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ON

AI-Enhanced Human Resources Management Practices in Sultanate of Oman.

By

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ABSTRACT

Research on Al integration in Oman is limited but could improve employee engagement and performance. However, there is a lack of understanding of its implications, obstacles, and potential in HRM. The ideal economy should achieve equitable growth, create a welcoming business climate, and increase exports in high-tech and value-added industries. (Oman Vision 2040). O'Connor (2020) highlights that AI is a technology that enables computers to learn from and create actions based on data. is crucial for efficient human resources management in the 21st century, but it also presents challenges in HR processes like hiring and performance evaluations. artificial intelligence may be used to manage basic HR practices.

Moreover, it's important to lighten the workload for human resources employees. This research will investigate how artificial intelligence will enhance human resource management practices to improve the organization's productivity. The study relied on both quantitative and qualitative research methods, as qualitative research is a sort of scientific research in which the researcher gathers data to answer a question. This research used secondary sources, such as crucial articles from the MEC e-library, to collect the data. Primary sources such as surveys, were conducted with HR staff at a firm in Oman to get reliable data and proper outcomes. The findings indicated that while AI is still in its early stages in Oman, employees are becoming increasingly interested in the subject. The amount of employees' awareness regarding AI and its tools that will facilitate their job at work was also demonstrated by the findings. The findings proved that employees' jobs will be smoother if they have a chatbot to respond to their concerns and questions. Additionally, the researcher suggests organizations broadly consider implementing this technology and begin to discuss it. They should also share their thoughts and experiences with utilizing artificial intelligence tools to improve HR practices so that literature articles about the topic in Oman can be written.

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CHAPTER 1 INTRODUCTION

1.1 Background of the Research:

Due to the advancement of technology, the world faces enormous changes nowadays. The 21st century seeks to establish a clear connection between the effectiveness of work and the speed with which it is performed. Human resources management (HRM) operations must be effective and efficient to be successful. Artificial Intelligence (AI) might save time, eliminate repetitive tasks, and enhance employee engagement. However, it causes issues in HR processes like as hiring and performance evaluations. Face-to-face interactions, for example, can be emotionally taxing. HR managers must be taught to manage change, and talent development and upskilling are essential (Al Haziazi and others, 2022). AI can accelerate this progress significantly. AI has the potential to significantly improve global HRM practices. Artificial intelligence, according to Agarwal and others (2022), has the potential to improve and enhance an organization's human resource processes. It also helps to recruit and motivate staff, all of which contribute to a better work environment and the building of trust in the organization. Gummudu (2023) claimed that AI can analyze massive volumes of data, discover trends, and forecast outcomes, allowing the HR department to make better-educated, data-driven choices. Organizations may improve the entire employee experience by incorporating AI into HR. comprehensive research on AI integration in Omani Organizations is lacking. due to the fact, that there hasn't been a thorough investigation of the scope of AI usage and specific sectors of HRM, the integration of AI in financial HRM in Oman is now at a restricted stage. According to the Oman 2040 vision (2021), the new economy will follow global trends in technology, innovation, and industrial revolutions to keep up with and join such developments in national plans and courses in a secure awareness and technology-based environment that ensures economic transformation to a technology, knowledge, and innovation-based economy. The ideal economy would be capable of delivering fair and sustainable growth, fostering a welcoming business environment for all, and expanding exports in high-tech and value-added industries. Although research on AI-enhanced employee engagement and performance is limited, it is feasible that AI-based feedback, support, and personal development might boost employee engagement and performance, benefiting Omani workers. However, there has been

minimal research into the ethical difficulties, cultural factors, and legal implications of employing AI in the Omani financial industry.

1.2 Statement of the Research Problem:

With the considerable advances AI has already achieved, it should be leveraged to aid and support human manpower. However, there is a lack of study and understanding of the implications, obstacles, and potential of AI in HRM, particularly in the context of the Omani financial industry.

1.3 Aim and Objectives of the Research:

1.3.1 Aim:

This research is going to investigate how artificial intelligence will enhance human resource management practices to improve the organization's productivity.

1.3.2 The Objectives:

1. To investigate and analyze the existing state of AI integration in HRM practices in Finance companies in Oman.

2. To evaluate the possible influence of AI on Omani organization's overall HRM practices, employee engagement, and talent acquisition.

3. To examine the ethical issues and data privacy issues related to AI integration in HRM.

4. To make recommendations for Omani organizations to improve their HRM procedures by utilizing AI technologies.

1.4 Research Question:

1. What is the existing state of AI integration in HRM practices in Finance companies in Oman?

2. How AI can influence Omani organization's overall HRM practices, employee engagement, and talent acquisition?

3. How do ethical issues and privacy issues impact AI integration in HRM?

4. What are the recommendations for Omani organizations to improve their HRM procedures by utilizing AI technologies?

1.5 Scope of the Study:

The scope of the study refers to everything included in the project and explicitly describes the exact study objectives, tasks, features, and deadlines that the research techniques will cover to come up with reasonable results and conclusions and provide satisfying answers to research questions (Eze, 2018). This study will investigate the possibility of implementing AI in one of Omani organization HR department. Along with providing the potential display of AI in the organization's HR department and at which level of development this technology will reach to improve the productivity of the organization. In addition, the significance of the research will concentrate on HR department staff, as well as the line managers, and branch managers throughout Muscat. The survey will be sent on week 9 by Google form link.

1.6 Significance of the Study:

The research examines artificial intelligence that are generating a lot of buzz in today's technological landscape and merging into HR practices in the finance industry. Furthermore, AI may be utilized to manage fundamental HR practices. Which may assist them to improve their work to implement the staff performance in the organization. Furthermore, it is important to reduce the workload of HR professionals to enhance overall HRM practices, employee engagement, and

talent acquisition. In addition, organizations may do a more in-depth examination of AI and how it compares to the human intellect to check how an AI-driven process would yield better results and faster in the process of recruitment and selection, talent acquisition, and training and development as well. This results from knowing and reaping the benefits that this technology can give in terms of accuracy and speed of task completion, as well as avoiding repetitive procedures. The findings of this study may assist in increasing the efficiency of the HR staff, which will contribute to increased employee efficiency in the organization, leading to improved customer service and satisfaction. It will also assist in boosting the proportion of innovation and creativity among employees by automating long repetitive operations and saving time. This initiative may also assist future policymakers in developing ideas and plans for using AI in a variety of areas, including the human resources management department. This initiative may also aid in the Sultanate of Oman's technical advancement. This research may stimulate other researchers to investigate this particular subject them provide more research papers in this regard, knowledge is spread through it, which will support various institutions in studying the possibility of adopting the idea, and thus the efficiency of the workforce in institutions will increase, leading to an increase in Oman's economy and income for individuals.

1.7 Limitation of the Study:

The research's limitations revolve around a variety of factors, the most important among them is time. Three months is insufficient time to complete the research with a high-quality result and in-depth research on the subject. The researcher made a timeline that will help to prevent any delay and reduce the pressure on the researcher to complete the research. In addition, having access to accurate data and information is a main limitation of this research. Due to the lack of research articles on the topic in Oman, as well as the difficulties in accessing the organization's credible information. Busy employees may also lead to reduced credibility or incorrect information when solving the survey questionnaire, besides dismissing the value of the research. Furthermore, restricting the scope of the research to one company, to represent an entire industry. may influence the result of the project as well.

1.8 Definition of Terms:

- AI: Artificial Intelligence refers to computer systems capable of executing complicated activities that previously could only be performed by humans, such as reasoning, making decisions, or solving issues (Coursera, 2023).

- HRM: Human Resource Management, the adoption of certain roles and actions for using employees efficiently and effectively in an organization to fulfill its goals, which include pleasing the key stakeholders to the maximum extent feasible and positively contributing to the natural environment (Opatha, 2021).

- Talent acquisition: the process of locating and hiring competent human labor to suit organizational demands and any labor requirements (Alashmawy and Yazdanifard, 2019).

- Employee engagement: how much an employee is devoted to helping their organization accomplish its goal. This is indicated by how workers think, feel, and behave, as well as the emotional attachment employees feel to their organization, their job, and their team (Qualtrics, 2023).

1.9 Structure of the Research:

The research contains five chapters. Starting with chapter 1- Introduction, which includes the background of the research on the topic as well as an overview of the bank. In addition, the study's objectives, aim, and the research question. The scope of the study, its significance, its limitations, and the structure of the research will be also reviewed in Chapter 1, as well as the definitions of terms. Chapter 2- Literature Review will be concerned with providing the literature on relevant articles by addressing the findings of other researchers on AI-enhanced HRM. Descriptive analysis, qualitative data analysis, and content analysis will be used to examine the related articles -secondary data-. Chapter 3- Research Methodology will examine scientific research methodologies, which include the research design, population of the study, sampling technique, and sample size. Besides reviewing the research instruments and validity and reliability testing. Chapter 3 will also cover the data collection and data analysis techniques along with legal,

ethical, and social considerations. Following the collection of primary data via questionnaire in Chapter 4- Data Analysis the data will be analyzed. The output of the research will be obtained. Those data will be analyzed using statistical, mathematical, or numerical methods, as described in Chapter 3. Lastly, chapter 5- Summary of Findings, which will review and summarize the significant outcomes discussed in chapter 4. The result will also provide an overall conclusion. Recommendations, limitations of the research, and suggestions for further study will be included in Chapter 5.

1.10 Summary:

This chapter discussed the research on AI-enhanced HR practices, AI may boost productivity and minimize repetitive jobs. However, it creates difficulties in HR procedures such as recruiting and performance appraisals. AI has the potential to improve global HRM practices, recruit and engage employees, and make data-driven choices. Although research on AI integration in Oman's finance industry is limited, it has the potential to improve employee engagement and performance. The aims, significance of the research, and scope of the research were also addressed, along with a discussion of the most significant limitations, such as time and a lack of access to good data. The definition of terms was mentioned as well as the research structure. The second chapter will involve a literature review of relevant papers as well as presenting the findings of other academics on HRM enhanced by AI. Secondary data will be analyzed using descriptive and content analysis techniques.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction:

The second chapter comprises a survey of pertinent publications in the literature as well as a presentation of findings by other academics on AI-enhanced HRM. This chapter contains the most significant titles, such as Enabling Technology for Human Resource Management - concept and Definitions, Artificial Intelligence in Human Resource Management Functions such as Recruitment and selection, qualification, training and development, and performance management. In addition, the benefits of employing artificial intelligence in human resource management are discussed, as well as the impediments to the adoption of artificial intelligence techniques in human resource management. In addition to data privacy, security concerns and minimizing their consequences, as well as ethical difficulties and obstacles associated with the use of artificial intelligence in human resource management.

