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Transformation of Human Resource Management Practices Based on Artificial Intelligence: Qualitative Analysis of Adaptation of Competencies and Employee Work Patterns

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ABSTRACT

The digital transformation driven by the development of Artificial Intelligence has significantly changed the practice of human resource management in modern organizations. The use of artificial intelligence technology allows organizations to optimize various workforce management functions such as recruitment, competency development, and data-driven performance evaluation. However, this technology integration also poses new challenges related to employee competency readiness and changes in work patterns in an increasingly digitized organizational environment. This study aims to analyze how the transformation of human resource management practices based on Artificial Intelligence affects the adaptation of competencies and employee work patterns in the organization. The research uses a qualitative approach with an exploratory descriptive design. Data were obtained through in-depth interviews, documentation studies, as well as analysis of scientific literature relevant to the research topic. Data analysis is carried out through the stages of data reduction, theme categorization, interpretation of meaning, and triangulation of sources to ensure the validity of research findings. The results of the study show that the implementation of Artificial Intelligence in human resource management encourages the emergence of employee competency transformations that include digital literacy, data analysis skills, adaptive learning, and collaboration skills between humans and technology. In addition, technology integration also encourages changes in work patterns towards a more flexible, collaborative, and digital technology-based work system. This study emphasizes that the success of Artificial Intelligence-based human resource management transformation is highly dependent on the organization's ability to integrate technology with the development of human competencies in a balanced manner.

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1. INTRODUCTION

The rapid development of digital technology in the last two decades has brought fundamental changes in various aspects of organizational life, especially in human resource management practices. The integration of Artificial Intelligence (AI)-based technologies not only affects production systems and services, but also reconstructs the way organizations recruit, manage, and develop employee competencies. This transformation is happening globally and is characterized by the increasing use of algorithms, machine learning, and analytics systems in human resource decision-making. In the context of modern organizations, AI is no longer seen as just a technical tool, but as a strategic component that is able to influence work patterns, organizational structures, and overall employee competency dynamics (Wahyudi et al., 2023).

The global phenomenon shows that organizations in various sectors are starting to leverage Artificial Intelligence to improve the efficiency of workforce management, from data-driven recruitment processes to predictive employee performance analysis. AI-based systems are able to process large amounts of data to identify productivity patterns, predict workforce needs, and provide strategic recommendations for organizational talent development. These changes show that human resource management is no longer dependent entirely on managerial intuition, but is increasingly based on data and analytics integrated with digital technology. This transformation also indicates a paradigm shift from human resource administration to strategic human resource analytics that utilizes artificial intelligence as an organizational decision-making instrument (Suwandita et al., 2023).

In the national context, the transformation of technology-based human resource management practices is also increasingly seen in various organizational sectors in Indonesia. The implementation of digital systems in workforce management has encouraged changes in work patterns, competency structures, and employee performance evaluation systems. Organizations are beginning to integrate information technology to improve coordination effectiveness, work efficiency, and decision-making accuracy in HR management. This condition requires organizations to develop adaptation strategies that are able to bridge the gap between technological developments and employee competency readiness in the face of changes in the increasingly digital work environment (Susanto et al., 2024). Digital transformation in human resource management also poses new challenges for organizations and employees. The use of Artificial Intelligence in various organizational systems requires new competencies that are not only related to technical skills, but also adaptive capabilities, digital literacy, and human collaboration with technology. In this situation, organizations are required to be able to develop adaptive human resource development strategies so that employees do not experience competency gaps that can hinder organizational performance. These changes show that the integration of AI in organizations is not only a technological transformation, but also a social transformation and competencies in the world of work (Wibowo et al., 2025).

On the other hand, changes in work patterns due to the use of Artificial Intelligence also affect the dynamics of work relationships in organizations. Work systems that were previously conventional and hierarchical-based began to shift towards a more flexible, data-based, and supported work pattern by automation systems. This change has resulted in the emergence of a new work model that requires employees to be more adaptive to technology and able to work in a dynamic digital environment. This condition confirms that digital transformation not only has an impact on organizational processes, but also on the way employees understand their roles and responsibilities in the modern work system (Darussalam et al., 2025). A number of previous studies have examined the relationship between digital technology and human resource management in various organizational contexts. Research conducted by Rohida and Sudiantini in the article "Transforming Higher Education Human Resource Management to Improve Student Competence in the Era of Artificial Intelligence" (2025) shows that the integration of AI technology in education systems and organizations can improve individual competencies through technology-based learning processes. The research emphasizes the importance of developing digital competencies in the face of rapid technological changes in the modern world of work (Rohida & Sudiantini, 2025).

