRM has taken on a more strategic role in strategic decision making, the importance of HR information systems has increased (Mızrak, 2023:333). Rapid changes in the business environment have made the strengthening of HR systems and the use of AI even more critical, as they require faster and more effective responses/reactions (Uthman, 2024:2621). In fact, as a result of research, it has been determined that approximately 88% of the world's companies use some form of AI in human resource management. In addition, AI is trusted by 100% of companies in China and 83% of companies in the United States (Burçak and Durmaz, 2022:205). In this context, both in terms of academic research and practical applications, the use of AI in HRM has become an important issue.

The use of AI in HR processes makes processes more effective and sophisticated, enabling HR professionals to make better decisions (Nishar, 2022:1). It saves time and increases operational efficiency through the minimisation of labour and high workload operations. In this way, HR professionals can redirect the time and resources they save through automated processes to more strategic and high-priority tasks (Tiftik, 2021:380). These opportunities offered by AI allow HR professionals to think more strategically and focus more on critical issues such as workforce planning, talent development and organisational change management. Both organisational efficiency and employee experience are significantly improved through this transformation. Considering these benefits, this raises the question of which HRM functions are currently utilizing AI most extensively. In this context, the aim of the study is to explore the current state of AI-enabled HR practices of successful global companies.

2. CONCEPTUAL FRAMEWORK

The use of information and communication technologies in organisational processes has brought, and continues to bring, many changes to human resource practices. In the process, traditional HRM practices have been digitised and artificial intelligence has begun to be used at almost every stage of HR processes (Düzcü et al., 2024:89). The role of AI in HRM has grown exponentially, especially with the advent of Covid-19 Pandemic (Mer, 2023:34). This is because the pandemic accelerated digital transformation in organisations with practices such as remote working or transition to hybrid working systems, and artificial intelligence-supported technologies have been integrated into HR processes (Kelley, 2021).

AI is defined as digital technologies that simulate certain functions of natural intelligence, such as perception, learning, cognition and reasoning, to augment or automate tasks performed by humans (Strohmeier, 2022:2). AI, unlike ordinary software tools, functions as a high-speed computing powerhouse, thanks to its use of vast amounts of data and advanced algorithms. What makes AI stronger than other technologies and machines is "*cognition*". In other words, while others are in response to commands, AI has the ability to learn and make

decisions thanks to algorithms (Kambur, 2022:140). Thanks to these features, AI offers significant benefits, such as "*reducing time and costs, increasing quality, improving decision-making processes, reducing human error and improving performance*", and is being used effectively in the field of HR (Nishar, 2022:1). A new chapter in the evolution of the field is opening with the seamless integration of AI and automation into HRM (Agarwal et al., 2023). The use of AI in HRM has the potential to (Aşkun, 2023:220-226);

> "*Streamline the recruitment process and identify the most qualified candidates for a job vacancy, facilitate employee engagement monitoring and suggest personalised development opportunities and career paths, personalise training and development programmes and provide feedback on performance, analyse employee performance data and provide personalised feedback and development opportunities.*"

By automating repetitive tasks, increasing accuracy and objectivity, reducing bias, and providing customised solutions, artificial intelligence enables HRM processes to be faster, more efficient and more effective (Song and Wu, 2021:2). For example, applicant tracking systems and natural language processing technologies speed up the recruitment process and help to select more suitable candidates (Tian et al., 2022:203). Predictive analytics have also made it possible to anticipate how people will perform and to make more accurate organisational decisions (Jarrahi, 2018:584). Another important dimension of AI applications in HRM is the personalisation of the employee experience. For example, chatbots and virtual assistants can reduce the workload of HR departments and increase employee satisfaction by instantly addressing frequently asked questions (Malik et al., 2023). Additionally, sentiment analysis technologies offer the ability to monitor employee satisfaction and engagement in real-time (Gerçek and Özveren, 2023).

As a result, AI-enabled digital technologies are being actively applied to various HR processes such as resource planning, recruitment, employee engagement, training and development, performance evaluation, compensation management, succession planning, talent acquisition and retention (Kaur et al., 2023; Laumer and Morana, 2022; Garg et al., 2021; Qamar et al., 2021). However, their adoption must be balanced with ethical, practical and cultural aspects in order to realise their full potential in a responsible and effective manner. It is therefore important to understand the dynamics of these changes and how they could potentially shape HRM practices in the future, especially in the context of the evolving digital economy discourse (Ekuma, 2024:202).