2.2 Technology Enabled HRM-Concept and Definitions:

Artificial Intelligence (AI) is replicating human intelligence in automation that was designed to mimic human beings in thinking and learning. It is about developing algorithms that allow computers to accomplish activities that would normally need human intellect. Such as problem-solving, developing, interpreting languages, learning new things, visual perception, recognizing speeches, and decision-making. According to O'Connor (2020), artificial intelligence (AI) is a technology that allows computers to learn from and create or propose actions based on previously obtained data. In terms of human resource management, artificial intelligence may be used in a variety of ways to simplify operations and increase efficiency. HR professionals must prepare for these changes by learning about technology and how it's used in various tasks. AI exposes the revolutionary world of technology that allows systems to perform large jobs in a repeated manner without the assistance of humans. This implies that organizations can put their employees to work on other productive tasks, that will help the organization expand more successfully (Gomathi and Sabale, 2022). The researcher agrees with the previous statutes, that

the use of AI in HRM would significantly increase the organization's growth. By gathering and organising relevant data.

The rise of artificial intelligence has created a global outrage. It has become a competitive characteristic in many international companies as well as industrial nations. Oman has kept pace with this unavoidable change through integration, as the government invested in numerous measures to improve its use, and it was also included in the Oman 2040 vision. The new economy will take global trends in technology, innovation, and industrial revolutions to keep up with and join such developments in national plans and courses in a secure awareness and technology-based environment that ensures economic transformation to a technology, knowledge, and innovation-based economy. The ideal economy should be capable of achieving equitable and sustainable growth, creating a welcoming business climate for all, and increasing exportations in high-tech and value-added industries (Oman Vision 2040). Oman is continuing to investigate the significance of AI and how it may contribute to the country's progress. Job losses are the main concerns but ISP.PAGE (2023) states that there are justifications to be optimistic about the impact of artificial intelligence on the labour market in Oman. First, the government has recognized the potential of AI to boost economic growth and has made significant investments in promoting its usage. Additionally, there are chances for workers to upskill and reskill to work alongside artificial intelligence. The researcher agrees that the presence of AI in the Omani labour market leads to equal work and speed in achieving the greatest possible amount. It will be significant for the government to work with the private sector to reduce its negative impact on the labour market as AI develops in Oman and becomes more widespread.

2.3 AI in HRM Functions:

2.3.1 Recruitment and Selection:

The process of analysing CVs is mainly performed by recruiters, and addressing decisions takes a long time. Deloitte (2019) stated that Technologies that likely transform recruitment are now accessible.   organizations focused on recruitment management systems as the primary platform for gathering, listing, directing, and tracking candidates. Recently, a flood of new technologies, many of which are driven by Al, have appeared on the market to make that process

more scientific, flexible, and effective. AI chatbots can be used to expedite the application process as well as video interviews that may assess and analyze candidates' appropriateness for the position. AI algorithms may be used to analyze resumes and find the best applicants based on specific requirements. Comparing candidates' profiles with the job description will generate more accurate matches. Chopal, R., & Garg, U. (2021) based on recent studies in the domain of AI application in the recruitment process, generated a conceptual paper on Artificial Intelligence (AI) application in the recruiting process The research attempted to resolve some of the issues about the use of AI in the recruitment process. Based on a thorough examination of recent research articles in this field, it is concluded that there are various benefits for both recruiters and job seekers. AI may assist either the employing organization or job-seeking candidates. For example, AI technology may improve application procedures by creating more user-friendly forms that applicant is more likely to complete, therefore lowering the number of rejected applications (O'Connor, 2020). AI in recruitment may support a fair, effective, efficient, impartial, and cost-effective recruiting model, hence transforming the HR position and leading to an automated recruitment process. Researchers can conduct further studies to address the human bias in AI algorithms in the future.

2.3.2 Onboarding:

Once the applicants are hired, AI improves their experience by assisting them in completing all the requirements electronically, minimizing paperwork. Furthermore, the transition to a remote and hybrid working mode has caused significant modifications in the conventional method of onboarding. According to research, artificial intelligence has improved the onboarding experience (Mer, 2023). Using chatbots and remote assistance applications, AI technology enables recruits to get human resources help at any time of day and in any place. This shift not only allows workers to go through the onboarding process at their own pace, but it also minimises administrative effort and usually results in faster integration (O'Connor, 2020). The researcher supported utilizing chatbots and automated remote assistance solutions will save employees their effort and time. It will additionally reduce the consumption of paper, saving the environment and establishing sustainability. As an outcome, AI may automate onboarding activities by managing administrative

activities, giving new hires expertise, and guiding them through the appropriate paperwork. According to Westberg (2019), chatbots have simplified the onboarding process by requiring contact. Through collaborative relationships, new remote recruits may connect and feel a part of the team. They could be taking part in several discussions using chatbots to fit inside the company's frame. AI will help reduce employee redundancy in the organization. Several robotic tasks were carried out in the work environment to improve organizational efficiency. Robotic tasks include collecting data, copying data, filing reports, identifying the needed data from the available data, collecting, and analyzing information for the HR department's payroll systems, and more (Gayathri and Bella, 2023). According to Sanyaolu and Atsaboghena (2022), AI-powered chatbots may assist with data collection, providing the information recruiters require, structuring the information, providing recruiters with all the necessary forms to fill out, requesting essential documents from recruiters, and providing any necessary online instruction. The automated AI onboarding process allows recruits to integrate into the system at their speed, giving them flexibility in terms of time and place. This also results in fewer administrative procedures and a speedier integration process. The use of AI in preparatory duties in the organization's HR department may speed up administrative processes and make workflow smoother and faster. Holding employees accountable for entering information into the system will also assist in completing these tasks quickly. The accessibility of chatbots based on artificial intelligence allows employees to ask inquiries and get the information they want without feeling arrogant or hesitant.

2.3.3 Training and Development:

AI is capable of planning, organising, and coordinating training programmes for all staff members. The most prevalent options in this area are online courses and digital classrooms. According to research, the average employee has fewer than 25 minutes per week to train and learn; hence, it is critical to spend that time relevant to the development of employee abilities through an easy method of learning skills (Aldulaimi and Abdeldayem, 2020). The intuitive data is analysed to reveal the degree and influence of employee learning, saving training managers time, and allowing managers to learn about training results fast. Furthermore, businesses may employ speech technologies, learning material databases, and core algorithms to provide a quick and

efficient learning experience. Employees may just enter the learning goals, archives, and important points, and the AI instructor will complete the course automatically (Jia and others, 2018). According to Sanyaolu and Atsaboghena (2022), AI may assist in the creation of customised learning paths for new hires depending on their talents and interests. Large organisations will find this extremely useful in knowing their employees' fundamental talents and interests, which will allow them to better connect these abilities and interests with their development pathways and the skills required for projects. This technology may also be used to analyse employees' training metrics to determine which employees require more training and how much training each of these employees requires. The researcher agrees with the academicians. Furthermore, AI may offer customized training programs depending on workers' talents, performance, and career aspirations. Artificial intelligence-powered platforms also advise changing learning content depending on individual learning styles and progress. The correct AI technologies enable you to learn more effectively and quickly. Artificial intelligence influences not only the personal and professional development of employees but also the degree of production in the organisation. Using artificial intelligence in training programmes will save employees time and effort, allowing them to access instructional resources from anywhere and at any time if the Internet is available.

2.3.4 Performance Management:

AI enables organizations to interact and engage with their employees immediately, removing distance boundaries and time zones. According to Mer and Virdi (2023) Chatbots that provide real-time replies to commonly requested inquiries allow employees to input their questions and receive an automatic answer. It saves time and provides high-quality data. As a result, it enhances the workforce's overall work experience. AI may also provide information on how much training an individual has completed. The researcher agrees, adding that the speed and automation of using AI for repetitive tasks that don't require effort to execute minimize employee stress. This allows them to do jobs that need direct human thought/ intervention more efficiently. Mer (2023) revealed that applying AI in HRM leads to improved organizational performance, lower costs, and a lower desire to leave the organization. Therefore, artificial intelligence in HRM gives organizations a competitive advantage by improving employee performance. The assessment model may be carried out into the system to manage performance by obtaining and analyzing data on workers'

job performance. It is simple to control each employee's Behaviour and analyze their performance using AI technologies. When targets are not reached on time, AI can aid with notifications and subject recommendations to increase performance (Sanyaolu and Atsaboghena, 2022). Using AI to enhance HRM practices at firms will give more accurate information as well as suggestions for managing employee performance. As a result, assessing employee performance requires spending time and effort to monitor employees. Until an appropriate decision is made to take measures to enhance employee work performance.

2.4 Benefits of Using AI in HRM:

Parimalam and Dhanabagiyam (2023) found that by embracing AI and leveraging EHRM systems, organizations can optimize HR processes, enhance decision-making, improve employee experiences, and ultimately drive organizational success in the era of digital transformation. Attendants may empower the organization, accelerate the growth of the organization and employees, and immediately learn new information by using artificial intelligence technology. When learning online, speech recognition technology may instantly add letters to the video. Natural language processing can swiftly analyze tens of thousands of student research papers gathered (Jia and others, 2018). The researcher agrees with academic research that AI has a significant impact on HRM. By automating procedures like resume screening, talent matching, and onboarding processes, considerable time and cost savings are realized. It also aids in workforce planning and performance management decision-making. Artificial intelligence systems may also analyze employee input, identify retention concerns, and encourage diversity and inclusion by reducing recruiting prejudices. It also eliminates human mistakes by automating regular procedures, assuring accurate and consistent HR processes, and decreasing repeated work. Gomathi and Sabale (2022) stated that Assistance from artificial intelligence saves time and is rapid and efficient. It also lowers the cost of doing several actions in a short period. One of the most significant benefits of AI technology is its potential to simplify the application process. Rather than needing employees in HR to spend numerous hours scanning hundreds of resumes and cover letters, AI enables complicated programs to perform the same tasks in a fraction of the time (Joubert, 2020). In addition, the researcher realizes that minimizing the amount of time and effort required to complete the task. Artificial intelligence also helps to boost productivity, which raises

the degree of profit in the organization. Given that researchers have discovered that AI-based expert systems can mimic the decision recommendations of employee benefits experts, AI-enabled E-HRM would not simply recommend a set of benefits from which employees could choose but would choose these benefits for them and sign them up automatically. AI can provide cognitive insights that can help in decision-making. This form of AI evaluates huge amounts of data using algorithms and machine learning to look for previously undiscovered patterns (Ramadas, 2023). Overall, incorporating AI into HR fosters a more flexible and responsive workplace, allowing HR professionals to focus on strategic goals while contributing to a more engaged, satisfied, and productive staff. In addition to minimizing the amount of time and effort required to complete the task.

