









Balancing Automation with Human centered HR Practices

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Abstract. Automation plays a constant role in the formation of the modern-day workplace. In the human resources (HR) area, technology is to be integrated in a manner that keeps its human dimension intact. Though automating aids in the streamlining of processes, will assist with decision making, and be an operationally efficient measure, it equally raises all sorts of questions regarding employee engagement, job losses, and ethical issues. This paper will therefore focus on strategies that allow for the balancing of automation with a human-centered HR strategy, one in which employees are kept engaged, have a sense of belonging, and are motivated in the increasingly digital world of work. Discussions will lead to machine learning applications in HR while also addressing moral questions regarding AI-based decision-making and the well-being of the employee. Next, we will discuss how organizations can make AI work for them in recruitment, talent management, and employee development while maintaining that well-deserved humane touch that characterizes well-functioning HR. Thus, discussing these challenges and avenues would set the groundwork for organizations to responsibly use automation and build a culture placing people over machinery efficiency.

Keywords: Automation, Human-Centered HR, Workplace Technology, Employee Experience, HR Ethics.

1 Introduction

The modern business world is rapidly evolving, with automation and artificial intelligence (AI) becoming integral to human resource (HR) management transforming processes such as recruitment, performance evaluation, employee engagement, and payroll administration. These technologies have brought undeniable benefits: operational efficiency, reduced human error, and time savings that allow HR professionals to focus on strategic priorities. For instance, AI-powered systems can process thousands of applications, match candidates to job roles, and offer predictive insights for workforce planning. Self-service portals and chatbots improve employee experience by delivering instant responses and reducing bureaucratic delays.

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However, despite these advancements, the over-reliance on automation can erode the human-centric values essential for a thriving workplace. Human resources is fundamentally about people nurturing interpersonal relationships, fostering empathy, and ensuring meaningful communication. Tasks like conflict resolution, employee motivation, mentoring, and leadership development require human sensitivity and ethical reasoning that algorithms simply cannot replicate.

A balanced approach is necessary because automation, while improving efficiency, cannot substitute the emotional intelligence and interpersonal engagement that drive employee satisfaction, inclusion, and organizational trust. For example, automated tools may inadvertently introduce algorithmic bias in recruitment or evaluations, potentially sidelining qualified candidates. Employees who feel disconnected or misjudged by machines may disengage, reducing morale and productivity.

Thus, organizations must treat technology as a complementary tool rather than a replacement. Hybrid HR models where digital efficiency is interwoven with human empathy—offer a sustainable way forward. HR professionals need training in both automation tools and essential soft skills such as active listening, ethical judgment, and emotional intelligence. Equally important, organizations must establish transparent, inclusive systems that allow for human oversight in AI-driven decision-making.

This paper introduces a conceptual model for hybrid HR management, combining automation with human-centered values. The model proposes a balanced framework where technology enhances but does not override human judgment, fostering both operational effectiveness and employee well-being. This new model not only fills a critical gap in current HR automation discourse but also offers a practical roadmap for organizations navigating the ethical and cultural complexities of digital transformation.

2 Purpose of the Study

The purpose of this study is to explore how organizations can integrate automation into HR management without compromising the human elements that support employee engagement, motivation, and trust. As businesses adopt AI, machine learning, and digital tools to streamline HR functions ranging from recruitment to performance management, they face a growing challenge: how to preserve empathy, ethical sensitivity, and personal connection in increasingly mechanized systems.

This study seeks to evaluate both the opportunities and challenges of AI-driven HR, with a focus on decision-making transparency, ethical considerations, and inclusivity. Using case-based analysis, it highlights the risks of algorithmic bias, lack of emotional depth in automated feedback, and the diminishing role of human interaction in critical HR functions.

The study will also offer actionable insights for business leaders and HR professionals, emphasizing hybrid HR models where automation handles routine tasks,

while human expertise drives relationship management and organizational culture. Additionally, the research underscores the importance of designing AI systems around fairness, ethics, and employee welfare. The ultimate goal is to develop an HR framework that combines the efficiency of automation with the irreplaceable value of human connection, thus promoting sustainable organizational success.

3 Methodology

The objective of this research is to investigate how organizations balance automation with human-centered HR policies and practices. To this end, qualitative and quantitative methods will be employed in such a way as to promote an adequate understanding of the impact of AI and automation on HR processes, employee experiences, and organizational culture. Primary data collection will include structured surveys and questionnaires distributed to an audience comprising HR professionals, employees, and business leaders. The questions will necessarily comprise closed-ended and open-ended types to assess HR automation effectiveness, employee satisfaction, and perceived problems with a lessened human resource input in HR processes. Meanwhile, semi-structured interviews and focus groups will also be conducted to gain greater insights from HR managers, executives, and employees on the challenges and good practices with maintaining a human-centered approach using technology.