Another research was conducted by Rahim, Jam'an, and Muchran in the article "Human Resource Adaptation Through Artificial Intelligence-Based Digitalization Transformation of Gowa Regency MSME Actors" (2025). The results of the study show that the application of digital technology in organizations encourages changes in work behavior and demands an increase in the adaptive capacity of the workforce. This study highlights that adaptability to technology is a key factor in maintaining organizational productivity in the digital era (Rahim et al., 2025). Meanwhile, research conducted by Darmawan and Rahmawati in the article "Digital Transformation of Human Resource Management: Implementation Study at PT Wijaya Karya (Persero) Tbk – Toll Road Development of Semarang Demak 1B Project" (2025) shows that the implementation of digital systems in organizations is able to increase operational efficiency and strengthen data-based decision-making systems in human resource management. This study emphasizes that digital transformation is an important strategy in improving organizational performance through optimizing workforce management (Darmawan & Rahmawati, 2025).

Although these studies have made important contributions to understanding the relationship between digital technology and human resource management, there are still some limitations that indicate research gaps. First, most previous research has focused more on the implementation aspect of technology in organizations without delving deeply into how these transformations affect qualitative changes in employee competencies. Second, previous research has generally focused on analyzing the impact of technology on organizational performance, while the dynamics of adapting individual competencies in facing AI-based work systems are still relatively limited. Third, studies on changes in work patterns due to the integration of Artificial Intelligence in human resource management practices have not been analyzed in depth from the perspective of employee experience and adaptation.

Based on these gaps, this research offers novelty by examining the transformation of human resource management practices based on Artificial Intelligence through a qualitative approach that emphasizes the experience of competency adaptation and changes in employee work patterns in organizations. This research not only focuses on the technological aspects or organizational performance, but also on the dynamics of changes in human competence that occur in the process of integrating technology. Thus, this study aims to analyze in depth how the application of Artificial Intelligence in human resource management practices affects the adaptation of employee competencies and forms new work patterns in the modern organizational environment.

2. METHOD

This study uses a qualitative approach with an exploratory descriptive research design to deeply understand the transformation of Artificial Intelligence-based human resource management practices and their implications on the adaptation of competencies and employee work patterns. The qualitative approach was chosen because it is able to provide a comprehensive understanding of complex social and organizational phenomena, especially in the context of changes in the work system due to the development of digital technology. This study seeks to explore the experiences, perceptions, and adaptation strategies carried out by individuals and organizations in dealing with the integration of artificial intelligence technology in human resource management practices.

The data sources in this study consist of primary data and secondary data. Primary data was obtained through in-depth interviews with informants who had first-hand experience in the implementation of digital technology-based human resource management systems in organizations. Informants are selected purposively based on the criteria of involvement in the human resource management process or the use of technology-based work systems in the organization. Meanwhile, secondary data was obtained from various scientific literature, research reports, and organizational documents relevant to the topic of digital transformation and human resource management based on Artificial Intelligence (Susanto et al., 2024). Data collection techniques were carried out through semi-structured

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interviews, documentation studies, and analysis of the scientific literature related to digital transformation in human resource management. The data obtained was then analyzed using thematic analysis techniques through several stages, namely data reduction, theme categorization, interpretation of meaning, and inductive conclusions. To maintain the validity of the data, this study uses source triangulation techniques and triangulation methods so that the results of the analysis obtained have strong validity in describing the phenomenon of transformation of Artificial Intelligence-based human resource management practices in modern organizations.

To clarify the research flow used in this study, the research methodology framework is visualized in the form of a conceptual diagram as shown in Figure 1. The diagram describes the stages of research starting from the selection of exploratory qualitative research approaches, identification of data sources consisting of primary and secondary data, data collection techniques that include interviews, documentation studies, and literature analysis, to the data analysis process through the stages of data reduction, thematic categorization, interpretation of meaning, and triangulation of sources to ensure the validity of research findings.