2.5 Barriers to Adopting AI Technologies in HRM:

In HRM services, AI is used to automate monotonous and operational duties, allowing attention to move to more strategic issues. Despite the many benefits of AI and machine learning, relatively few businesses use it, and firms may combine technology. Solutions that are enabled depend on the size and type of the firm (Kalia and Mishra, 2023). Hangl and others (2023) identified various challenges to AI adoption, including difficulties with data quality and management, resistance to change, and a lack of knowledge and confidence in AI. Companies should include all stakeholders, focus on data quality and management, and ensure the AI solution interfaces with current processes and workflows to overcome these hurdles and enable effective AI deployment. Another important ethical concern in AI-based recruiting is the necessity for transparency and explanation of abilities. Candidates have the right to understand how choices concerning their employment are made. A study of AI applications used in recruiting and selection offers detailed explanations of how the algorithms arrive at their suggestions or judgements (CLIQHR, 2023).

Gayathri and Bella (2023) addressed that the biggest obstacle to incorporating artificial intelligence into HRM functions is employee mentality. The ubiquitous character of AI, which permits the tracking of numerous elements of employees' activity, is causing increasing worry among individuals. As a result, the worries about AI abuse and unethical and inappropriate use of shared data must be addressed effectively. the present level of understanding of the challenges

associated with AI adoption, as well as the potential solutions. These difficulties involve not just technological and economic obstacles, but also potentially major societal consequences caused by bias, which can occur when human preferences drive the selection of training data and the design of machine learning algorithms. The negative consequences include not just poor management decisions and inaccurate financial projections, but also broader societal ramifications including trust, social inclusion, justice, ethics, and human rights (Cubric, 2020). Employees struggle to master new AI technologies and integrate them into their tasks due to a lack of technological capabilities. Employees and HR professionals are hesitant to use AI technology owing to worries about job displacement, changes in job duties, or the dependability and fairness of AI-based decision-making. Furthermore, if not properly built and maintained, AI systems might perpetuate or exacerbate biases discovered in past HR data. Companies should also avoid common AI implementation mistakes like ignoring the importance of clearness and transparency in AI decision-making, underestimating the importance of engaging all stakeholders, and rushing into large-scale implementation without first conducting small-scale pilots.

2.5 Smart People Analytics:

As a combination of AI and HRM continues to expand, it is critical to forecast future trends. Omani companies must think and implement a strategy to start adopting AI in HRM practices and emphasize the developing role of HR and the significance of being prepared for future trends. According to Vishwanath and Vaddepalli (2023), as AI advances, more HR activities will be automated, including employee onboarding, leave management, and many elements of talent management. AI-powered HR practices also be crucial in furthering diversity and inclusion goals, actively decreasing prejudice across all HR procedures. Furthermore, AI ethics auditing technologies will develop, allowing organizations to check that AI is used ethically in HR practices. The researcher agrees with the researchers and believes that incorporating AI into HRM practices in the financial sector now will help to keep up with the latest developments in this era. Furthermore, contemporaneity by providing training and workshops on AI and how to exploit it for the benefit of HR employees in the financial sector. Simulated intelligence can also help HR professionals make better decisions by providing continual information and nuggets of knowledge. Human resource administration should also prepare for the creation of new roles and

responsibilities in HR, for example, artificial intelligence morals officers who will ensure that man-made intelligence calculations are used morally and humanely. These professions will become increasingly important as computer-based intelligence is integrated into HR processes, and HR professionals must ensure that artificial intelligence is used appropriately and honestly (Menaka, 2023). According to CLIQHR (2023), As artificial intelligence becomes more integrated into HR operations, it is critical to negotiate the ethical implications of AI-based recruiting. Balancing efficiency and justice is difficult, yet it is required to preserve confidence and adhere to ethical norms. HR practitioners must be proactive in tackling AI issues in recruiting while maintaining openness. The researcher agrees with the recent research. With obvious global development in integrating AI in human resource practices and supporting Oman Vision 2024 in accepting the latest innovations to boost the economy and improve citizens' standard of living. Organizations must now incorporate artificial intelligence into their human resource operations. Adopting this technology requires the bank's human resources department to take responsibility for resolving difficulties and sustaining ethical standards. It will also be their duty to guarantee that artificial intelligence is used effectively.

Recently, the benefits of using Artificial Intelligence (AI) have come to light. Several experts have advocated for the sensible application of digital tools in human resource (HR) operations. There are several indicators that AI can make a major contribution to recruitment, staff retention, onboarding, and administrative work automation (Lüersmann, 2023). According to Oracle and Future Workplace's annual AI at Work survey, 64% of employees would trust an AI chatbot more than their manager, and half of them have utilized an AI chatbot for guidance rather than going to their boss. When asked what AI bots can do better than their supervisors, 26% claimed they are better at giving balanced information, and 34% said they are better at keeping work schedules. Other responses were issue solving (29%) and financial management (26%) (Clark, 2020). The globe is rushing to take advantage of the chances and possibilities provided by artificial intelligence in the human resources department. Transforming the Human Resources Management Department into a smart Human Resources Department may help the organization's economics and production. Employers are more likely to trust AI-powered bots since they deliver fair information. However, while using this technology, it is required to perform staff training and development workshops to improve their capacity to utilize it.

2.6 Data Privacy and Security Risks and Mitigation:

AI automate mental tasks that were previously only performed by accountable human beings. This complicates the assignment of blame in algorithmically created results since the complex and dispersed nature of AI system design, manufacturing, and implementation processes may make it difficult to identify accountable individuals (Leslie, 2019). According to Deloitte (2019), Cloud computing has become commonplace, and organizations have invested millions of dollars in new platforms to make HR processes more engaging, personalized, and data driven. While cloud technologies have gone a long way towards integrating the chaotic back office of HR, they aren't enough to better promote innovation, increase employee productivity, and save costs. The researcher notices that the work of AI alone may increase other concerns. Using the cloud as a base, and Data and cognitive function automation together with artificial intelligence, will provide a solid base in the HRM department. However, the presence of developers and their monitoring of the development of AI and its adaptability to emerging risks is required. Addressing the merging of AI, data privacy, and security necessitates an integrated strategy that involves technological security measures, regulations, and compliance with legal and ethical standards.

Whittlestone and others (2019) found that in an AI system, privacy demands the respect of private rights and data protection. Essentially, privacy should be protected throughout the system's lifespan by employing suitable solutions. Data anonymisation and differential privacy techniques might be used to preserve datasets from hacking. This concept includes values such as data security, data quality and integrity, and data access. To prevent encountering such issues with AI in recruiting, one should largely rely on enormous volumes of data, especially personal and sensitive information about candidates. Maintaining trust and ethical norms requires the protection of this data. Organisations must prioritise data privacy and security, ensuring compliance with relevant rules and employing rigorous security measures to protect candidate information (CLIQHR, 2023). Considering artificial intelligence, the researcher believes it is critical to develop security precautions. Organizations must be aware of data privacy and responsible for maintaining trust and ethical norms. To overcome this obstacle, programmers must collaborate with cybersecurity to prevent hacker attacks and increase information security in the organization.

2.7 Ethical Issues and Challenges Using AI in HRM:

AI ethics is the feature used to ensure that the outcome will protect users from possible damage such as discrimination and prejudice, rejection of individual autonomy, unfair results, and violation of privacy. As a result, AI ethics is guided by a set of values that establish ethical ideals in AI systems. Principles are a set of rules and standards for the usage and development of AI. (Leslie, 2019). According to Slimi and Carballido (2023), the policies are making sure that AI displacement is done fairly and responsibly. Giving support and help and preventing AI systems from propagating existing prejudices or discrimination in the workforce. Implementing these policies necessitates a multidisciplinary approach and cooperation across departments and stakeholders. Universities and colleges may take a proactive method to detect and resolve possible AI work-related issues. Including performing impact assessments, interacting with workers, and monitoring its effects on the workforce. The researcher agrees that the usage of AI poses ethical issues that must be addressed. Biased algorithms represent a significant risk. Particularly when utilized in admissions and candidate screening, and with various persons authoring their CVs, it will be tough to pass for all job applicants. An additional concern is the displacement of human HR professionals by AI systems, besides worries about transparency and responsibility as AI is increasingly incorporated into decision-making practices. Recently, the explosion of AI ethical principles has become wild. There is significant overlap between diverse sets of ethics, with universal agreement that AI should be used for a common benefit, not to hurt individuals or harm their rights, and should respect popular morals like justice, privacy, and autonomy. While it is crucial to state and agree on ethics, it is simply a starting point (Whittlestone and others, 2019). The researcher points out that openly acknowledging conflicts in this area isn't sufficient to face them, rather instead is the first step. As AI ethical regulations and norms emerge, it is critical to provide comprehensive and practical policies. There must be clarity about who is accountable for creating and implementing AI systems, along with their consequences. Responsibility or accountability seeks to identify who is responsible for the system's outcomes. One of the reasons for the lack of use of AI-based solutions is that there is no organization or people who can endorse the system in the event of damage. Should, for example, the designer of the AI solution, the owner who employs it, or the society that utilises it tolerate a defective model? It is still unclear (Gadosey and others, 2023). Developers should actively attempt to uncover and correct biases in algorithms

that may result in unfair outcomes, particularly in areas such as recruiting. The ethical underpinnings of artificial intelligence systems include data collection, storage, processing, and respect for humans' and organizations' privacy rights.

2.8 Conclusion:

This chapter contains a review of pertinent articles as well as a presentation of findings by other academics on AI-enhanced HRM. Secondary data was analyzed using descriptive and content analysis approaches.