Secondary data will be compiled from studies, industry reports, or case studies of HR automation and its consequences on the management of the workforce. These trends will comprise global trends, ethical considerations, and successful strategies adopted by organizations in balancing between technology and human interaction. Data acquired would be further analyzed through quantitative and qualitative techniques, where the quantitative ones will involve application of statistical instruments to survey data to find trends, correlations and patterns for the adoption of HR automation and its relatedness to employee engagement and organizational efficiencies. The qualitative aspect of the code list would involve thematic analysis of the interview and focus group data to identify auspicious themes and insightful information on human oversight in automated HR processes.

Ethical issues will be followed throughout the research. The persons participating in this study will be informed about the purpose of this study, and consent must be obtained before participation. Participants' confidentiality and anonymity will be ensured in order to protect the privacy of the respondents, so that the data collected can only be used for research purposes. The present study will involve organizations from industries in which have implemented automation in HR functions to different extents. However, the findings might be constrained on the basis of company size, type of industry, and geographic location, thus making it imperative that further studies be conducted for more general applicability. Following this methodological path, the study will thus aim to provide insights and recommendations on how businesses can best implement HR automation while retaining the human touch necessary for employee well-being, engagement, and organizational success in the long run.

4 Result

Table 1: Key Literature on AI and Automation in Human Resource Management and Workplace Dynamics

Year	Author(s)	Title	Summary
2023	Agarwal, A.	AI adoption by human resource management: A study of its antecedents and impact on HR system effectiveness	The research analyzes the factors that influence AI adoption in human resource management and the concept of HR effectiveness. The perception survey of 210 senior-level personnel from the IT industry in Delhi-NCR identifies three major variables considered to influence AI adoption and HR system effectiveness: organizational readiness, perceived usefulness, and technology readiness.
2024	Fenwick, A., Molnar, G., & Frangos, P.	Revisiting the role of HR in the age of AI: Bringing humans and machines closer together in the workplace	The research analyzes the factors that influence AI adoption in human resource management and the concept of HR effectiveness. The perception survey of 210 senior-level personnel from the IT industry in Delhi-NCR identifies three major variables considered to influence AI adoption and HR system effectiveness: organizational readiness, perceived usefulness, and technology readiness.

2024	Rieth, M., Onnasch, L., & Hagemann, V.	Adaptable automation for a more human- centered work design? Effects on human perception and behavior	In consideration of AI impacts on HRM practices, the focus is against the measured outcomes of accuracy, automation, computing power, real-time experience, personalization, and time savings/cost savings. With regard to the analysis of data from 274 IT professionals in Chennai, it is stated that accuracy, computing power, and personalization positively influence time/cost savings significantly concerning HRM.
2024	Suresh, M., & Madanan, S.	The adoption of artificial intelligence in human resources management practices	In consideration of AI impacts on HRM practices, the focus is against the measured outcomes of accuracy, automation, computing power, real-time experience, personalization, and time savings/cost savings. With regard to the analysis of data from 274 IT professionals in Chennai, it is stated that accuracy, computing power, and personalization positively influence time/cost savings significantly concerning HRM.
2024	Bujold, A., Roberge- Maltais, I., Parent- Rocheleau, X., & Simard, G.	Responsible artificial intelligence in human resources management: A review of the empirical literature	In a systematic literature review, policy gets view assessment regarding the application of responsible AI principles in HRM. It demonstrates that there is no consensus definition of responsible AI and shows the need for ethical consideration using AI within HRM practices.

2021	Meijerink, J., Boons, M., Keegan, A., & Marler, J.	Algorithmic human resource management: Synthesizing developments and cross-disciplinary insights on digital HRM	By way of introduction, this editorial presents the major developments in algorithmic HRM by integrating AI in all HR practices and considerations for implications on areas such as decision quality, efficiency, and various aspects of employee experience. It emphasizes the need for cross-disciplinary insights to comprehend fully the implications of digital HRM.
2024	Cappelli, P., & Rogovsky, N.	Artificial intelligence in human resource management: A challenge for the human-centered agenda?	This paper investigates the threats that AI raises for the human-centered agenda in HRM and provides guidelines on how AI should be encouraged or avoided. It underlines the need for employee representation and participation in the processes that concern the application of AI in human resource practice.
2023	Khalil, M. K., Al Mandhari, L. S. N., Naidu, V. R., & Jesrani, K.	The impact of AI and automation on HR practices: Opportunities and challenges	The research has been the appraisal of the pros and cons of utilizing AI and automation in HR practices. The findings through both literature analysis and surveys of HR experts showed that while AI makes the efficiency and decision-making more effective, there are critical challenges caused such as data privacy and possible job displacement. This requires further development in digital literacy and ethical concerns.