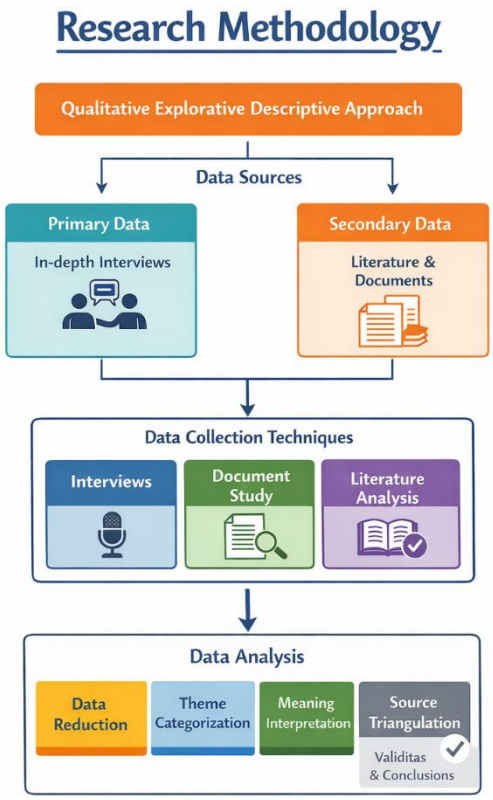

Figure 1. Conceptual Framework of Qualitative Research Methodology in AI-Based Human Resource Management Transformation

3. RESULTS AND DISCUSSION

The development of Artificial Intelligence has brought significant changes in human resource management practices in various modern organizations. The integration of this technology allows organizations to leverage data-driven analytics systems in various human resource management functions such as recruitment, competency development, and employee performance evaluation. In

the context of digital organizations, AI systems are able to comprehensively analyze employee data so that managerial decision-making becomes more accurate, objective, and efficient compared to conventional approaches that still rely on the manager's intuition or experience alone (Suwandita et al., 2023). This transformation also shows that human resource management no longer only plays an administrative function, but develops into a strategic function that is integrated with the organization's technology system. The use of digital technology allows workforce management to be carried out more systematically through the use of artificial intelligence-based information systems that are able to identify organizational needs more quickly. Under these conditions, organizations can design talent development strategies that are more adaptive to the changing dynamics of the increasingly complex and competitive work environment (Susanto et al., 2024).

In addition, the use of Artificial Intelligence also provides opportunities for organizations to improve operational efficiency in various human resource management processes. AI-based systems can be used to carry out the candidate selection process automatically through the analysis of competency data, work experience, and potential performance of prospective employees. Thus, organizations can reduce subjective bias in the recruitment process while improving the quality of the workforce hired. This condition shows that AI plays a strategic role in creating a more objective and data-based workforce management system (Giovanni & Ali, 2024). The transformation of Artificial Intelligence-based human resource management practices also has implications for changes in the performance evaluation system in organizations. The performance evaluation system that was previously carried out periodically through manual assessments can now be carried out continuously through a monitoring system based on digital technology. This system allows organizations to monitor employee productivity in real time and provide live feedback on individual and team performance. With this technology-based evaluation system, organizations can increase transparency and accountability in the employee performance appraisal process (Hidayat et al., 2025).

On the other hand, digital transformation in human resource management also demands a change in the approach to employee competency development. Organizations need to design training programs that focus not only on improving technical skills, but also on developing adaptive capabilities to digital technologies. This is important because the successful implementation of Artificial Intelligence in organizations is highly dependent on the readiness of human competencies to operate the system (Amarullah et al., 2023). The transformation of AI-based human resource management practices also poses new challenges in workforce management, especially with regard to the emergence of digital skills gaps among employees. Employees who do not have adequate technology literacy tend to have difficulty adapting to an increasingly digitized work system. Therefore, organizations need to develop a human resource development strategy that focuses on improving digital competencies so that all employees are able to participate optimally in a technology-based work environment (Wibowo et al., 2025).