The scientific research approach employed in this study will be explained in the third chapter. The third chapter will go over data gathering and analysis procedures, as well as legal, ethical, and societal aspects. In addition to the research design, consider the study population, sampling procedure, and sample size. In addition to examining research tools and testing validity and reliability,

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction:

This chapter will clarify the study design and population of the study. As well the study's sampling technique and sample size will be presented. Meanwhile, the project's research instruments, and validity and reliability testing will be specified. The research data collection and data analysis techniques will also be described. In addition, the research's legal, ethical, and social issues will be examined.

3.2 Research Design:

Research design is outlining how the research will be carried out. According to McCombes (2021), a research design is a strategy to determine the research objectives using empirical data. It requires making choices regarding the research's objectives, sampling methods, data collecting methods, and data analysis. A well-planned research design ensures that the methodology corresponds with the research objectives and that suitable data analysis is been used. The research

design directs the researcher in collecting, analyzing, and explaining the data to reach significant findings.

In this research, the research design was descriptive research design, which allowed the researcher to offer a full and comprehensive description of how artificial intelligence will enhance human resource management practices and improve the organization's productivity. The descriptive research design enables the researcher to investigate and define the distribution of one or more variables without consideration for causal or other assumptions (Aggarwal and Ranganathan, 2019). This method helped the researcher to establish a foundation of knowledge and spotting patterns related to AI-enhanced HRM. The data has been collected by using survey methods, like questionnaires interviews, and content analysis.

3.3 Population of the Study:

This research investigates the potential use of AI to enhance the HRM practices in the bank. The main aim of this research is to investigate how artificial intelligence will enhance human resource management practices and improve the organization's productivity. Therefore, the researcher conducted an 18-question questionnaire based on credible responses on the prospect of using the technology to improve HRM department practices for employees. Employees who are working in Omani companies took part in this study as well as the HRM staff and the administration department. The managers in Muscat were also included and participated in solving the questionnaire to obtain accurate answers and get satisfactory results, as well they are well-known to the HRM trends mostly than the others. Since the study is in the English language, and the questionnaire was in a link, the inclusion criteria are the ability to read and write in English, and the ability to be computer-literate.

3.4 Sampling Technique and Sample Size:

The sampling technique is the method you will use to choose units or observations from the population for data collection. The sampling strategy should be appropriate for your project's aims, data qualities, and sampling period (Rebeiro, 2023). This research used a non-probability

judgmental sampling technique, which was staff in the HRM department and the Administration department as well as managers in Muscat. Non-probability sampling, also known as non-random sampling, is a strategy that relies more on the researcher's ability to choose pieces for a sample. The result of sampling may be biased, making it impossible for all aspects of the population to be included in the sample equitably (Singh, 2018). This strategy assisted the researcher in obtaining results linked to the behaviors of the participants. Furthermore, secondary sources rely on information offered by websites, books, and journal articles.

The sample size ranges from 30 to 40, which includes HRM and administration staff along with managers.

3.5 Research Instruments and Validity and Reliability Testing:

3.5.1 Research instruments:

The information was gathered through a questionnaire. The questionnaire had three yes/no questions, eight multiple-choice questions on a Likert scale, two multiple-choice questions, and two open-ended questions to know what the majority of employees think about the topic. An interview was conducted as well with the head manager of the training and development departments in the bank.

3.5.2 Validity testing:

Verify the validation is necessary, to get valuable results. As well as to obtain accurate conclusions and make dependable forecasts. In this study involving the supervisor, the face validity approach was applied. It is a personal review involving rational examination by those knowledgeable about the issue. According to Mushtaq (2018), This validity calculates the association between test scores and the future performance of the examinee.

3.5.3 Reliability testing:

In assessment, reliability refers to a test that can be utilized by several researchers under stable settings and produces consistent results with no change. It is an important aspect in evaluation, contributing to its validity rather than opposing it (University of Pretoria, n.d). In this research Cronbach alpha reliability test has been applied. Because scale validation reveals closely linked and consistently contributing parts, and by finding and removing unnecessary or ineffective factors, it also refines scales.

3.6 Data Collection Technique:

The study relied on both quantitative and qualitative research methods, as qualitative research is a sort of scientific research in which the researcher gathers data to answer a question. It also has a useful relevance to the study of human behaviour. The use of statistics in quantitative research distinguishes it from qualitative research, whereas qualitative research relies on description and observation. Quantitative data can get a bigger picture, while quantitative data gives the survey result more context and a human voice (SurveyMonkey, 2023). The methodical process of acquiring information on a given issue is known as data collection (Cote, 2021). The researcher used both secondary and primary sources. Secondary sources were gathered from relevant articles such as "Role of Artificial Intelligence in Re-inventing Human Resource Management" by Kalia and Mishra, as well as sites such as the official bank website, LinkedIn, and ResearchGate. In terms of primary sources, a survey method was utilized, which was distributed to bank staff. In addition, an interview with the bank's head of training and development was conducted as well.

3.7 Data Analysis Technique:

Data analysis is the technique of working with data to extract usable information that can then be utilized to make educated decisions (Coursera, 2023). The quantitative data will be analyzed by using statistical, mathematical/numerical methods, using analyzing tools such as Excel to find out the highest and the lowest ranges. whilst qualitative data and secondary data will be analyzed using descriptive analysis, qualitative data analysis, and content analysis.

3.8 Legal, Ethical, and Social Considerations:

The researcher agrees to be truthful and trustworthy and to get the necessary permissions. The researcher additionally confirms that she abides by all relevant institutional and governmental policies and laws and maintains information security. In addition, the researcher commits to writing the research by herself without the use of artificial intelligence or attribution of someone else's authorship and not falsifying empirical facts. The researcher also pledges to maintain the confidentiality of records such as papers, employment records, and copyrights, and to present all information received about the participate company without distortion or change.

3.9 Conclusion:

In conclusion, the chapter clarified that the descriptive design was used. The population of the study was an Omani firm's staff. As well the study's sampling technique and sample size were discussed in the chapter. Meanwhile, the project's research instruments like questionnaires and interviews, and validity and reliability testing have been specified. The research data collection and data analysis techniques were also described. In addition, the research's legal, ethical, and social issues will be examined. The next chapter, data analysis, will cover the analysis.

CHAPTER 4 DATA ANALYSIS

4.1 Introduction:

This chapter will analyze the data by using graphs and tables. In addition, a survey was conducted, with 40 respondents. The survey aimed to gather as many responses as possible and find out what the company employees thought about AI-enhanced HRM practices. Furthermore, the questionnaire includes 20 questions in total, including 4 geographic questions, 3 yes/no questions, 8 Likert scale questions, 2 multiple choice questions, and 2 open-ended questions. 40 replies from managers and staff at the company were obtained during the data analysis process. In addition, this chapter will handle data processing, including acquiring and presenting the results of data analysis. In addition to highlighting the most important data security and confidentiality concerns with the use of AI in HRM functions and providing suggestions for addressing them, this study will help to make the findings about how artificial intelligence will improve these practices. Data will be presented in the form of tables, graphs, and pie charts to address the survey findings.

4.2 Gender:

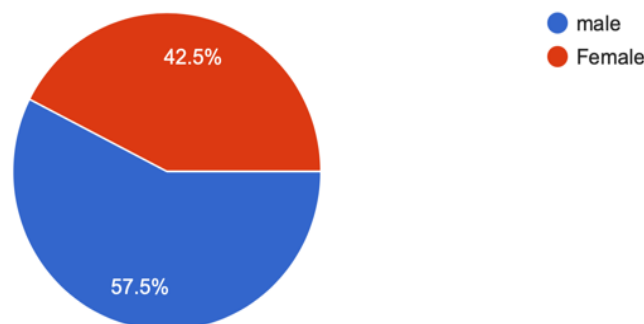
Figure 1: Gender of respondents

The analysis of a study on AI-powered HRM Procedures. The respondent's gender distribution is seen above. The data showed that 57.5% of respondents were male and 42.5% were female. Therefore, there are more men than women in the population. This question is intended to ascertain the gender of the respondent and provide information on the percentage of men and

women employed by the company. indicates the gender type of respondents to the survey, with a higher percentage of men than women. This shows that the company is making an effort to hire talented people regardless of their gender and no gender discrimination.

4.3 Age:
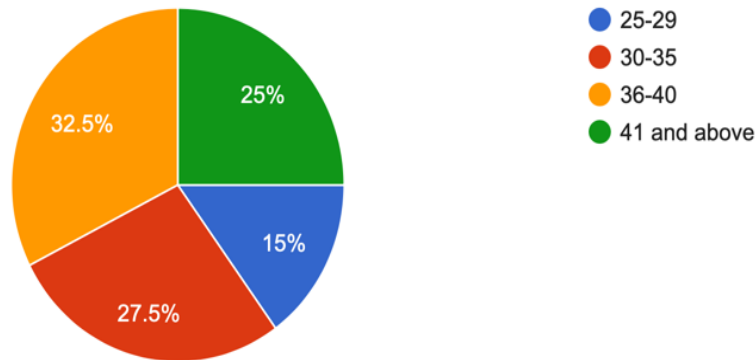
Figure 2: Age Percentage of the respondents

Figure 2 shows the age distribution of the respondents appears above. Based on the data, the age range of the respondents was found to be the majority, with 32.5% (13 respondents) being between 36 and 40 years old, and the lowest percentage (15%) being between 25 and 29 years old (6 respondents). 11 responders, which present's 27.5% of the respondents, were in the 30- to 35-year-old age range. following those who are 41 years of age and above (16.1%; 6 responders). The inquiry refers to the proportion of young people working at the company. The data indicates that most of the bank's workforce is from the Y generation, pointing to a high level of creativity and efficiency among the staff. Furthermore, the vast majority of the staff members are knowledgeable about the most recent developments in technology.

4.4 Educational Qualifications:

Figure 3: educational qualifications of the respondents.