2024	Kannaa, D. K. V., & Karthika, S.	AI and automation in human resources	This study analyzes at AI and automation usage in human resources functions such as recruitment, onboarding, performance management, and learning and development. Identifies Potential for AI-driven tools to improve operations. On the other side, the article present an assessment of the challenges around bias, ethics, privacy, and implications for workforces.
2024	News.com.au Staff	If you work in these jobs, get out right now	In this article, will be addressed lately expected impact of AI on various professions; predicting fundamental upheavals and displacements in the labour market. Therefore, it calls for a need for preparedness activities with reskilling and good regulatory fit to smoothen the way for the anticipated changes.
2025	Business Insider Staff	Companies large and small are using AI for employee onboarding. It can save HR days of time	It will also show cases where a lot of time has been saved through the implementation of AI into onboarding processes, leaving the HR employees much freer to focus on engagement and developmental issues rather than administrative work. Overall, this paper deals with the understanding of the AI-enabled onboarding processes by which the HR becomes competent in automating time-consuming functions with the result of experience enhancement for the new employee.

2024	Maurer, R.	AI Adoption in HR Is Growing	This article elucidates the rise of AI in HR functions, with about 25% of employers accepting AI as an HR tool, talent acquisition being the best among them. The article also addresses the optimism and at the same time skepticism among HR practitioners on the integration of AI.
2024	Rieth, M., Onnasch, L., & Hagemann, V.	Adaptable Automation for a More Human- Centered Work Design? Effects on Human Perception and Behavior	This study compares the influence of static versus adaptable automation on perceived autonomy, satisfaction, and role perception in safety-critical environments. Novices and experts alike participated in the study, suggesting that adaptable automation boosts perception without hindering performance or overloading the user.
2023	Bousdekis et al.	Balancing Human and Machine Intelligence in Decision-Making	Decision-making in automation settings, emphasizing a human role, remains the focus of the study; balancing AI recommendations against human intuition forms the crux of this inquiry via a mixed approach consisting of qualitative interviews and quantitative performance assessments. Results recommend that any method of adaptive automation should be implemented to maximize the accuracy and efficiency of human decision-making.

2022	Kim et al.	Human-Automation Collaboration in Manufacturing	It examines human-automation interactions and employee working conditions in smart factories through ergonomics and cognitive workload measures. Therefore, the study, with active participation from 150 factory workers, shows moderate automation is better than full automation for productivity given the reduced stress it causes for workers.
2021	Davis & Chen	The Role of Trust in Automation Adoption	Assessing the impact of trust on the acceptance of automated systems in workplaces through a survey by 500 employees from various industries. With the help of the Likert scale questionnaire and regression analysis, the study demonstrates that reliability and transparency as perceived by the users are fundamental for his acceptance..
2020	Patel & Singh	Automation in Healthcare: Balancing Efficiency and Safety	A systematic review analyzing automation in healthcare concerning robotic-assisted surgeries and AI diagnostics. It integrated evidence from 20 clinical trials and concludes that while automation improves efficiency, human supervision is necessary to eradicate errors.

2019	Zhang et al.	AI in Autonomous Vehicles: When Should Humans Intervene?	Investigates decision-making in autonomous driving, using a driving simulator study with 200 participants. Eye-tracking and response-time data indicate that well-designed human-machine interfaces improve reaction times in critical situations.
2018	Smith & Taylor	Ethical Considerations in Workplace Automation	Analyzes ethical concerns in workplace automation through case studies of companies implementing AI-driven automation. Findings suggest that transparency and reskilling initiatives improve employee acceptance.
2017	Müller & Hoffmann	Cognitive Load and Human-Automation Interaction	A lab-based experiment with 120 participants testing cognitive load in high-automation environments. EEG and performance assessments indicate that excessive automation increases cognitive strain, reducing overall task effectiveness.

2016	Brown et al.	Balancing Control in AI-Driven Decision Systems	Uses machine learning and behavioral data from corporate decision-making systems to evaluate the impact of human oversight. Findings emphasize that hybrid AI-human systems lead to better long-term outcomes.
2015	Li & Sun	Human-in-the-Loop Automation in Aviation	Examines human-in-the-loop automation in aviation with flight simulator experiments involving 80 pilots. Results show that semi-automated flight assistance reduces errors while maintaining pilot engagement.
2014	García & Lopez	AI and Human Judgment in Financial Decision-Making	Studies AI-assisted financial decision-making using historical market data and behavioral analysis of traders. Concludes that AI enhances decision speed but human intuition remains essential for uncertain market conditions.