3. RESEARCH METHODS

In this study, a qualitative research method was adopted as it aims to describe the AI-supported HR practices of companies that are successful in the global market and to interpret the current situation. The study was designed as a case study. The data collection method used was document analysis. Document analysis was chosen because it is a method used for the systematic and meticulous examination of written documents containing information about the phenomenon or phenomena under study (Wach and Ward, 2013:1; Yıldırım and Şimşek, 2018:189).

Many global companies are improving their processes with innovative solutions for using AI in HR. However, some considerations have been made to ensure that the examples presented in this study are both meaningful and inspiring. These considerations;

- The examples are supported by concrete, up-to-date and reliable sources of information,
- The companies have a deep-rooted history,
- Clearly identify the HR processes (recruitment, performance evaluation, training, workforce planning, etc.) in which companies are using AI,
- How AI has made a difference to the relevant processes (such as speed, accuracy or cost savings) is highlighted with results,
- Explain the technological features or innovative aspects of the AI tools used (machine learning, natural language processing, facial recognition, etc.).
- Presentation of examples from different HR functions.

4. RESULTS

The results and observations from the systematic literature review and case study researchs on the relationship between HRM and AI provide valuable information to better understand the intersections between these two fields. Evaluations of the findings and conclusions reached are classified under the heading Concrete Examples of Artificial Intelligence in Human Resource Management.

4.1. Practical Applications of Artificial Intelligence in Human Resource Management

In the field of human resources, AI is transforming business processes such as candidate sourcing and assessment. It is also transforming the employee experience. AI -supported digital technologies are changing the rules of the game for HR professionals and leaders by providing significant advantages to companies in many areas from workforce planning to talent discovery, from candidate assessment to career management. In this context, this section provides examples of global organisations that have successfully applied AI-based technologies to core HR functions.

- ***International Business Machines (IBM)*:** Founded in 1911 and operating in more than 170 countries with more than 410,000 employees, IBM integrates technology and expertise by providing infrastructure, software (*including market-leading Red Hat*) and consulting services to clients driving the digital transformation of the world's business-critical organisations (IBM, 2024). Using the IBM Watson platform developed by the company, it uses AI in HR processes such as "*recruitment, talent management and development, internal mobility and career management, employee experience and satisfaction, performance monitoring, data collection and analysis*" to increase efficiency and provide a more personalised and strategic approach. This allows IBM HR professionals to focus more on strategic roles (Identity, 2023).
- ***Unilever*:** Unilever PLC is a British multinational fast-moving consumer goods company, formed on 2 September 1929 following the merger of British soap manufacturer Lever Brothers and Dutch margarine manufacturer Margarine Unie. Its products are available in more than 190 countries (Unilever, 2024). Global consumer goods giant Unilever is revolutionising the "*recruitment*" process with AI. The company uses the HireVue platform to analyse candidates' competencies in video interviews and to support recruitment decisions. This platform has a voice and facial recognition algorithm that analyses candidates' vocabulary, speech patterns, body language, tone of voice and facial expressions to select the ideal candidate (Demiral, 2023:75). Unilever also uses an AI-powered tool called "*Pymetrics*" to assess candidates. Thanks to these applications, Unilever was able to process tens of thousands of applications, ensuring an unbiased assessment of candidates and reducing the recruitment time from four months to just four weeks. The company also eliminates unconscious bias in recruitment, paving the way for more diverse and effective teams (Identity, 2023).
- ***Hilton Worldwide*:** Founded in 1919 in Texas, Hilton Worldwide is an American multinational hospitality company that manages and franchises a broad portfolio of hotels and resorts. With a reputation for innovation in its products, facilities and services, Hilton Worldwide receives thousands of job applications every day. Aiming to provide a positive experience for job seekers, the company has almost completely automated the "*recruitment*" process using AllyO's AI-powered chatbots. In this way, the recruiters have completely freed up their time for high-level contacts with the candidates (Weaver, 2018). Sarah Smart, Vice President of Global Recruitment at Hilton Worldwide, stated that they have increased their recruitment speed by 85 per cent by using AI in candidate sourcing, screening and interviewing. She also stated that thanks to the AI algorithms they have been using since 2014, they have also achieved benefits such as "*increasing the diversity of the talent pool and identifying high-performing employees more quickly*" (Meister, 2019:5).
- ***Google*:** Google, which develops Internet-based services and products, is an American multinational technology company founded in 1998. Google, which invests heavily in Internet search, online information distribution, advertising technologies and search engines, and is always at the forefront of artificial intelligence, uses AI in HRM to "*find the best potential candidates for a job and predict employee job satisfaction*". The company is using an algorithm called the Google Cloud Talent Solution to understand the content of a job and to more effectively match candidates with roles (Identity, 2023). Google also develops important recommendations in the context of emotional intelligence, personalised at