Figure 3 provides clarification regarding the employees' educational background who answered the survey. As the above chart illustrates the majority of respondents were bachelor's degree holders (70%; 28 respondents), and 25% (10 respondents) were master's degree holders. Diploma holders, meanwhile, came in last with just 5% (2 respondents). where the proportion of people holding a bachelor's degree was highest and the proportion of those holding a diploma was lowest. This survey is intended t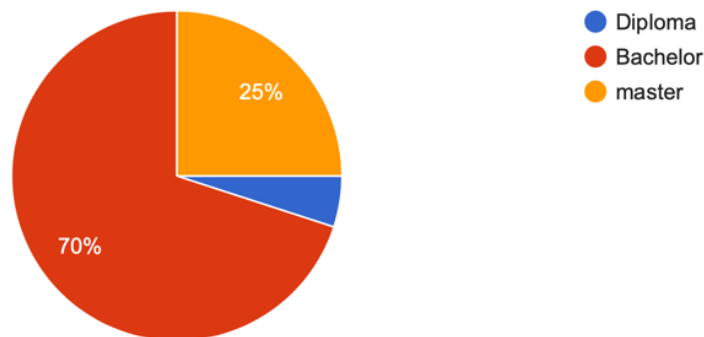o determine the educational requirements and hiring criteria of employees of the company. One is having experience and a bachelor's degree. Furthermore, the educational background demonstrates the capacity to acquire new skills and adjust to changing situations. including adopting new technologies and the digital transition.

4.5 Experience:
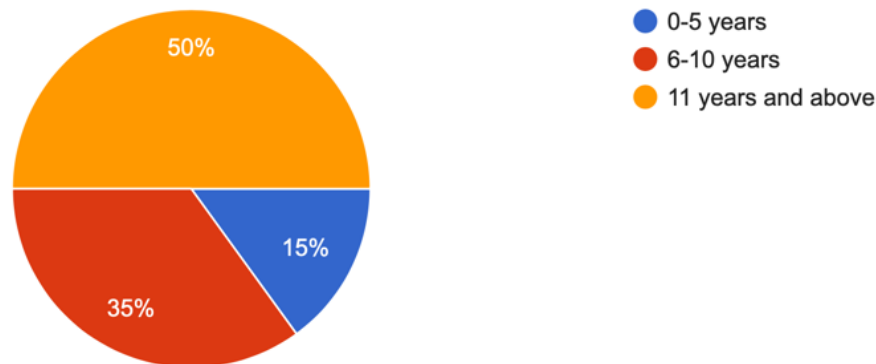
Figure 4: experiences of the respondents

Figure 2-3 describes the experiences of those who relied on this survey in their professional capacity. Of the respondents, the majority (20 respondents) had more than 11 years of experience. Only 6 (15%) had years of experience ranging from 0 to 5 years. 14 people (35%) have between 6 and 10 years of experience. The data demonstrates how thoroughly and highly qualified the bank workers were chosen, which answers the question's purpose. The purpose of this question was to determine the educational prerequisites and employment standards for the company staff members. Moreover, experience levels indicate that staff members are familiar with a variety of changes and are willing to share their knowledge to improve results for the company.

4.6 Designation:
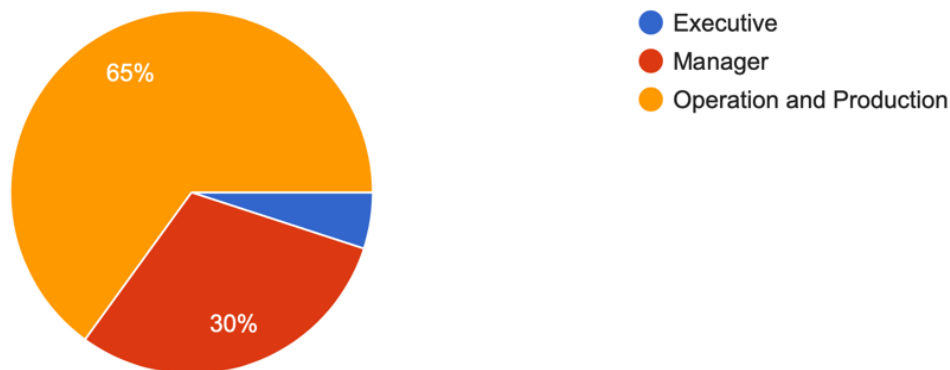
Figure 5: designation of the respondents

The respondent's designation of distribution appears above. The data indicates that 65% of respondents were in the operation and production category, followed by managers (30%) and executives 5%. Due to their jobs, the majority of the respondents were in operation and production, as the data makes evident. All of the above pie charts have been created, and 40 replies within a week of the questionnaire being submitted have been used to record the results. The purpose of this question is to find out about the various viewpoints and beliefs held by the three organizational positions.

4.7 The AI is still in progress in Oman, do you recommend the application of AI tools in various HRM functional areas?

Question	options	Percentage	Frequency
Q1	Yes	92.5%	37
	No	7.5%	3

Table 1: AI in Oman and application of its tools in HRM
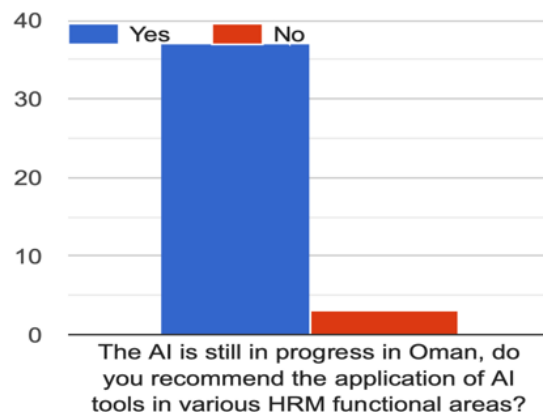
Figure 6: AI in Oman and application its tools in HRM

The majority of respondents (92.5%) believe that AI is still in the early stages in Oman, and they suggest applying AI technologies to different HRM functional areas. 7.5% of respondents, however, hold an opposing opinion. Finding out what employees thought about the use of AI tools in different HRM functional areas explains why this question is essential. The research shows that, despite Oman's progress with AI, the employees are looking forward to and seeking opportunities to integrate AI into HRM operations. According to Vishwanath and Vaddepalli (2023), as AI advances, more HR activities will be automated, including employee onboarding, leave management, and many elements of talent management. AI-powered HR practices also be crucial in furthering diversity and inclusion goals, actively decreasing prejudice across all HR procedures.

4.8 The AI tools are difficult to use in HRM Functions.
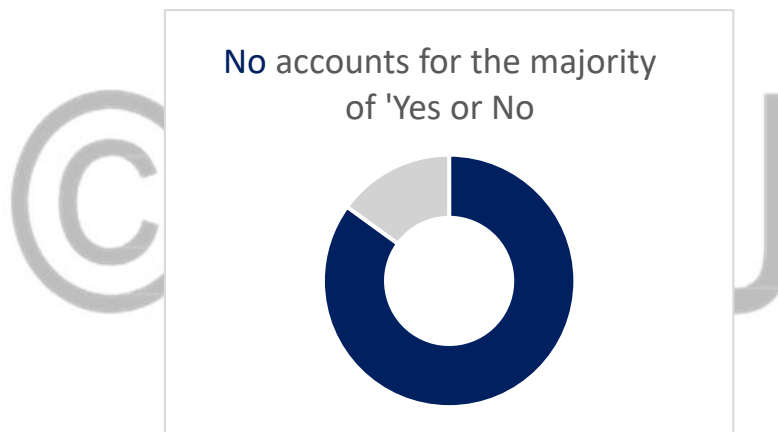
Figure 7: the difficulty of using AI tools.

Question	options	Percentage	Frequency
Q2	Yes	15%	6
	No	85%	34

Table 2: the difficulty of using AI tools.

According to the majority of respondents (85%), AI tools aren't difficult to use in HRM functions, while 15% believe that using AI tools is difficult in HRM functions. The majority who voted yes, have fewer years of experience. while the others were older than 41. Most of voted no were from Y generation and succeeded with more years of experience.

4.9 The AI tools are being used actively in the functional area of HRM in the bank.

Question	options	Percentage	Frequency
Q3	Yes	55%	22
	No	45%	18

Table 3: the use of AI tools

according to the majority of respondents (55%) HRM department in the organization is indeed using AI tools actively in its functional area. On the other hand, 45% of respondents declare that the HRM department is using AI tools in its functional area.

4.10 You are aware of Artificial Intelligence.

Column1	
Mean	8
Standard Error	2.25831796
Median	6
Mode	6
Standard Deviation	5.04975247
Sample Variance	25.5
Kurtosis	-0.6758939
Skewness	0.44653713
Range	13
Minimum	2
Maximum	15
Sum	40
Count	5
Confidence Level (95.0%)	6.27009584

Table 5: descriptive statistics of question 1

options	Percentage	Frequency
Strongly disagree (1)	5%	2
Disagree (2)	15%	6
Neutral (3)	15%	6
Agree (4)	37.5%	15
Strongly agree (5)	27.5%	11

Table 4: You are aware of Artificial Intelligence.
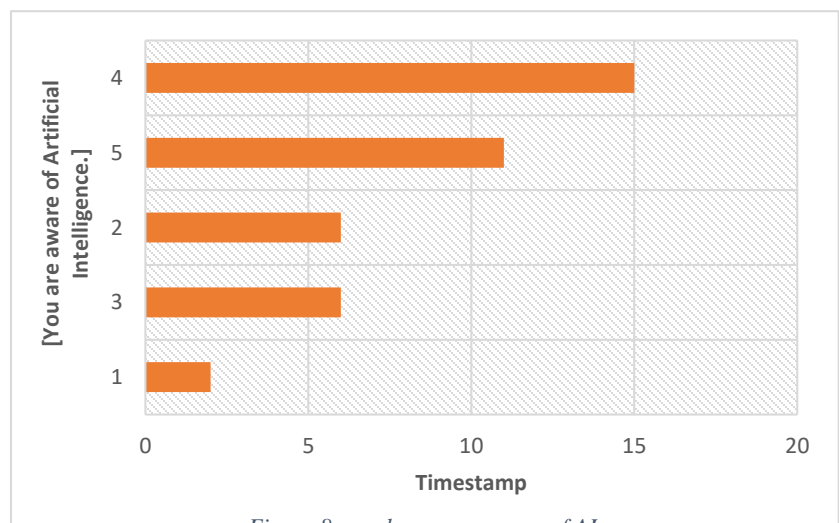
Figure 8: employee awareness of AI

According to the data, the majority of the employees are aware of AI. As shown in Table 5, 27.5% of the respondents agreed strongly with the statement, while 37.5% agreed. 20% of the respondents have basic knowledge or don't know about artificial intelligence. 15% of the respondents were neutral about the statement which shows that their information about AI is the average rate, look at Figure 6. This question discusses and addresses the amount of knowledge that the employees -who took the questionnaire- have about AI. This question will help to address the findings of the first objective, to investigate and analyze the existing state of AI integration in HRM practices in Finance companies in Oman. The results describe the current situation in the organizations in Oman and how often people in Oman discuss the technology. The technology is being spread across Oman and has been taken seriously due to Oman Vision 2024. The ideal economy should be capable of achieving equitable and sustainable growth, creating a welcoming business climate for all, and increasing exportations in high-tech and value-added industries (Oman Vision 2040).