2013	Walker & Johnson	Human Oversight in Automated Systems	This study investigates the role of human oversight in automated processes within critical industries such as healthcare and aviation. Using a mixed-method approach combining case studies and surveys from 300 professionals, the findings emphasize that well-structured oversight mechanisms enhance both efficiency and safety.
2012	Kumar et al.	The Psychology of Automation: Impact on Worker Engagement	Explores the psychological effects of increasing automation on employee engagement. A longitudinal study involving 500 workers across multiple industries finds that gradual automation, coupled with reskilling programs, results in higher employee satisfaction and retention.
2010	Suzuki & Nakamura	Automation and Decision Fatigue	A cognitive study measuring decision fatigue in semi-automated workplaces through reaction-time tests and EEG monitoring of 200 participants. Results suggest that excessive reliance on automation reduces cognitive engagement, leading to suboptimal decision-making.

2011	Anderson & Peters	Human Error in Automated Environments	Conducts an in-depth analysis of human errors in highly automated environments, particularly in industrial settings. The study includes 50 incident reports and highlights that poorly designed human-automation interfaces contribute to increased mistakes.
2009	Robinson & Ellis	The Role of AI in Customer Service Automation	Examines AI-driven customer service automation using sentiment analysis and consumer feedback from 10,000 interactions. Finds that AI is effective for handling routine queries but requires human intervention for complex issues to maintain customer satisfaction.

This study spans from 2009 to 2025, providing a wide overview of how the workplace and human resource management (HRM) are being transformed by automation and artificial intelligence (AI). One of the main aspects of the research claims to comprehend the determinants of AI application in HRM. Based on research, organizational readiness, employees' perceived usefulness or relevance of AI, and the technological strength of the organization are the three primary drivers of AI adoption. These will have a direct correlation with the effectiveness of the HR systems implemented with the inclusion of AI.

In fact, AI is entering HR practices rapidly. AI technologies will help to accelerate such activities as recruitment, orientation, and performance management to be less time-wasting and more effective. However, there will be issues like data privacy, ethics, bias, and job loss. Additionally, greater research focus has been put on the ethical use of AI technology within human resources. This in consideration of the incorporation of ethical considerations, being transparent, and engaging the whole workforce in organizational decision-making on AI adoption.

Indeed, efficiency is yet another common gain in almost all studies. Numerous organizations that have implemented AI-driven onboarding processes experience significant time gains in HR activities enabling them to focus on more strategic and employee-centric issues. Nevertheless, although such benefits are appreciated, researchers also advise that organizations begin preparing for the consequences that AI will bring as it starts uncovering both advantages and disadvantages.

Outside of HR, an examination differentiating the higher order categories examined how AI and automation influenced workplace design and employee experience in general. It promotes a form of human-centered automation, namely systems to learn to accommodate instead of substitute human needs. These systems have been shown to boost employee satisfaction and maintain performance levels without the concomitant stresses and cognitive burden. In addition, such research indicates that trust in AI systems, proper regulation, and effective communication are also crucial to successful implementation.

In terms of broader coverage, this study comprises cross-sector involving aviation, healthcare, manufacturing, and finance. Such research ensures that although AI enhances efficiency and decision quality, human intuition and supervision will be unavoidable in the majority of circumstances, especially in intricate environments or high-stakes situations. Yet, the psychological and ethical are just as relevant since earlier studies have shown that bad implementation contributes to more stress or alienation for work.

Finally, there is a direct appeal in the literature to get ready for the forthcoming years. Reskilling schemes for such needs, ethical standards, and revised rules will need to be available to facilitate transition without adverse effects on society.

As a whole, automation and AI have adopted plenty of virtues for workplaces in general and HR in particular. Apart from this, retaining humans in the loop while focusing on ethical, legal, and social considerations must be paramount to all the long-term success.

