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ARTIFICIAL INTELLIGENCE FOR PEOPLE'S MANAGEMENT IN ORGANIZATION.

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ABSTRACT

The paper reviewed literature on artificial intelligence for people's management in organization. People management can be viewed or defined as line managers' implementation of HR practices and their leadership behaviour in supporting the employees they supervise at work. While artificial intelligence can be defined as the ability of machines and computer software to model human behavior and thoughts in such a way that they can think, comprehend and execute task. People management concept acknowledges that line managers play a crucial role in shaping employees' perceptions of human resource management through their implementation of HR practices and their leadership activities. Nevertheless, many organizations have turned artificial intelligence into their daily business, driven by motivations of process optimization or cost reduction, improved decision-making, innovation, gaining insights from big data, and/or staying ahead in the digital and knowledge economy. However, despite these promising results, the current state of artificial intelligence adoption varies significantly across organizations, with some companies fully leveraging artificial intelligence potential, while others face significant setback such as trust issues and skills gaps. Since a significant share of these challenges are human centric in nature, the implementation of artificial intelligence in organizations also calls for a human-centric approach. Thus, this is where people management comes into play. In conclusion, people management involves line managers' implementation of HR practices and their leadership behavior in supporting the employees they supervise at work. Recommendations**,** management of organizations should understand that people management is essential for navigating any setback observed and capitalizing on the opportunities presented by artificial intelligence in this 21st century.

Keywords: Artificial Intelligence (AI), People Management, Prospects And Challenges And Organization

INTRODUCTION

For any business organization to survive in the 21st century, it must remain competitive. It is contended that globalization and technology resulted in what has been labeled market chaos and hyper competition, leading to the quest by organizations for shift of focus from Taylorism suited for the organizations of the 1970's to employment flexibility of the 21st century. However, the corresponding people management model that suited these employees is referred to as personnel management. Biriowu (2023) pointed out that the second and third industrialization era (globalization) came with it, global, flatter organizations and global workforce flexibility. The corresponding people management model that suited these employee sets is referred to as Human resource management. People management refers to the go-together of human resource (HR) duties and leadership behaviors in line managers' implementation of human resource management (Leroy et al., 2018; Purcell & Hutchinson, 2007). People management is essential for navigating these challenges and capitalizing on the opportunities presented by artificial intelligence (Varma et al., 2023).

Hence, employees are one of the key group of stakeholders in any organisation. It is necessary to state that without employee's willingness to work for the organisation, the vision or objectives may not be achieved (Kucharska & Kowalczyk, 2019). The term "Human Resource" are the most valuable asset of an organization, and managers should understand how human resource functions play a role in making the envisioned organizations a reality. The fact is that it is difficult to measure the impact of human resource functions on an organization's performance and success (Boudlaie et al., 2020). By this impression, Armstrong (1999) believed that the overall purpose of human resource management is to ensure that the organisation is able to achieve success through people.

Employees are the life-blood of any organization and accomplishment of organizational goals without the involvement of employees is impossible (Tamunomiebi, & Emeh, 2023). By this notion, Omodiaogbe (2023) pointed out that the right people in the right place can make all difference for the company; hence the human resource management is a support activity that is very important for the firm. However, in terms of technology application in an organization, it is the human beings that will put it in use in order to be efficient and effective to achieve organizational goals and objectives. An organization's viewpoint or perspective is the successful introduction of a new thing or method for example; artificial intelligence. Therefore, innovation is the embodiment, combination or synthesis of knowledge in original, relevant, valued new products, process or services as the situation demands.

On the other hand, Artificial intelligence (AI), occasionally called machine intelligence, is intelligence demonstrated by machines in contrast to natural intelligence displayed by humans and other animals. This implies that machines can be made to perform tasks commonly associated with intelligent beings like humans and animals. It is an area of computer science with the help of digital electronics that emphasizes the creation of *intelligent* machines that work and react like humans (Robinson, 2018).

Thus, Artificial intelligence holds the potential for production-oriented applications, its effect will certainly be mixed or diverse too. Intelligence has been defined in many ways, including: the capacity or logic, understanding, self-awareness, learning, emotional knowledge, reasoning, planning, creativity, and problem solving. Generally, it can be designated as the ability to perceive or infer information, and to retain it as knowledge to be applied towards adaptive behaviours within an environment or context.