Table 4 presents the responses of 40 respondents to the question, Whereas the variance was 25.5, the deviation was 5.04975247. the majority of respondents voted 'Agree', according to the data and findings shown in the preceding table.

4.11 AI will cause the loss of jobs.

Column1	
Mean	8
Standard Error	1.09544512
Median	9
Mode	9
Standard Deviation	2.44948974
Sample Variance	6
Kurtosis	-1.75
Skewness	-0.1701035
Range	6
Minimum	5
Maximum	11
Sum	40
Count	5
Confidence Level (95.0%)	3.04144323

options	Percentage	Frequency
Strongly disagree (1)	15%	6
Disagree (2)	22.5%	9
Neutral (3)	22.5%	9
Agree (4)	27.5%	11
Strongly agree (5)	12.5%	5

Table 6: AI will cause the loss of jobs

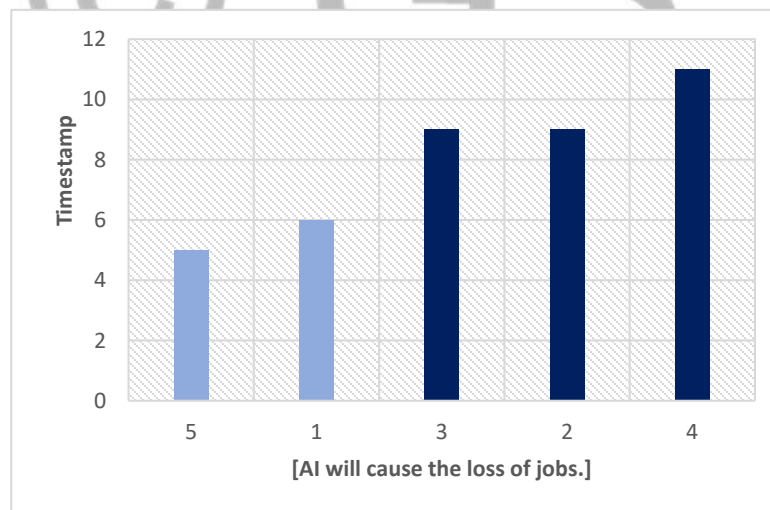*Table 7: descriptive statistics on AI will cause the loss of jobs*

Figure 9: AI will cause the loss of jobs.

12% of respondents strongly agreed, with 27.86% of respondents agreeing that AI can result in the loss of jobs. However, 18.03% and 37.5% of respondents, strongly disagreed. The

percentage of respondents that were neutral was 22.5%. The respondent's timestamp in this instance is displayed in Table 7. The purpose of the question is to find out what the employees consider first when implementing new technologies. The data shows that most respondents are concerned about losing their jobs as AI tools become more widely used. The question serves the first objective, to investigate and analyze the existing state of AI integration in HRM practices in Finance companies in Oman. The findings debated Cubric's (2020) findings that the negative consequences include not just poor management decisions and inaccurate financial projections, but also broader societal ramifications including trust, social inclusion, justice, ethics, and human rights. The researcher points out that employees struggle to master new AI technologies and integrate them into their tasks due to a lack of technological capabilities. Employees and HR professionals are hesitant to use AI technology owing to worries about job displacement, changes in job duties, or the dependability and fairness of AI-based decision-making. In addition, the researcher believes that AI will bring new specializations and open new career paths as well as provide new jobs. Table 6 presents the responses of 40 respondents to the question, Whereas the variance was 6, the deviation was 2.44948974. the majority of respondents voted 'Agree', according to the data and findings shown in the preceding table.
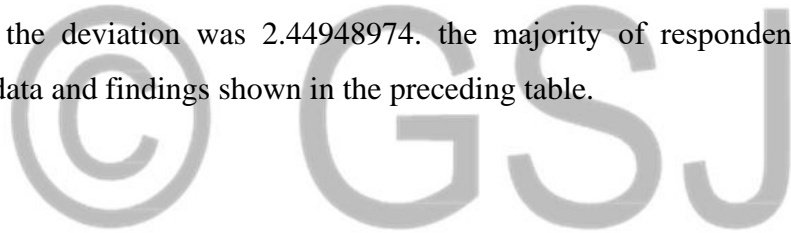
4.12 Having a chatbot will make it easier for employees to answer their concerns regarding HRM functions.

Column1	
Mean	8
Standard Error	3.24037035
Median	8
Mode	#N/A
Standard Deviation	7.24568837
Sample Variance	52.5
Kurtosis	0.32380952
Skewness	0.85436688
Range	18
Minimum	1
Maximum	19
Sum	40
Count	5
Confidence Level (95.0%)	8.9967104

Table 9: descriptive statistic on question 3

options	Percentage	Frequency
Strongly disagree (1)	2.5%	1
Disagree (2)	5%	2
Neutral (3)	25%	10
Agree (4)	47.5%	19
Strongly agree (5)	20%	8

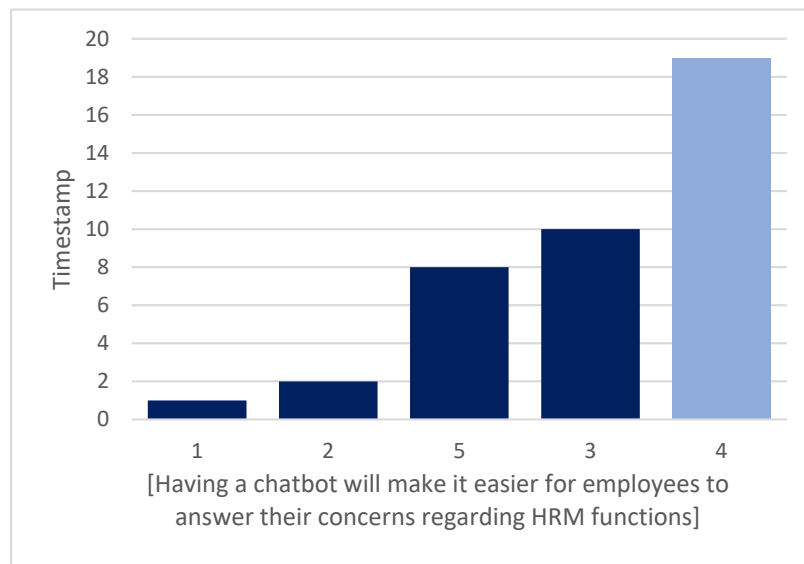*Table 8: AI chatbots to answer employees' concerns.*

Figure 10: AI chatbots to answer employees' concerns.

Table 9 shows that 47.5% of respondents agree, and 5% strongly disagree that having a chatbot will make it easier for employees to answer concerns about HRM activities. In the meanwhile, a majority of respondents 67.5% believe that chatbots will make it simpler for employees to address their concerns; 20% strongly agreed with that statement. Only 5% of the participants stated disagree, while 25% of the replies were neutral. The question is serving second objective, is to evaluate the possible influence of AI on Omani organization's overall HRM practices, employee engagement, and talent acquisition. In addition, the purpose of the question is to identify the employee's opinion on AI chatbots. The data reveals that employees have considered that AI chatbots will be helpful for them to answer their concerns. The findings support And's findings (2023) that Chatbots that provide real-time replies to commonly requested inquiries allow employees to input their questions and receive an automatic answer. It saves time and provides high-quality data. As a result, it enhances the workforce's overall work experience. AI may also provide information on how much training an individual has completed. The researcher agrees, adding that the speed and automation of using AI for repetitive tasks that don't require effort to execute minimize employee stress. This allows them to do jobs that need direct human thought/ intervention more efficiently. Table 8 presents the responses of 40 respondents to the question, Whereas the variance was 52.5, the deviation was 7.24568837. the majority of respondents voted 'Agree', according to the data and findings shown in the preceding table.

4.13 AI-driven onboarding platforms can assist your onboarding workflow.

Column1	
Mean	8
Standard Error	3.7013511
Median	7
Mode	#N/A
Standard Deviation	8.27647268
Sample Variance	68.5
Kurtosis	1.04949651
Skewness	1.08477398
Range	21
Minimum	0
Maximum	21
Sum	40
Count	5
Confidence Level (95.0%)	10.2765982

Table 11: descriptive statistic for question 4

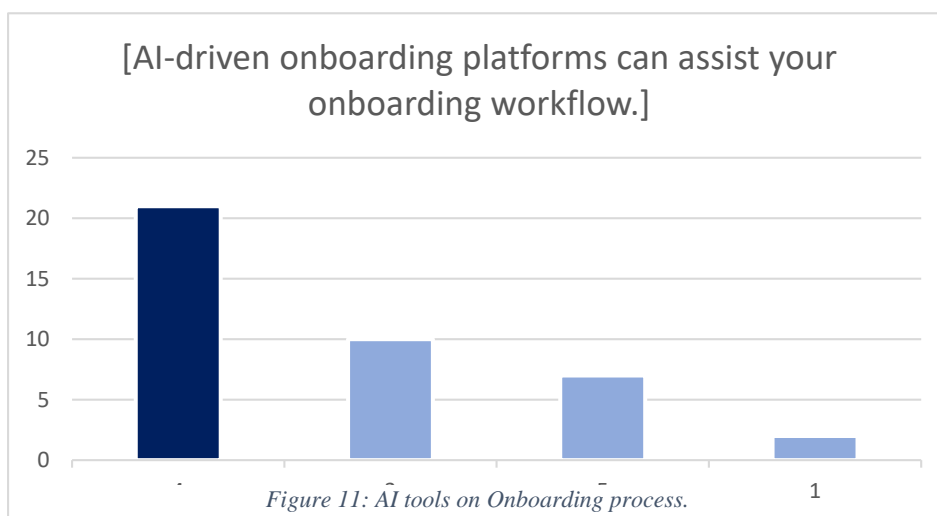| options	Percentage	Frequency
Strongly disagree (1)	5%	2
Disagree (2)	0%	0
Neutral (3)	25%	10
Agree (4)	52.5%	21
Strongly agree (5)	17.5%	7

Table 10: AI tools on Onboarding process.