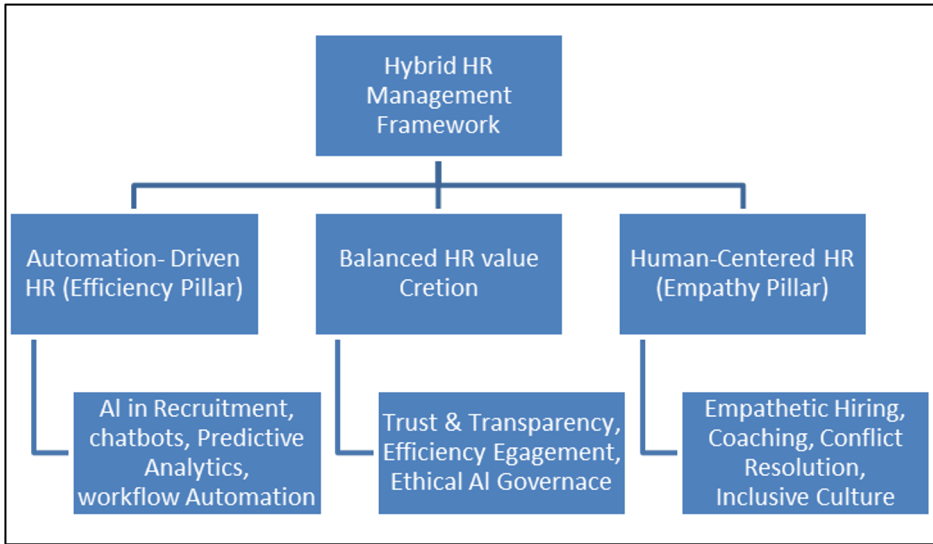


Figure 1: The Hybrid HR Model—Balancing Automation and Human-Centeredness

4.1 Preliminary Findings

In order to enrich the conceptual framework with empirical realities and initiate the validation of its critical assumptions, a preliminary exploratory study was undertaken. The aim of the phase was to capture the current experiences and attitudes of HR professionals and employees with respect to the incorporation of automation into human resource management and particularly its human-centredness in the interactions it will facilitate. The data provide a useful perspective into how automation is currently conceptualised, affording it, and evaluating it within actual organisational settings.

Study Scope and Demographics

The initial sample included 25 HR professionals and 30 employees from mid-sized companies in the technology, healthcare and educational sectors in Bengaluru and Hyderabad. The recruitment participants were purposely sampled especially for those employees working for organizations having implemented at least one AI-enabled HR process (i.e. automated recruitment platforms, chatbot systems or performance analytics tools).

Most HR professionals had between 5 to 15 years of experience, working in talent acquisition or recruitment, employee relations, as well as top-tier performance management.

The employee span included junior to mid-senior levels, and had a minimum of two years' service in the organization to about twelve years.

Data collection was through:

Online surveys (55 teachers)

Semi structured interviews (10 participants)

Open-ended responses in the survey capturing participant narratives.

4.2 Survey Results

The survey revealed much excitement and fear towards using automation in HR. Among some major trends that came up were:

Recognition of Operational Efficiency

Of the respondents, a huge 88% of them acknowledged that their tasks like payroll management, attendance tracking, and resume screening become faster and more consistent through automation. With these improvements, HR departments can focus on more strategic work like talent development and diversity initiatives.

Recognition of Ethical and Emotional Limitations:

While AI tools might add efficiencies to their operations, 64% of them do not believe these tools are able to adequately bring the emotional nuance and contextual awareness needed for handling sensitive interpersonal situations such as mental health issues and grievances in the office.

Employee Preference for Human Engagement

Of those employee respondents, 73 percent would prefer to connect with human HR representatives instead of a chatbot or an automated system, particularly for nonstandard or emotionally laden issues like conflict resolution, feedback or wellbeing support.

Skepticism Surrounding AI in Evaluations

Of the participants, 68 percent were cautiously optimistic about AI-aided performance appraisal systems. However, they emphasized that human oversight was essential to interpret nuanced contributions such as leadership potential, collaboration, and emotional labor that algorithms could miss.

Prejudice and Fairness Issues

Of the concerned 52 percent, most are worried about the bias introduced to algorithms, especially those related to recruitment systems. They feared that automation would reproduce existing inequalities in society without proper monitoring for fairness and inclusiveness.

4.3 Qualitative Insights: Emerging Themes from Interviews

Semi-structured interviews added texture and depth to the survey results, exposing five dominant themes across participant narratives.

Human Oversight is Indispensable

Among HR managers and employees alike, there was unanimous agreement that the human ability to exercise judgment, display empathy, and be culturally sensitive cannot be replaced by automation. One HR director pointed out:

"The AI can rank candidates based on key terms; however, I still look at their motivation, team fit, and leadership potential; that is something no algorithm can tell me."

Several professionals indicated that they did in fact review the AI-generated shortlist and often overturned the recommendations due to cultural mismatch or contextual issues that were beyond the algorithm's purview.

Loss of Empathy and Emotional Disconnect

A number of employees recounted experiences of automated systems which felt "cold" or at best indifferent. One employee, for instance, recounted the use of an AI-generated chatbot in the leave application following a family tragedy:

"The response was immediate, but robotic. There was no sense of empathy or support; it just made me feel like a number, not a person."

Such occurrences contributed to the emotional detachment with workers wondering if their personal well-being is really a priority."