Artificial intelligence in people management can be viewed as a revolutionized process that enables employers and manager's to make an informed decision. Similarly, it also improves the employee experience by streamlining processes associated with the operation of people management. That is to say, people management is also known as Human Resource Management. People's management or HRM refers to the procedure of handling and developing the workforce in an organization. It also has to do with overseeing various aspects of human resource management which includes recruitment/selection, hiring, performance management, employee engagement, employee satisfaction, and employee retention etc. Principally, it is focused to streamline the entire work cycle of the employees in an organization starting from recruitment and hiring to the exit of the employees (Tomas, 2024).

Definition of An Organization

An organization is definition as a structured process or group of people working together to achieve common goals through coordinated efforts. However, it can be understood in two ways; as a social system where individuals pursue defined objectives, and as a mechanism that enables people to live together, involving both structure and process. That is to say, an organization is a collection of individuals, resources and processes arranged systematically to ensure efficiency and productivity. For Boone and Kurtz (1976) an organization can be defined as a structured process in which people interact to accomplish goals and objectives. Organizations are highly indispensable when viewed in relation to human existence, survival, well-being, effective socialization and communication. Without organizations, communal efforts would yield no benefits at all. Cultural, political, economic and social

structures would have become elusive without organized systems (Nwaeke, 2012). For instance, Gabriel (2018) pointed out that organizations are open system that interface constantly with external forces such as government agencies, customers, and suppliers. It is therefore on the basis of this interaction that an unbreakable interdependency is established between business and the society.

People's Management

People management can be viewed or defined as line managers' implementation of HR practices and their leadership behaviour in supporting the employees they supervise at work. However, the study distinguishes two components of people management: the implementation of HR practices by line managers and their leadership behavior (Purcell, & Kinnie, 2007). However, both components are broken down into two sub-dimensions. In the implementation of HR practices, the study also distinguishes two levels of implementation: general practices and tailor-made arrangements. Nevertheless, they added that the quality of the relationship between employees and line managers is also likely to influence employees' perceptions of human resource practices. It is also necessary to state that people management scale helps to provide scholars with a reliable and valid measure, which allows them to examine or inspect people management from the perspectives of both employees and line managers.

Knies et al. (2020) mentioned Guest (2007) who pointed out that these two levels of Human resource implementation can be distinguished. First, line managers implement general practices, these type of practice apply to all employees in their team. Secondly, the line managers are increasingly expected to make tailor-made arrangements with individual employees (specific). However, human resource practices established at the organizational level outline the framework for such deals. That is to say, in the context of human resource, the term tailor-made arrangements refers to a customized solutions that are designed to meet the specific needs, goals, objectives and culture of an organization.

Today's organizations have turned their attention to their collaborators, due to the leading role they play in the fulfillment of objectives and valuable contributions in the socio-productive processes of goods or services they apply, hence the importance of companies towards human talent processes, under the acquisition of suitable personnel in terms of competencies, training, development, and potentiation of their talents. Therefore, Molina et al. (2022) stated that it is necessary to identify the needs of the organization and people to establish a model and/or a system for the management of human resources, a necessary system to achieve objectives regarding strategic management and to adapt to the turbulent changes of the global market. In this regard, people management is directly related to the coordination of company-employee relations, ensuring the increase of personnel efficiency and improvement of the organization's output or production. It is emphasized that people management involves the integration of activities with organizational objectives, highlight indicators that provide value, such as consistency or compliance, communication, commitment, and knowledge (Meyer, & Xin, 2018).

Molina et al. (2022) also pointed out that one of the strategy or metrics of people management includes collaborative business studies, community, sustainable levels, research networks, emerging global needs, emerging trends in strategic human talent management, threat and opportunity gaps, sustainability, productivity, innovation, diagnostic, projection and control criteria.

Historically, Purcell and Hutchinson (2007) introduced the concept of people management. This concept acknowledges that line managers play a crucial role in shaping employees' perceptions of HRM through their implementation of HR practices and their leadership activities. This is an important advance in theory development. However, Purcell and Hutchinson did not offer a systematic conceptualization and operationalization of people management.

Concept of Artificial Intelligence

Artificial intelligence can be defined as the ability of machines and computer software to model human behaviour and thoughts in such a way that they can think, comprehend and execute task.