Figure 11: AI tools on Onboarding process.

Table 10 and Figure 9 shows that the majority of employees assumed (70%), 17.5% of them were strongly agree) that AI-driven onboarding platforms can assist their onboarding workflow, while 5% Strongly disagree and 0% disagree. While 25% of the respondents were neutral. This question serves the second objective, to evaluate the possible influence of AI on Omani organization's overall HRM practices, employee engagement, and talent acquisition. The findings are going along with O'Connor's (2020) perspective which is Using chatbots and remote assistance applications, AI technology enables recruits to get human resources help at any time of day and in any place. This shift not only allows workers to go through the onboarding process at their own pace, but it also minimises administrative effort and usually results in faster integration. The researcher supported utilizing chatbots and automated remote assistance solutions will save employees their effort and time. It will additionally reduce the consumption of paper, saving the environment and establishing sustainability. As an outcome, AI may automate onboarding activities by managing administrative activities, giving new hires expertise, and guiding them through the appropriate paperwork. According to the data and findings shown in Table 11 the variance of the question was 68.5, and the deviation was 8.27647268. the majority of respondents voted 'Agree'.

4.14 Using an AI applicant tracking system (ATS) will shorten the actual spending time in recruitment and selection.

Column1	
Mean	8
Standard Error	3.01662063
Median	8
Mode	#N/A
Standard Deviation	6.74536878
Sample Variance	45.5
Kurtosis	-1.6517329
Skewness	0.31767828
Range	16
Minimum	1
Maximum	17
Sum	40
Count	5
Confidence Level (95.0%)	8.37548157

Table 13: descriptive statistic of question 5.

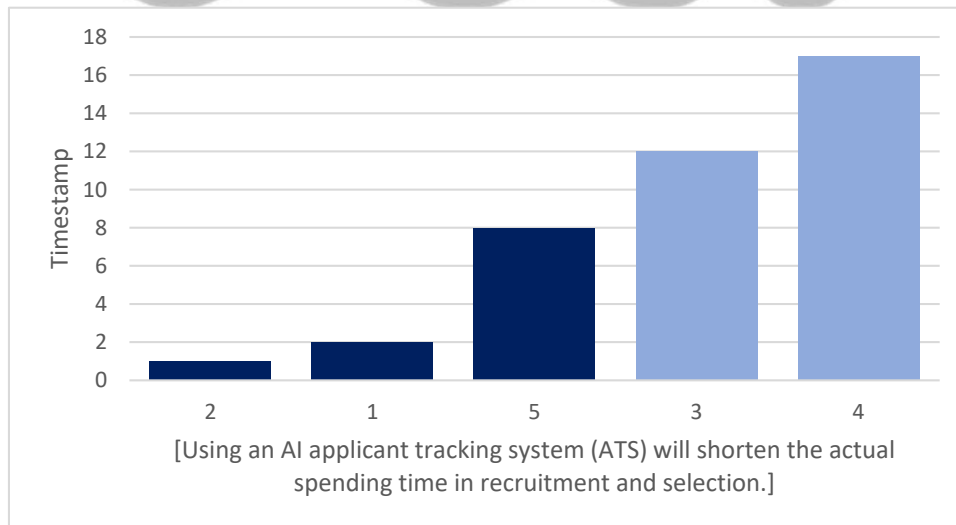| options	Percentage	Frequency
Strongly disagree (1)	5%	2
Disagree (2)	2.5%	1
Neutral (3)	30%	12
Agree (4)	42.5%	17
Strongly agree (5)	20%	8

Table 12: ATS on recruiting and selection.

Figure 12: ATS on recruiting and selection.

Table 12 and Figure 13 shows that the majority of respondents 62.5% (20% strongly agreed) believe that using an AI applicant tracking system (ATS) will shorten the actual spending time in recruitment and selection. Meanwhile, 30% of the respondents were natural. Only 3% of the respondents voted to disagree with the statement, and 5% were strongly disagree. This question serves the second objective, to evaluate the possible influence of AI on Omani organization's overall HRM practices, employee engagement, and talent acquisition. The findings of this question are supporting. Deloitte (2019) stated that Technologies that likely transform recruitment are now accessible. organizations focused on recruitment management systems as the primary platform for gathering, listing, directing, and tracking candidates. Recently, a flood of new technologies, many of which are driven by AI, have appeared on the market to make that process more scientific, flexible, and effective. According to the data and findings shown in Table 13 the variance of the question was 45.5, and the deviation was 6.74536878. the majority of respondents voted 'Agree'.

4.15 A learning management system (LMS) with AI can assist you in mentoring the employees' process of learning and developing their skills.

Column1	
Mean	8
Standard Error	3.53553391
Median	7
Mode	#N/A
Standard Deviation	7.90569415
Sample Variance	62.5
Kurtosis	-2.30592
Skewness	0.30357866
Range	18
Minimum	0
Maximum	18
Sum	40
Count	5
Confidence Level (95.0%)	9.81621581

Table 15: descriptive statistic of question 6.

options	Percentage	Frequency
Strongly disagree (1)	2.5%	1
Disagree (2)	0%	0
Neutral (3)	35%	14
Agree (4)	45%	18
Strongly agree (5)	17.5%	7

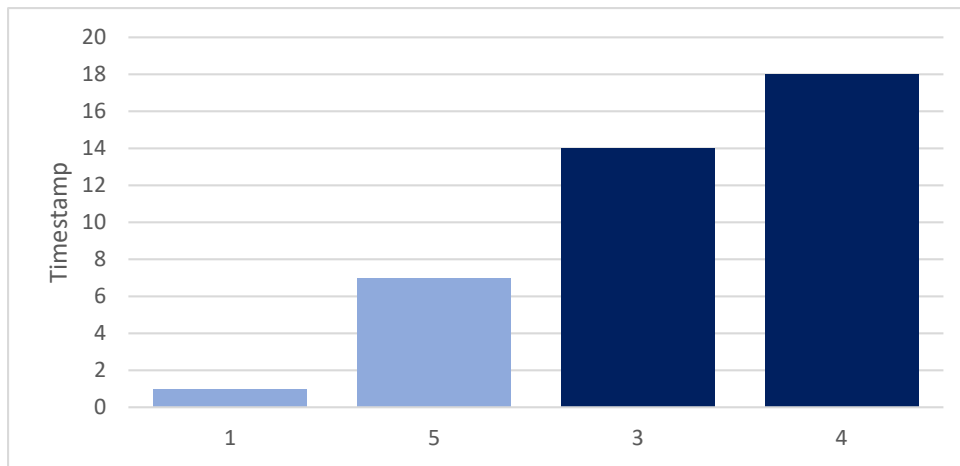Table 14: learning management system (LMS) with AI.

Figure 13: learning management system (LMS) with AI

Figure 14 shows the timestamp of the respondents on the question. As shown in Table 14, 45% of respondents agreed that a learning management system (LMS) with AI can assist you in mentoring the employees' process of learning and developing their skills. while 17.5% strongly agreed and, only 2.5% strongly disagreed. 35% of the respondents were neutral. This question serves the second objective of the research, to evaluate the possible influence of AI on Omani organization's overall HRM practices, employee engagement, and talent acquisition. The data shows that the employees need to get a proper learning and developing process by applying AI tools in LMS. Furthermore, the data also reveal that the majority of employees are requesting an easy and time-saving method to develop their skills and learn new skills as well. Aldulaimi and Abdeldayem (2020) assumed that AI is capable of planning, organising, and coordinating training programmes for all staff members. The most prevalent options in this area are online courses and digital classrooms. According to research, the average employee has fewer than 25 minutes per week to train and learn; hence, it is critical to spend that time relevant to the development of employee abilities through an easy method of learning skills. Table 15 presents the variance of the question as 62.5, the deviation was 7.90569415. the majority of respondents voted 'Agree'.

4.16 Applying AI tools will affect the privacy policy of the bank.

Column1	
Mean	8
Standard Error	2.75680975
Median	7
Mode	#N/A
Standard Deviation	6.164414
Sample Variance	38
Kurtosis	-0.5865651
Skewness	0.73639987
Range	15
Minimum	2
Maximum	17
Sum	40
Count	5
Confidence Level (95.0%)	7.65413094

Table 17: descriptive statistic of question 7.

options	Percentage	Frequency
Strongly disagree (1)	5%	2
Disagree (2)	7.5%	3
Neutral (3)	17.5%	7
Agree (4)	42.5%	17
Strongly agree (5)	27.5%	11

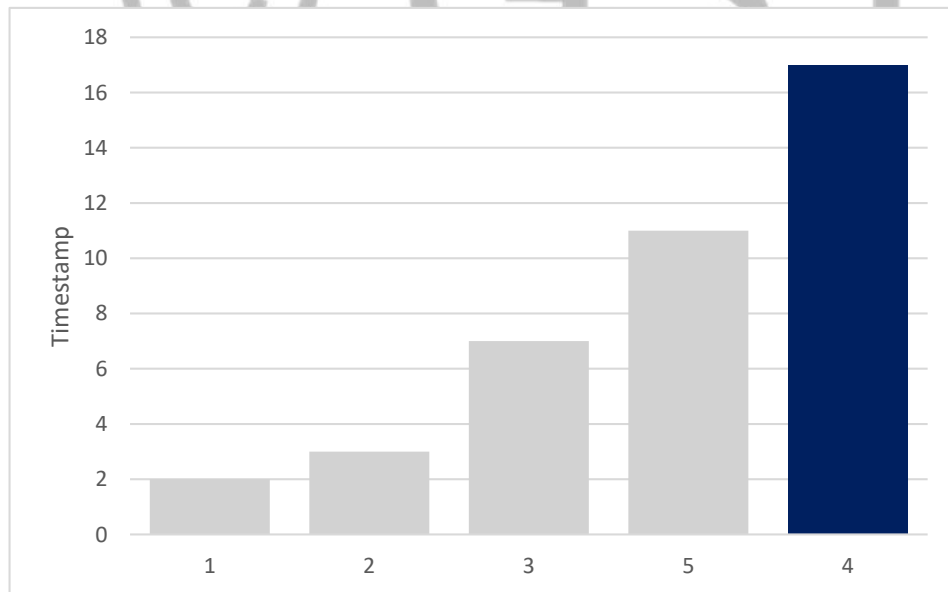*Table 16: Applying AI tools will affect the privacy policy of the bank.*

Figure 14: Applying AI tools will affect the privacy policy of the bank.