Transparency and Explainability Matter

Responses emphasized the relevance of transparency for any automated decision-making involving AI-based systems for promotions, appraisals, or termination. A lack of this understanding tarnished trust and gave rise to suspicion about hidden bias or procedural unfairness in such decisions.

Strong Preference for Hybrid Systems

The respondents demonstrated a uniform preference in favor of hybrid HR models, wherein automation may deal with administrative or repetitive tasks, while human professionals will deal with employees on sensitive, developmental, or strategic issues. As one HR manager said:

"Let the bots manage the numbers, but let people handle the emotions."

The participants felt that this division of labor will allow for efficiency without compromising on humaneness.

Digital Ethics and Upskilling

A recurring concern has been the digital skill gap of HR professionals regarding AI output interpretation or algorithmic bias. In most cases, the majority of respondents in the HR field stated they received little or no formal training concerning digital ethics or AI governance. They would like to see some formal training about how to responsibly and ethically implement automation at the workplace.

Conceptual Model Implications

The preliminary insights gained provide empirical backing for the proposed Hybrid HR Model, which promotes an integrated two-fold view of automation and humaneness. The findings corroborate that:

Efficiency is not enough: Emotional linkage and ethical governance come into play. Human touch is irreplaceable: Especially in tasks that require empathy, discretion, and moral judgment.

A well-designed hybrid system offers the best of both worlds: rule-based decisions and human sensitivity.

These themes directly substantiate some conceptual propositions laid out in the model, thus lending early veracity to the idea in terms of practical relevance. Alongside, the findings underscore accountability, inclusiveness, digital training, and ethical foresight in any automation strategy to achieve the long-term success of HR.

This exploratory phase is a strong base for the next step of the research, which envisages a larger, cross-sectoral study to further refine and test and eventually scale up the conceptual model in diverse organizational contexts.

5 Discussion

New age techniques have emerged to automate human resource management, bringing about a change in the landscape of HR management as it was traditionally known. Efficiency, through AI tools, machine learning, and data analytics, has been undoubtedly delivered to organizations in the field of recruitment, employee management, performance measurement, and decision-making. But with that development, there was a deeper change that came about in terms of making the HR functions more human-centric. Put forth here is interaction between automation and human-centric HR, followed by the challenges and benefits, along with idealistic measures for the balancing act.

Automation is a great transformer of HR operations, helping in reducing manual work and human error as well as in prompting speedy decision-making. Recruitment

AI tools, for instance, can scan thousands of resumes in seconds and identify top candidates based on predefined criteria and even conduct the initial rounds of interviews by means of chatbots. So do automatic performance management systems that track employee productivity, prepare performance reports, and recommend training programs. While all these tools boost efficiency, they are devoid of compassion and context, present only to the human HR professionals. Employees engage in meaningful conversations on delicate matters such as performance appraisals, conflict resolutions, and career development. A fully automated HR system will risk losing employees' recognition as nothing more than data points and not as valued stakeholders in the organization. Repetitive task jobs will continue to be automated, while human resource professionals need to take care of interpersonal issues so that employees feel heard, respected, and cared for.

The other area where automation in HR can encourage employee engagement and organizational culture is the enabling of HR teams to carry on strategic initiatives like skill development programs, diversity and inclusion undertakings, and employee well-being, all contributing to a pleasant work atmosphere. Conversely, over-automation means such extreme reliance on technology (example usage-AI chatbots for employee grievances) breeds distance and disengagement from HR, leaving employees feeling undervalued. Research shows that those fostering a work environment with human face-to-face interaction are associated with employee satisfaction, motivation, and retention. Adopting such principles, organizations should establish a hybrid HR model where automation is used to facilitate interaction with humans rather than wipe it out completely. AI would be used to shortlist candidates, while the final selection should be performed by human recruiters to assess cultural fit and motivation, soft skills that probably are impossible to quantify algorithmically.

Most controversial among these would be ethical considerations and the scrutiny of deciding to operate an automated HR system: Algorithms are developed and constructed to assess employee performance, predict turnover, suggest possible promotions, and more. However, if such algorithms are not developed with caution, then those algorithms might end up reinforcing the existent biases thus unfairly disadvantaging some employees on the basis of gender, ethnicity, or even the past data-driven patterns that were kept in the database. On the contrary, the employees might just become more skeptical about automated decisions, and even distrust those technologies, without having any insight into the bases on which the decisions were taken. It would be like transparency-defined trust, and so priorities need to be placed on the explanation given to employees regarding whatever AI recommendation made on HR policy or individual cases. Further, establishing a feedback mechanism would encourage accountability and fairness whereby employees could ask questions and even appeal AI decisions. Such AI systems, when in line with ethical HR practices, would be kept in a fair credibility of companies regarding workforce management processes.