individual and organisational level, by recording the interactions of the workforce on AI software (Mer, 2023:45-46).

- ***Adidas*:** Adidas, a multinational sportswear manufacturer, is a German company founded in 1949. The company is using AI to "*predict the need for certain types of job roles*". Using AI, Adidas enables proactive talent acquisition and development by predicting demand for specific roles and skills. To predict future talent needs, it takes into account market trends, business growth and strategic objectives. By proactively addressing these needs, Adidas can focus on attracting and developing the right talent at the right time to ensure the company remains competitive in its industry. This helps Adidas stay competitive in the fast-changing world of making sportswear (Identity, 2023).
- ***Panasonic*:** Panasonic is a Japanese technology and electronics company founded in 1918, which was originally a small manufacturer of electrical products, but over time has become a global technology giant (Panasonic, 2024). Panasonic, one of the world's largest consumer electronics manufacturers, has chosen to use AI to "*gain more accurate insights that can help drive HR strategies and demonstrate the impact on the business as a whole*". Previously struggling to get the right insights to drive people strategies for positive business results, Panasonic's HR team is using "*Visier People*" to turn data, analytics and real-time insights into an intelligent system, resulting in better data, faster insights, less manual analysis and more comprehensive conversations. In this way, the company redefine the value of the HR organisation and how they deliver returns to the business. Lydia Wu, Director of HR Strategy and Technology, emphasises that this has a positive impact on the employee experience and increases employee productivity (Visier, 2024).
- ***Kiehl's*:** Kiehl's is a cosmetics retailer specialising in skin, hair and body care products and was founded in New York in 1851 (Kiehl's, 2024). The company uses AI in the "*training and development*" processes of both employees and students to identify individual performance, interests and talent development potential. To create a global learning platform, Kiehle's uses a learning management system called "*Docebo*". Given that Kiehl's skin experts are globally recognised for their in-depth knowledge of formulations, ingredients, skin physiology and sustainability, as well as their ability to provide highly personalised skincare advice and product recommendations, the company's success in AI-assisted training and development should not be underestimated (Docebo, 2024).
- ***Australia and New Zealand Banking Group (ANZ Bank)*:** ANZ bank is one of the world's top 100 banks, founded in Australia in 1835. ANZ offers a wide range of services including retail banking, commercial banking, asset management, investment banking and insurance, and is recognised for its sustainability policies and environmentally responsible financing projects (ANZ, 2024). ANZ is using an AI platform called "*Pymetrics*" to diversify and speed up the "*recruitment*" process. The bank, faced with an increasingly data and technology-driven environment, is just that; supported a wider reach to more than 4,000 candidates, reduced the number of sifting by recruiters by 50%, increased the overall level of satisfaction with the process in terms of candidate experience by 95% and finally increased the number of offers made to candidates by 11%, not only in terms of gender but also in terms of diversity (e.g. non-senior universities) in recruitment. Overall, pymetrics is able to help the company build a more robust and fair graduate recruitment process that reflects their commitment to embracing new thinking and new technology (Pymetrics, 2024).
- ***Axis Insurance*:** Axis Insurance Managers Inc. is an award-winning insurance brokerage firm that provides risk management and insurance services to local, national and international clients. Axis professionals analyse business and personal risks and advise on and provide solutions to mitigate, reduce or transfer them. With roots dating back to 1928, Axis is one of the world's leading risk management and insurance agencies (Axis, 2024). To eliminate manual works and reduce intensive Word documents, the company uses AI in its "*performance management*" processes. By using Profit.co's Performance Management System (PMS) since 2023, Axis has achieved significant benefits such as eliminating cumbersome processes and saving time in a short period of time. Kari Montes, Vice President of Systems and Administration, stated that thanks to artificial intelligence, they focus on more important issues every quarter and align more closely with the company's strategic goals, and that they have both improved their internal processes and significantly improved the overall strategic management of the company (Profit.co, 2024).