Zeb-Obipi and Irabor-Ighedosa (2020) further explained that the discourse by alluding to some related dimensions as Machine Learning (ML) and Machine Recognition. More so, machine learning can also be defined as the ability of a machine to acquire experiences and adjust its behaviour based on such experiences on a relatively long period of time; and Machine Recognition as the ability of a machine to identify, track and predict voices, text and images given programmed memory (Zeb-Obipi & Irabor-Ighedosa, 2020). Artificial intelligence also called (AI) refers to man-made systems comprising algorithms and software programs capable of recognizing, analyzing, deriving insights, and learning from data to accomplish specific objectives and tasks (Chowdhury et al., 2023).

Machine Learning (ML) And Machine Recognition

Machine learning models learn from historical data to identify patterns and make predictions. In HR, ML is commonly used for resume screening, workforce planning, employee retention analysis, and performance forecasting. David (2026) also stated that these systems improve over time as they are exposed to more data. More so, machine learning can also be defined as the ability of a machine to acquire experiences and adjust its behavior based on such experiences on a relatively long period of time; and Machine Recognition as the ability of a machine to identify, track and predict voices, text and images given programmed memory.

Artificial Intelligence Driven Process

Artificial intelligence (AI) promises to boost productivity and growth, but its impact on economies and societies is uncertain, varying by job roles and sectors, with the potential to amplify disparities**.** As a positive productivity shock, AI will expand economies' production frontiers and will lead to reallocations between labor and capital while triggering potentially profound changes in many jobs and sectors. Artificial intelligence offers unprecedented opportunities for solving complex problems and improving the accuracy of predictions, enhancing decision-making, boosting economic growth, and improving lives. However, precisely because of its vast and flexible applicability in numerous domains, the implications for economies and societies are uncertain (Ilzetzki & Jain, 2023). Effective utilization of manpower for attainment of organizational goals is human behavior, HRM, business strategy etc. Procurement of manpower, recruitment, selection, training, development, compensation, performance appraisal and separation are the main functions of Human resource. In current scenario, HR department heading towards the digital revolution and using various methods to simplify the resources by using big data analysis, artificial intelligence, and cloud computing (Amla & Malhotra, 2017). The artificial intelligence offers much great opportunity to lift up the organization in the world (Jain, 2018).

For example, when it comes to job offering and onboarding, creating a positive and engaging experience for new hires in crucial in order to make a lasting impression. With respect to Artificial Intelligence based tools it has become earlier for Human Resource managers or teams to create an engaging and personalized onboarding experience for their new employees. However, from introducing new hires to the organization and its culture to helping them navigate their first days on the job, these solutions streamline the onboarding process and ensure a smooth and memorable experience for every new hire (Andy, 2023). On the other hand, the use of the machine-based learning and artificial intelligence technology which enables these platforms to understand the unique needs of each organization and provide a tailored onboarding experience while also scaling the process to accommodate large numbers of new hires.

In this regards, by prioritizing employee engagement and creating a positive first impression, organizations can set the stage for a successful and productive long-term relationship with their new hires. In the same vein, A machine-based system that can, for a given set of human-defined objectives, make predictions, recommendations, or decisions influencing real or virtual environment (Bishop, 2024).

The Impact of Artificial Intelligence on HRM and Its Applications

Artificial intelligence plays an active role in many human resources management, from recruitment to performance evaluation. In addition, artificial intelligence reduces the administrative burden on human resources professionals and allows them to help them make decisions based on proven data patterns, instead of making decisions based only on instinct, and increases the efficiency of the decisions taken, as well as providing significant advantages in terms of time and cost (FraiJ & Laszlo, 2021).

The use of artificial intelligence to recruit or hire new candidates is spreading rapidly in every industry. The main reason for this is artificial intelligence's effort to eliminate the burden of manually scanning candidates' resumes. Screening potential candidates for a given job has been one of the biggest challenges for HR managers over the past decade, as it takes too much time and undermines managers' effective enough work. This challenging process has become very fast with the use of artificial intelligence. Artificial intelligence helps automatically match candidates to required jobs without using human intelligence. Artificial intelligence supported recruitment software can also send a business promotion message to thousands of job seekers at the same time (Raub, 2018).

Artificial Intelligence in People's Management

Nevertheless, many organizations have turned artificial intelligence into their daily business, driven by motivations of process optimization or cost reduction, improved decision-making, innovation, gaining insights from big data, and/or staying ahead in the digital and knowledge economy (Basu et al.,2023; Chowdhury et al., 2023). Examples include customer service chat box that serve as first-in-line to common customer requests, artificial intelligence screening algorithms that look for suitable candidates based on resume keywords or self-check out registers that detect unusual patterns in buying behavior. In other words, these examples illustrate that the adoption of artificial intelligence is driven by both operational efficiencies and strategic goals, such as improving organizational agility and fostering innovation (Basu et al., 2023). However, successful implementation requires addressing challenges related to people, including employee resistance, trust issues, and ethical concerns. That is to say, leadership plays a crucial role in overcoming these challenges by promoting a culture of openness and adaptability, while Human resource management ensures that systems are in place to support employees in acquiring the necessary artificial intelligence -related skills (Pak et al., 2023).