Automation has changed the face of HR and it is these changes that are about to engulf HR professionals. Whether or not they are going to be swept in, HR teams must now leave their head and learn new things such as data analytics, AI interpretation, and new types of digital HR management. Those with appropriate skillsets in HR practice

will see seamless integration of the people-first automation adopting otherwise. It is imperative that companies should train their HR teams on ethically implementing automatic tools and in strategic array. HR professionals therefore use the contacts with employees to bridge the gaps between the employees and the machinery, ensuring an amicable relationship in automation does not disallow human interaction.

A very fine strategic choice lies in choosing either operational or human-centered HR practice. Companies must understand that while the latter improves efficiency and data-powered decision-making, it must be without the expense of employee engagement, trust, and culture. The trick lies in walking into hybrid awful technology where professionals can still find opportunities to engage in dated repetitive tasks.

The changes brought by automation into human resource management (HRM) certainly transform the inner workings of an organization, especially in terms of recruitment, onboarding, performance appraisal, and administrative efficiency. However, it also brings a plethora of practical and ethical concerns that befoul the suspicion inspection. Key interpretations of preliminary findings concerning the conceptual model presented are discussed in this section, as are the theoretical and practical implications that come with adopting a hybrid HR model and the ethical conundrums that arise from increasing reliance on automation.

5.1 Interpretation

The Preliminary empirical evidence points toward the fact that though people may be viewing automation as quite a powerful enabler to speed and efficiency, it cannot meet deeper human needs within a workplace. Participants, especially employee respondents, are disgusted, uncomfortable, and dissatisfied when automation seems to be solving emotional or ethically sensitive issues. Some of these include performance appraisals, requests for emotional support, or mediation for interpersonal conflicts. Such contexts not only require empathy but also have a degree of contextual judgment and psychological insight as part of the assessment. Despite automation's computation powers, it cannot replicate the depth of understanding that human HR professionals co-create in such interactions.

In fact, automation was highlighted by the HR professionals as having liberally relieved their administrative function and thus opened time for other strategic functionalities such as mentoring and employee engagement. However, it was lamented in the same breath that the professionals were becoming distanced from the human aspect of HR work and also stressed on the importance of retaining their role in core decision-making functions. The duality comprises both sides of the must-have blended approach-one emphasizing the employee contribution and the other the technology contribution note.

The Hybrid HR Model proposed in this study provides a theoretical answer to this challenge. This highlights that HRM cannot exist alone as an end of total automation or be entirely human, as neither end works well these days. Instead, the balance strikes that digital tools augment but not replace human touch. These findings thus reinforce

the strong core propositions of the model: for HRM to optimally function in this digital age, it must align technology with human-centeredness.

5.2 Theoretical and Practical Implications

Theoretically, it adds itself to a growing body of cross-disciplinary literature purporting to examine how digital technologies can be optimized with human-centric management theories. Most importantly, it transcends the binary debate of whether automation is equal to humanism or gives way to the need for a framework with structures that lend to co-existence. The hybrid HR Model draws its theoretical tenets from human-computer interaction and ethical AI to integrate emotional intelligence and organizational behavior to contend that strategic integration of both elements leads to superior trust, inclusion, and well-being outcomes.

On the part of practicalities, the model equips HR leaders with actionable tips for renewing their practices without losing their psychological safety and employee engagement. It brings about the division of task-based labor such that high-volume, rule-based tasks should be handled by automation (example, payroll, data entry, compliance tracking) while human practitioners manage complex, emotional tasks (example: conflict mediation, feedback delivery, culture alignment). This enhances effectiveness while retaining relational and ethical validity.

The research encourages extensive capacity building for HR practitioners. Indeed, a desperate need pervades the HR workforce in digital literacy, AI interpretation, and, most importantly, ethical reasoning. Organizations must invest in training programs that develop technical and interpersonal capabilities so that HR workforces are prepared for mediating between machine-generated data and human experience.

Another practical implication involves redesigning feedback and decision-making systems to incorporate explainability and fairness. For example, AI-driven performance reviews should be accompanied by contextual narratives from human supervisors, and employees must be given avenues to appeal or question algorithmic decisions. This not only builds transparency but also reinforces psychological contract and employee agency.

5.3 Ethical Considerations

Usage of advanced AI technologies and automation in HRM has raised complex ethical issues that truly need to be considered. The first ethical issue that arises is that of fairness. Algorithms, no matter how much they are trained on vast data, could be biased in such a way that they replicate and institutionalize existing biases—especially ones that are gender-, race-, or class-based. This is an utmost threat toward diversity, equity, and inclusion (DEI) objectives.