- ***Findex*:** Findexs is one of Australia's leading providers of integrated financial advisory and accounting services, with roots dating back to 1985 (Findex, 2024). The company is using AI in its "*employee engagement and retention*" processes to help create a better working environment overall. When Findex managers began their data analysis in 2019, they quickly discovered a significant information gap. While the organisation had access to reliable data on productivity, financial performance and customers, Findex lacked robust information about its employees, particularly on engagement. In this context, the company continuously collects feedback from employees and analyses this data in real time using the "*Workday Peakon Employee Voice*" platform to better understand and engage with its employees (Workday, 2024).

5. CONCLUSION

Despite the rapid growth of AI applications and research, there is a need for a detailed understanding of the specific role, use and impact of AI in HRM. This study aims to identify in which processes of HRM, which is a strong strategic function of HRM that enables an organisation to evolve in an environment of volatility, uncertainty, complexity and ambiguity (VUCA), artificial intelligence technologies are used. In the study, both the literature on the intersection of human resource management and AI concepts and the web pages of companies operating in the field of AI were examined comprehensively.

Within the framework of the results obtained, it is possible to say that HRM has evolved towards "*Smart Talent Management*" with the support of big data and internet technologies, in particular AI. Because AI technologies such as machine learning, natural language processing, chatbots, image and video analysis, voice recognition and generation, deep learning, simulation training with artificial intelligence, virtual reality and augmented reality offer great innovations to the HR field, making processes more efficient, faster and unbiased. AI-powered HR not only increases the efficiency of people management, but also improves the employee experience and contributes to the growth and sustainability of the organisation by identifying the right talent.

Indeed, based on the examples presented in the study, it can be said that the use of AI in HRM has the potential to create strategic value by optimising companies' business processes. The productivity gains, cost savings, and unbiased decision-making mechanisms provided by tools such as HireVue, IBM Watson Talent, Pymetrics, Visier People, and Workday Peakon Employee Voice have been a significant success in integrating AI into HR processes.

It has concluded that the rapidly developing and spreading AI technologies, which have wide potential applications in sectors such as health, finance, education, advertising, law and many others, are effectively used in almost all HR processes such as job analysis, workforce planning, training and development, performance management, career management, employee engagement and satisfaction, and workforce diversity, especially recruitment. AI, which offers sophisticated and comprehensive capabilities, especially in large organisations, is expected to significantly change the HRM function by affecting the current and future status of most jobs. As a result, successful AI applications have great potential to create efficiency and strategic value by offering innovative approaches to HRM processes. However, for these systems to be effective;

- Bias removal from algorithms,
- Ethical standards as a priority,
- To support the adaptation of the workforce to these new technologies,
- The security of the data and compliance with legal requirements must be ensured.

If these conditions are met, AI will clearly remain a transformative force in HR. In order to seize this opportunity, it is also crucial for companies to combine technological innovation with a human-centred approach.

YAZAR BEYANI / AUTHORS' DECLARATION:

Bu makale Araştırma ve Yayın Etiğine uygundur. Beyan edilecek herhangi bir çıkar çatışması yoktur. Araştırmanın ortaya konulmasında herhangi bir mali destek alınmamıştır. Makale yazım ve intihal/benzerlik açısından kontrol edilmiştir. Makale, "*en az iki dış hakem*" ve "*çift taraflı körleme*" yöntemi ile değerlendirilmiştir. Yazar(lar), dergiye imzalı "*Telif Devir Formu*" belgesi göndermişlerdir. Mevcut çalışma için mevzuat gereği etik izni alınmaya ihtiyaç yoktur. Bu konuda yazarlar tarafından dergiye "*Etik İznine Gerek Olmadığına Dair Beyan Formu*" gönderilmiştir. / This paper complies with Research and Publication Ethics, has no conflict of interest to declare, and has received no financial support. The article has been checked for spelling and plagiarism/similarity. The article was evaluated by "*at least two external referees*" and "*double blinding*" method. The author(s) sent a signed "*Copyright Transfer Form*" to the journal. There is no need to obtain ethical permission for the current study as per the legislation. The "*Declaration Form Regarding No Ethics Permission Required*" was sent to the journal by the authors on this subject.