Artificial intelligence (AI) has a significant impact on the management of human resources in an organization. Tomas (2024) pointed out that it provides insights into the internal matrices that evaluate organizations' productivity as well as furnish ways and resources for surging or flowing efficiency.

David (2026) pointed out that artificial intelligence in people management means the use of AI to assist or support how organizations manage people processes, decisions, and information across the employee lifecycle. However, in practice, artificial intelligence can influences how human resource data is been collected, interpreted and surfaced across areas such as hiring, management, engagement and compliance.

Prospects and Challenges

However, despite these promising results, the current state of artificial intelligence adoption varies significantly across organizations, with some companies fully leveraging artificial intelligence potential, while others face significant setback such as trust issues and skills gaps. Since a significant share of these challenges are human centric in nature, the implementation of artificial intelligence in organizations also calls for a human-centric approach (Fenwicket al., 2024). This is where people management comes into play. Again, people management can be viewed as the go-together of HRM and leadership Leroy et al. (2018), Purcell and Hutchinson (2007), emphasizing that these two elements are complementary in their shared goal of influencing human behavior and achieving desired employee outcomes. In the same vein, leadership can be seen to plays a vital or crucial

role in shaping the vision and direction for integrating technology, such as artificial intelligence, within organizations. However therefore, leaders act as change agents who inspire employees to embrace artificial intelligence-driven transformations by emphasizing its potential benefits for both individual growth and organizational attainment (Bauwens & Cortellazzo, 2025).

Nevertheless, artificial intelligence holds the potential to significantly impact organizations and their employees, offering opportunities such as augmenting employee creativity (Jiaet al., 2024), improving selection decisions as pointed out by Purdy and Williams (2023), however, enhancing talent management or powering HR analytics (Claus,2019; Xiao et al., 2023).
As an organisation, there must be a way of making things work in terms of strategy. It means putting certain measures to ensure that the longtime goals and objectives are achieved. By this notion, Chandler (1962) viewed strategy as the determination of the basic longtime goals and the objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. On the other hand, innovation is alternatively viewed as a process of taking ideas to the market. It describes the process of adding value to creative ideas (Oluwadare, 2015). An organization's viewpoint or perspective is the successful introduction of a new thing or method. Therefore, innovation is the embodiment, combination or synthesis of knowledge in original, relevant, valued new products, process or services. By this notion the paper emphasized on the value chain model and human resource management in an organization.

CONCLUSION AND RECOMMENDATIONS

Human Resource Management or People's management is concerned with all aspects of how people are employed and managed in organizations; and it can be seen as a strategic, integrated, and coherent approach to the employment, development and well-being of the people working in organizations. However, human beings are the most intelligent of all the created animals in the world. This is seen in how they exercise superiority of behavior over other animals by subjecting the animals to desired control.
Artificial intelligence based HR functions have strong impact on HR team which make them more productive and innovative. It does not only helps them to enrich their knowledge or skills but also help to boost the motivation and performance of employees. Although the history of artificial intelligence dates to the middle of the twentieth century, it is living its golden age today. Artificial intelligence, which initially consisted of the dream of producing thinking machines or scenes in science fiction movies, has reached a very important level thanks to the developing technology, and has begun to imitate the human mind to a large extent. Artificial intelligence technology is directly related to HRM.
In conclusion, people management involves line managers' implementation of HR practices and their leadership behaviour in supporting the employees they supervise at work. However, the study distinguishes two components of people management: the implementation of HR practices by line managers and their leadership behavior. However, both components are broken down into two sub-dimensions. In the implementation of human resource practices, the study also distinguishes two levels of implementation: general practices and tailor-made arrangements.
Based on literature review, the study recommends that;

I. Management of organizations should ensure transparency in people management scale which will in turn contribute to and encourage further growth in the knowledge of implemented and perceived people management, their antecedents, and their effects.
II. Management of organizations should understand that people management is essential for navigating any setback observed and capitalizing on the opportunities presented by artificial intelligence in this 21st century.

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