In the context of modern organizations, the transformation of human resource management practices based on Artificial Intelligence also affects leadership patterns and the dynamics of the working relationship between managers and employees. Organizational leadership no longer only plays the role of a decision-maker, but also as a facilitator who is able to integrate technology with the development of human potential in the organization. Thus, the success of digital transformation in human resource management is not only determined by the technology used, but also by the organization's ability to effectively manage changes in work culture (Darussalam et al., 2025). The implementation of Artificial Intelligence in human resource management practices not only changes organizational systems, but also affects work patterns and competencies needed by employees. In an increasingly digitized work environment, employees are required to have more complex abilities compared to the previous era. These competencies include data analysis skills, digital technology literacy, and the ability to adapt to an increasingly flexible and technology-based work system (Rahim et al., 2025).

These changes show that the success of organizations in implementing Artificial Intelligence is highly dependent on the readiness of employee competencies. Organizations need to ensure that the workforce has adequate capabilities to work side by side with digital technology. Without

adequate competency development, technology integration in organizations can actually cause a skills gap that has the potential to reduce labor productivity (Anggraini et al., 2025).

In addition to changes in competencies, the integration of Artificial Intelligence also affects the work patterns of employees in the organization. The work system that was previously hierarchical and procedure-based is now starting to shift towards a more flexible, collaborative, and digital technology-based work system. In this new work system, employees are required to be able to collaborate not only with fellow humans, but also with technological systems that function as analytical tools and organizational decision-making (Wahyudi et al., 2023). This transformation has also encouraged the emergence of the concept of human-machine collaboration in the modern work environment. In this work system, Artificial Intelligence does not completely replace the role of humans, but rather functions as a supporting tool that helps humans in improving the efficiency and quality of work. This collaboration between humans and technology allows organizations to create a more productive and innovative work system (Akilah & Basir, 2023).

To understand the changes in competencies and work patterns that occur in Artificial Intelligence-based organizations, this study identifies several key dimensions of human resource adaptation as shown in the following table.

Table 1. Employee Competency Adaptation in AI-Based Human Resource Management

Dimension	Description	Organizational Impact
Digital Literacy	Ability of employees to understand and utilize digital technologies and AI-based systems	Improves efficiency and accuracy in work processes
Data Analytical Skills	Ability to interpret and analyze organizational data generated by AI systems	Enhances strategic decision-making
Adaptive Learning	Ability to continuously learn and adapt to technological change	Supports organizational innovation and flexibility
Human–AI Collaboration	Capability to work effectively with AI-supported systems	Increases productivity and reduces operational errors

The table shows that the adaptation of employee competencies in Artificial Intelligence-based organizations is not only related to technical skills, but also involves broader cognitive and adaptive abilities. Employees are not only required to understand technology, but also be able to utilize it strategically in their daily work processes. In other words, the integration of Artificial Intelligence encourages the formation of new competency profiles that combine technological capabilities with human creativity in solving organizational problems (Alamudi, 2025).

In addition, changes in work patterns due to the integration of Artificial Intelligence also have an impact on the human resource development system in the organization. Organizations need to design training and competency development strategies that are more flexible and sustainable so that employees are able to keep up with changing technologies. Technology-based training programs, digital competency certification, and experiential learning are important strategies in supporting the transformation of workforce competencies (Amarullah et al., 2023). This transformation of employee competencies and work patterns shows that the integration of Artificial Intelligence in the organization is not just a technological transformation, but also a transformation of work culture. Organizations that are able to effectively manage competency changes will have a stronger competitive advantage compared to organizations that are unable to adapt to the

development of digital technology. Therefore, the successful implementation of Artificial Intelligence in human resource management practices is highly dependent on the organization's ability to integrate technology with the development of human potential in a balanced manner (Maraya et al., 2025).

The transformation of human resource management practices based on Artificial Intelligence not only requires technological readiness, but also requires an organizational strategy that is able to integrate changes in the work system with human capacity development. The implementation of artificial intelligence technology in organizations often leads to significant changes in work structures, decision-making processes, and the dynamics of relationships between management and employees. Therefore, organizations need to design a comprehensive transformation strategy so that the application of technology does not cause resistance or uncertainty among the workforce. In this context, the role of management is very important in ensuring that digital transformation can run adaptively and sustainably in the organizational environment (Darussalam et al., 2025).