YAZAR KATKILARI / AUTHORS' CONTRIBUTIONS:

Kavramsallaştırma, orijinal taslak yazma, düzenleme – **Y1** ve **Y2**, veri toplama, metodoloji, resmi analiz – **Y1** ve **Y2**, Nihai Onay ve Sorumluluk – **Y1** ve **Y2**. / Conceptualization, writing-original draft, editing – **Y1** and **Y2**, data collection, methodology, formal analysis – **Y1** and **Y2**, Final Approval and Accountability – **Y1** and **Y2**.

REFERENCES

AGARWAL, Shivani, GUPTA, Apoorv and ROSHANI, Puja (2023), "*Redefining HRM with Artificial Intelligence and Machine Learning*", **The Adoption and Effect of Artificial Intelligence on Human Resources Management**, Part A, Emerald Publishing Limited Publisher, Leeds (UK), ss.1-13.

ANZ (2024), "*About us*", **ANZ Corporate Web Page**, https://www.anz.co.nz/about-us/ (Erişim Tarihi: 06.08.2024).

AŞKUN, Volkan (2023), "*Örneklerle Yapay Zekâ ve İnsan Kaynakları Yönetimi*", **Kamu ve Özel Sektör Boyutuyla İnsan Kaynakları Yönetimi 2** (Ed. Evren Dinçer), Efe Akademik Yayıncılık, İstanbul, ss.215-243.

AXIS (2024), "*About Axis Insurance*", **Axis Corporate Web Page**, https://axisinsurance.ca/company/ (Erişim Tarihi: 06.08.2024).

BURÇAK, İsmet and DURMAZ, Vatansever (2022), "*Yapay Zekâ İnsan Kaynakları Krizini Çözecek Mi?*", **Sosyal Beşeri ve İdari Bilimler Alanında Uluslararası Araştırmalar IV** (Ed. Mustafa Kısa), Eğitim Yayınevi, Konya, ss.201-214.

DELOITTE (2022), "*State of AI in the Enterprise' Fifth Edition Uncovers Four Key Actions to Maximize AI Value*", **Deloitte Corporate Web Page**, https://www2.deloitte.com/us/en/pages/about-deloitte/articles/press-releases/deloitte-state-of-ai-fifth-edition-report.html (Erişim Tarihi: 06.08.2024).

DEMİRAL, Gülten (2023), "*İşgören Seçiminde Yapay Zekâ*", **İnsan Kaynakları Yönetiminde Yapay Zekâ** (Ed. Gökhan Gürler, Meltem Arat), Nobel Akademik Yayıncılık, Ankara, ss.67-81.

DOCEBO (2024), "*How Kiehl's Since 1851 Amplified And Modernized Over 170 Years of Education*", **Docebo: Built for the business of learning Corporate Web Page**, https://www.docebo.com/customers/global-learning-platform/ (Erişim Tarihi: 06.08.2024).

DÜZCÜ, Tuba, BAYRAM, Vildan and ÖNDER, Emrah (2024), "*Hastanelerde Stratejik İnsan Kaynakları Yönetim Süreçlerinde Yapay Zekâ Uygulamaları*", **Karadeniz Sosyal Bilimler Dergisi**, S.16(30), ss.85-110.

EKUMA, Kelechi (2024), "*Artificial Intelligence and Automation in Human Resource Development: A Systematic Review*", **Human Resource Development Review**, S.23(2), ss.199-229.

ERER, Beyza (2018), "*İşletmelerde Dış Kaynak Kullanımının Nedenleri ve Riskleri*", **Social Sciences Studies Journal**, S.4(27), ss.6114-6124.

FINDEX (2024), "*About Us*", **Findex Corporate Web Page**, https://www.findex.com.au/your-story-is-our-business (Erişim Tarihi: 06.08.2024).