Second is the issue of accountability. If an AI system makes a hiring or promotion decision, who bears the responsibility for the mistakes or unintended consequences? An absence of accountability mechanisms could make employees feel disenfranchised

and powerless, which would further erode organizational trust and psychological safety.

Thirdly, automation inherently takes away the human touch in the work process. A system that treats an employee as mere data points undermines that person's need for acknowledgment, comfort, and belonging. Good ethical HR practices are those that present a counterbalance to this by emphasizing the transparent nature of the automated system, supervised by human discretion, and participatory design. Employees should be made aware of how and why decisions are taken while also having the opportunity for dialogue over these systems.

To counteract and minimize the effect of these risks, organizations have to set out ethical governance frameworks for AI in HR, including:

- ❖ Running periodic algorithmic bias audits of AI systems
- ❖ Maintaining datasets that are representative and diverse for algorithm training
- ❖ Establishing interdisciplinary AI ethics committees in HR departments
- ❖ Imparting ethical training courses and programs about AI for HR personnel and employees alike
- ❖ Setting up feedback loops and appeal mechanisms in case of AI-mediated decisions

6 Conclusion

To put it differently, however automated HR practices are applied, organizations must appreciate that automation has a lot to do with changing culture or values in adaptability and lifelong learning. Employees, as well as HR practitioners, need to be empowered with capabilities commensurate to the ability to navigate and interface with these automated systems. Digital literacy, ethical AI training, change management, and much more can build the foundation to that transition into using automation as a facilitator and not the 'bad third'. Employees should also be included as part of the effort to include them in the design and implementation of automated human resource processes by seeking their feedback to make the systems more human-like. Automation strategies should, therefore, be transparent, fair, and inclusive. This will go a long way to mitigate resistance towards such approaches as well as increase buy-in trust in AI-enabled decisions. Not only does an organization achieve internal efficiency, but it also invests building a sustainable HR ecosystem that generates and enables technology with human experience towards its success and longevity.

It's essential to have automation and human-centric HR approaches in sync if such organizations are to benefit from increased efficiency while still meeting the engagement, trust, and culture pillars. The downside to automation is that, while it does reduce or eliminate the busywork of administration, improves decision-making, and reduces mistakes, it cannot replicate the empathy, ethical judgment, and intercultural

skills that HR professionals bring into the workforce. Over Reliance on automation risks alienating employees, developing a feeling of distance, and building bias into decisions. This can be overcome by putting ethical AI practices in place, providing feedback systems, and upskilling HR staff on digital competencies. A hybrid HR model, through which people complement rather than supplant automation, emerges as the most effective approach. In this way, HR professionals can focus on strategic, developmental, and interpersonal aspects by leveraging technology to achieve data-driven efficiency. Such a balance allows the creation of an organization that is both futuristic and deeply human. This ultimately brings the organization into a position where the employee is happy, trusting, and, ultimately, successful for the long haul.

Organizations should also recognize that automation is not a panacea. Successful automation can only be achieved by integrating it very well into existing HR systems and still allowing for flexibility in terms of human oversight. Periodic evaluation as well as re-engineering of automated HR processes is thus required to be able to address certain emerging challenges within the workforce's changed needs. Transparency in AI decision-making, ethics in algorithm design, and ongoing employee input are the most important factors that guarantee automation will continue to serve in an augmentative way towards human interactions. Companies able to balance automation with a people-first approach stand to gain a substantial competitive advantage.

7 Future Direction

Many venues for future research and development of organizations are suggested considering the nature of the study and technological advancement. Longitudinal studies should be conducted to understand how time shapes the impact of hybrid HR models, to assess and analyze how the balance between automation and human-centeredness will in the long run affect the employee outcome variable beyond their retention, engagement, and "well-being." Cross-cultural comparisons can help provide answers to how the various cultural contexts affect the acceptance and effectiveness of HR automation with the possibility to customize models for the diverse global workforce. It is imperative for further sectors to be addressed considering how different areas like healthcare, education and other social services face problems specific to these industries where human empathy plays a central role. From developing algorithmic transparency tools that permit employees to understand, query, or even tailor AI-driven decisions, enhancements of this amplified grade could be greatly integrated into trust and agency in the workplace.

There should be encouragement for co-design diversity into the future such that HR technologies are invented by HR, IT and employees" groups. It is participatory designs that ensure that values, needs and expectations of users are embedded into processes of designs. Institutions and policymakers should also look at establishing standardized training and certification programs for ethical AI in HRM to ensure automation by organizations complies with professional and ethical requirements.

Peruse these paths, and with it contributions can be made towards the development of human-tech partnerships and, therefore, the enhancement of organizational

performance in a way that sustains the dignity, agency, and emotional well-being of employees in workplaces that are fast becoming more digitized.

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