One of the main strategies that organizations need to do is to strengthen the digital competency-based human resource development system. The integration of Artificial Intelligence in organizations requires the workforce to have adequate technological capabilities to be able to interact effectively with the digital systems used. Competency development programs that focus on technology literacy, data analysis, and the use of AI-based systems are important elements in ensuring the success of digital transformation in human resource management. Through this approach, organizations can reduce the competency gap that often arises due to the acceleration of technological developments in the modern world of work (Amarullah et al., 2023).

In addition to competency development, organizations also need to develop an effective change management system in the face of technological transformation. Changes in work systems often create uncertainty among employees, especially with regard to concerns about the possible replacement of human roles by technology. Therefore, organizations need to develop transparent communication and involve employees in the digital transformation process to create a sense of ownership of the changes that occur. This approach can help organizations minimize resistance to technology and improve employees' psychological readiness in facing Artificial Intelligence-based work systems (Wahyudi et al., 2023). In practice, the transformation strategy of human resource management also needs to consider the leadership aspect of the organization. Organizational leaders have a strategic role in directing the technology integration process and creating a work culture that supports innovation. Leadership that is adaptive to technology can encourage employees to be more open to change and use technology as a tool to increase work productivity. Thus, digital leadership is an important factor in ensuring that Artificial Intelligence transformation can provide optimal benefits for organizations and employees (Susanto et al., 2024).

The transformation of human resource management based on Artificial Intelligence also requires organizations to develop performance management systems that are more adaptive to technological changes. Performance evaluation systems that were previously administrative need to be developed into a data-based evaluation system that is able to provide a more objective picture of employees' contributions to the organization. Through the use of Artificial Intelligence-based analytics systems, organizations can monitor employee performance more accurately and identify potential competency development more systematically. This shows that technology not only functions as an operational tool, but also as a strategic instrument in the development of organizational human resources (Suwandita et al., 2023). In addition, organizational strategies in facing Artificial Intelligence transformation also need to consider the balance between technology and humanistic values in workforce management. Even though technology can improve work efficiency, organizations still need to ensure that aspects of employee well-being, job satisfaction, and interpersonal relationships in the organization are maintained. This approach is important because the success of an organization is not only determined by technological efficiency, but also by the quality of social relationships in a work environment that supports collaboration and innovation (Maraya et al., 2025).

Furthermore, the transformation of human resource management practices based on Artificial Intelligence also opens up opportunities for organizations to develop more flexible and innovative

work models. The use of digital technology allows organizations to implement virtual collaboration-based work systems, remote work, and technology-based project management systems. This work model not only improves organizational efficiency, but also provides opportunities for employees to develop creativity and innovation in solving various job challenges. Thus, the integration of Artificial Intelligence can be a catalyst for the emergence of a new paradigm in the human resource management of modern organizations (Rahim et al., 2025).

Overall, the organization's strategy in managing Artificial Intelligence-based human resource management transformation requires a holistic approach that includes competency development, change management, digital leadership, and strengthening an organizational culture that is adaptive to technology. Organizations that are able to integrate all of these elements effectively will have stronger abilities to deal with the dynamics of changing work environments in an increasingly complex digital era.

4. CONCLUSION

The transformation of Artificial Intelligence-based human resource management practices has brought significant changes in the way organizations manage the workforce as well as develop employee competencies. The integration of artificial intelligence technology allows organizations to optimize various human resource management functions, from the recruitment process, performance evaluation, to data-driven competency development. The results of this study show that the application of Artificial Intelligence not only improves the efficiency of workforce management, but also drives fundamental changes in work patterns and competency structures required by employees in modern organizations.

In addition, this study shows that the adaptation of employee competencies is a key factor in the successful implementation of Artificial Intelligence in human resource management practices. Employees are required to have digital literacy skills, data analysis, and adaptive skills to accelerating technological changes. Therefore, organizations need to develop sustainable human resource development strategies through training programs, strengthening digital competencies, and forming an organizational culture that supports innovation and continuous learning. Practically, this research implies that organizations need to develop a digital transformation approach that not only focuses on the application of technology, but also on developing human potential as a key actor in the organizational system. The integration of Artificial Intelligence and the development of human competencies in a balanced manner will enable organizations to create a more productive, adaptive, and sustainable work system in facing the challenges of the world of work in the digital era.

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