GARG, Swati, SINHA, Suchi, KAR, Arpan Kumar and MANI, Mauricio (2021), "*A Review of Machine Learning Applications in Human Resource Management*", **International Journal of Productivity and Performance Management**, S.71(5), ss.1590-1610.

GERÇEK, Merve and ÖZVEREN, Cem Güney (2023), "*Yapay Zekâ Araçları İKY İçin Nasıl Değer Yaratabilir? Çalışan Duygu Analizinin Uygulama Alanlarının İncelenmesi*", **Yönetim Bilimleri Dergisi**, S.21(50), ss.1048-1076.

IBM (2024), "*About IBM*", **IBM Corporate Web Page**, https://www.ibm.com/about (Erişim Tarihi: 06.08.2024).

IDENTITY (2023), "*8 Trailblazing Companies Leveraging Artificial Intelligence in HRM*", **Identity Review**, https://identityreview.com/artificial-intelligence-in-hrm/ (Erişim Tarihi: 06.08.2024).

İKAS (2024), "*Yapay Zekâ Nedir? (En İyi Yapay Zekâ Uygulamaları)*", **İKAS Kurumsal Web Sitesi**, https://ikas.com/tr/blog/yapay-zeka-uygulamalari (Erişim Tarihi: 02.08.2024).

JARRAHI, Mohammad Hossein (2018), "*Artificial Intelligence and the Future of Work: Human-AI Symbiosis in Organizational Decision Making*", **Business Horizons**, S.61(4), ss.577-586.

KAMBUR, Emine (2022), "*Yapay Zekâ Çağında İnsan Kaynakları Yönetimi Konusunda Yazılmış Türkçe Makaleler Üzerine Bir Araştırma*", **Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Dergisi**, S.48, ss.139-152.

KAUR, Mandeep, REKHA, AG and GANDOLFI, Franco (2023), "*Research on Artificial Intelligence in Human Resource Management: Trends and Prospects*", **Global Journal of Management and Business Research: An Administration and Management**, S.23(5), ss.31-46.

KELLY, Jack (2021), "*Why Many People Are Turning Toward Robots and AI to Help Support Their Mental Health and Careers*", **Forbes Corporate Web Page**, https://www.forbes.com/sites/jackkelly/2021/10/26/why-many-people-are-turning-toward-robots-and-ai-to-help-support-their-mental-health-and-careers/ (Erişim Tarihi: 02.09.2024).

KIEHL'S (2024), "*Kiehl's Mirası*", **Kiehl's Türkiye Kurumsal Web Sitesi**, https://www.kiehls.com.tr/mirasimiz (Erişim Tarihi: 06.08.2024).

KİŞİ, Nermin and ÖZER, Mehmet Akif (2024), *"İnsan Kaynakları Yönetiminde Yapay Zekâ Teknolojisinin Benimsenmesi Üzerine Güç Alanı Analizi*", **Afyon Kocatepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi**, S.26, ss.35-52.

LAUMER, Sven and MORANA, Stefan (2022), "*HR Natural Language Processing – Conceptual Overview and State of the Art on Conversational Agents in Human Resources Management*", **Handbook of Research on Artificial Intelligence in Human Resource Management** (Ed. Stefan Strohmeier), Edward Elgar Publishing, Massachusetts.

MALIK, Ashish, BUDHWAR, Pawan, PATEL, Charmi and SRIKANTH, N R (2023), "*May the Bots be with You! Delivering HR Cost-Effectiveness and Individualised Employee Experiences in an MNE*", **Artificial Intelligence and International HRM**, Routledge Publisher, Oxfordshire.

MEISTER, Jeanne (2019), "*Ten HR Trends in the Age of Artificial Intelligence*", **Forbes Corporate Web Page**, https://diversityatlas.io/wp-content/uploads/2023/08/2019-Ten-HR-Trends-In-The-Age-Of-Artificial-Intelligence.pdf (Erişim Tarihi: 06.08.2024).

MER, Akansha (2023), "*Artificial Intelligence in Human Resource Management: Recent Trends and Research Agenda*", **Digital Transformation, Strategic Resilience, Cyber Security and Risk Management**, S.111, ss.31-56.

MIZRAK, Filiz (2023), "*Use of Information Technologies in Strategic Human Resource Management*", **Enhancing Employee Engagement and Productivity in the Post-Pandemic Multigenerational Workforce** (Ed. Angela M. Even, Bryan Christiansen), IGI Global Publisher, Hershey.

NISHAR, Somil (2022), "*The Role of Artificial Intelligence in Transforming Human Resource Management: A Literature Review*", **Journal of Artificial Intelligence & Cloud Computing**, S.1(3), ss.1-4.

PANASONIC (2024), "*About Panasonic Group*", **Panasonic Corporate Web Page**, https://holdings.panasonic/global/corporate/about.html (Erişim Tarihi: 06.08.2024).

PROFIT (2024), "*Axis Insurance Managers Inc. Excels in Enhancing Interdepartmental Communication and Alignment Through the Strategic Implementation of Profit.co*", **Profit.co Corporate Web Page**, https://www.profit.co/customer-stories/ (Erişim Tarihi: 06.08.2024).

PYMETRICS (2024), "*ANZ's Fair & Engaging Candidate Experience*", **Pymetrics Corporate Web Page**, https://www.pymetrics.ai/case-studies/anz-case-study (Erişim Tarihi: 06.08.2024).

QAMAR, Yusra, AGRAWAL, Rakesh Kumar, SAMAD, Taab Ahmad and JABBOUR, Charbel Jose Chiappetta (2021), "*When Technology Meets People: The Interplay of Artificial Intelligence and Human Resource Management*", **Journal of Enterprise Information Management**, S.34(5), ss.1339-1370.

SONG, Yuegang and WU, Ruibing (2021), "*Analysing Human-Computer Interaction Behaviour in Human Resource Management System Based on Artificial Intelligence Technology*", **Knowledge Management Research & Practice**, S.(2021), ss.1-10.

STONE, Dianna L., LUKASZEWSKI, Kimberly M. and JOHNSON, Richard D. (2024), "*Will Artificial Intelligence Radically Change Human Resource Management Processes?*", **Organizational Dynamics**, S.53(1), ss.(101034).

STROHMEIER, Stefan (2022), **Handbook of Research on Artificial Intelligence in Human Resource Management**, Edward Elgar Publishing, Massachusetts.

TIAN, Xiaoguang, PAVUR, Robert, HAN, Henry and ZHANG, Lili (2023), "*A Machine Learning-Based Human Resources Recruitment System for Business Process Management: Using LSA, BERT and SVM*", **Business Process Management Journal**, S.29(1), ss.202-222.

UNILEVER (2024), "*Our Company*", **Unilever Corporate Web Page**, https://www.unilever.com/ (Erişim Tarihi: 06.08.2024).

UTHMAN, Adebayo A. (2024), "*The Relevance of Human Resources Management to Today's Business Environment*", **International Journal of Social Science and Human Research**, S.7(5), ss.2620-2628.

VISIER (2024), "*Panasonic Story*", **Visier Corporate Web Page**, https://explore.visier.com/panasonic/ (Erişim Tarihi: 06.08.2024).

WACH, Elise and WARD, Richard (2013), "*Learning About Qualitative Document Analysis*", **IDS Practice Paper in Brief 13**, https://opendocs.ids.ac.uk/articles/report/Learning_about_Qualitative_Document_Analysis/26442637?file=48090622 (Erişim Tarihi: 11.08.2024).

WEAVER, David A. (2018), "*Hospitality Success Story: Hilton Case Study*", **Allyo Corporate Web Page**, https://www.allyo.com/wp-content/uploads/2018/08/Hilton-Case-Study.pdf (Erişim Tarihi: 06.08.2024).

WORKDAY (2024), "*Customer Stories: Findex*", **Workday Corporate Web Page**, https://www.workday.com/en-us/customer-stories/a-h/findex-improves-retention-real-employee-sentiment.html (Erişim Tarihi: 06.08.2024).

WORLD ECONOMIC FORUM (2023), "*Future of Jobs Report 2023*", **World Economic Forum Corporate Web Page**, https://www3.weforum.org/docs/WEF_Future_of_Jobs_2023.pdf (Erişim Tarihi: 06.08.2024).

YILDIRIM, Ali and ŞİMŞEK, Hasan (2018), **Sosyal Bilimlerde Nitel Araştırma Yöntemleri**, Seçkin Yayıncılık, Ankara.