Table 16 shows that while 42.5% of respondents agree, 5% of the respondents strongly disagree that Applying AI tools will affect the privacy policy of the bank. On the other hand, 27.5% of respondents voted strongly agree and 17.5% were neutral. This question serves the third objective of the research, to examine the ethical issues and data privacy issues related to AI integration in HRM. The data clearly shows that the majority of employees are well aware of the privacy policy and are concerned that AI integration will affect it. Recently, the explosion of AI ethical principles has become wild. There is significant overlap between diverse sets of ethics, with universal agreement that AI should be used for a common benefit, not to hurt individuals or harm their rights, and should respect popular morals like justice, privacy, and autonomy. While it is crucial to state and agree on ethics, it is simply a starting point (Whittlestone and others, 2019). The researcher points out that openly acknowledging conflicts in this area isn't sufficient to face them, rather instead is the first step. As AI ethical regulations and norms emerge, it is critical to provide comprehensive and practical policies. There must be clarity about who is accountable for creating and implementing AI systems, along with their consequences. Table 17 presents the variance of the question as 38, the deviation was 6.164414. the majority of respondents voted 'Agree.
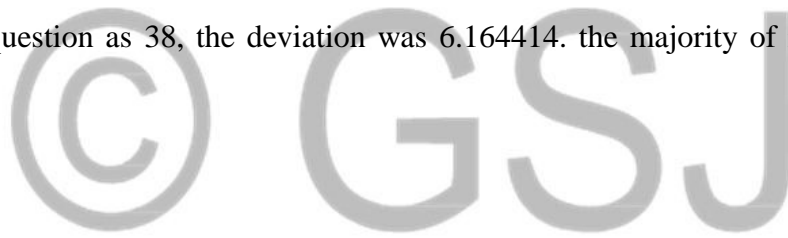
4.17 Data security will be threatened by adopting AI tools.

Column1	
Mean	8
Standard Error	2.88097206
Median	9
Mode	#N/A
Standard Deviation	6.44204936
Sample Variance	41.5
Kurtosis	-2.1573523
Skewness	0.02805363
Range	15
Minimum	1
Maximum	16
Sum	40
Count	5
Confidence Level (95.0%)	7.99886077

Table 19: descriptive statistic of question 8.

	Percentage	Frequency
Strongly disagree (1)	5%	2
Disagree (2)	2.5%	1
Neutral (3)	22.5%	9
Agree (4)	40%	16
Strongly agree (5)	30%	12

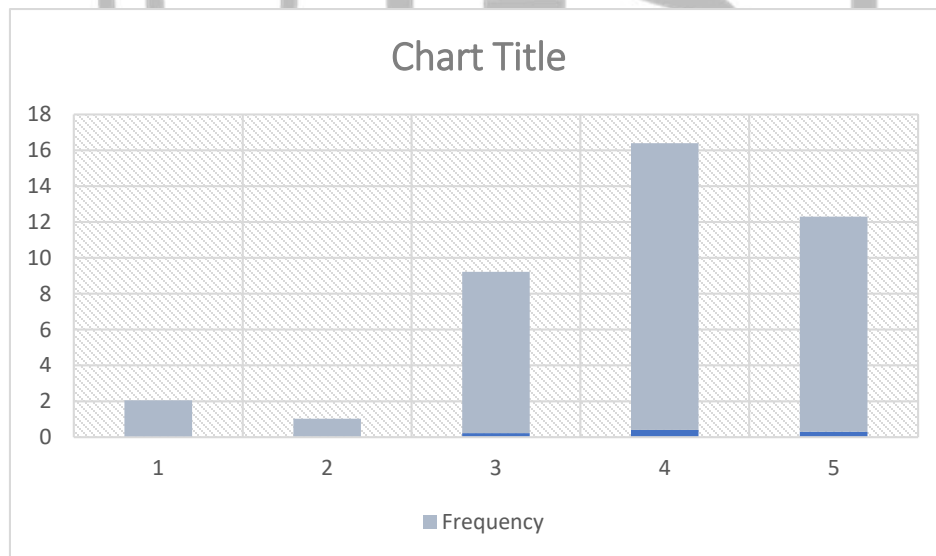*Table 18: Data security will be threatened by adopting AI tools.*

Figure 15: Data security will be threatened by adopting AI tools.

The majority of respondents (40%) agreed that using AI tools could threaten data security, and 30% strongly agreed. However, 2.5% of respondents voted to disagree, 5% strongly disagreed with the statement, and only 22.5% were neutral. This question serves the third objective of the

research, to examine the ethical issues and data privacy issues related to AI integration in HRM. The data proves clear that employees are quite concerned about data security, which indicates they are aware of the potential consequences of integrating AI into HRM practices as well as the significance of AI ethics. According to Leslie (2019), AI ethics is the feature used to ensure that the outcome will protect users from possible damage such as discrimination and prejudice, rejection of individual autonomy, unfair results, and violation of privacy. As a result, AI ethics is guided by a set of values that establish ethical ideals in AI systems. Principles are a set of rules and standards for the usage and development of AI. The researcher agrees that the usage of AI poses ethical issues that must be addressed. Biased algorithms represent a significant risk. Table 19 shows the variance of the question was 41.5, the deviation was 6.44204936. while the majority of respondents voted 'Agree'.
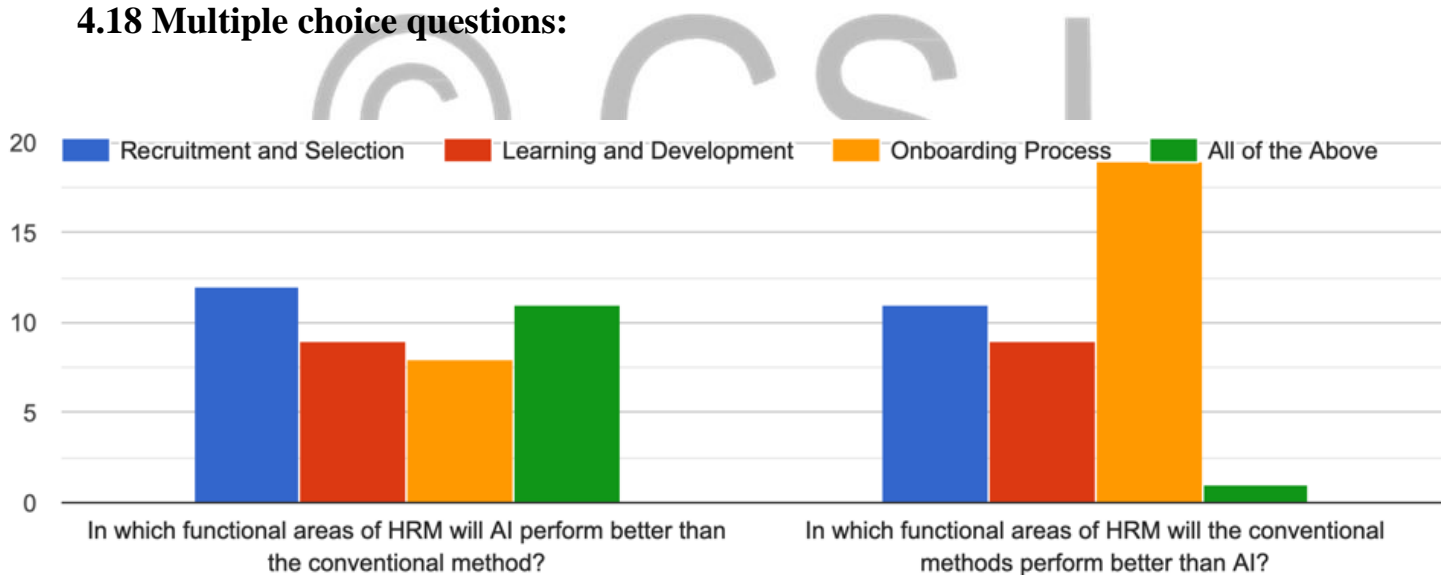
4.18 Multiple choice questions:

Figure 16: Multiple-choice timestamp

4.18.1 In which functional areas of HRM will AI perform better than the conventional method?

	Percentage	Frequency

Recruitment and selection	30%	12
Learning and development	22.5%	9
Onboarding process	20%	8
All of the above	27.5%	11

Table 20: functional area will be better with AI.

Table 20 above indicates this: according to the majority of respondents, 30% believe AI could manage the recruitment and selection process more effectively than the conventional method. However, 27.5% of respondents think AI could enhance recruitment and selection, learning and development, and the onboarding process. As for learning and development, 22.5% of respondents think using AI is better than using conventional methods. Only 20% of respondents think that utilizing AI is better than the conventional method in the onboarding process. despite this, the researcher considers that all functional areas would benefit more from the use of artificial intelligence to help employees minimize workload and reduce the amount of time spent on the conventional method. Yet, managing the onboarding process with AI initially would be preferable.

4.18.2 In which functional areas of HRM will the conventional methods perform better than AI?

	Percentage	Frequency
Recruitment and selection	27.5%	11
Learning and development	22.5%	9
Onboarding process	47.5%	19
All of the above	2.5%	1

Table 21: The functional area will be better with the conventional methods.

The majority of respondents, 47.5%, believe the onboarding process could function better with a conventional approach than with AI, as shown in Table 21. However, 27.5% believe a conventional method of recruitment and selection would work better. Regarding learning and development, conventional methods should be preferred over AI, according to 22.5% of respondents. In terms of recruitment and selection, learning and development, and the onboarding

process, only 2.5% of respondents believe that conventional methods are superior to AI. Yet, the researcher thinks that AI should assist in a few aspects of the traditional recruitment and selection process.

4.19 Open-end questions:

4.19.1 In your opinion, what are the data security and confidentiality issues concerning the application of AI in HRM functions?

Concerning the deployment of AI in HRM tasks, the employees provided multiple responses to the questions about data security and confidentiality issues. Data privacy and cybersecurity issues accounted for the majority of the answers. AI automate mental tasks that were previously only performed by accountable human beings. This complicates the assignment of blame in algorithmically created results since the complex and dispersed nature of AI system design, manufacturing, and implementation processes may make it difficult to identify accountable individuals (Leslie, 2019). Additionally, the following issues about this technique were brought up:

- Sensitive employee data, including personal and professional information, is gathered, and processed as part of AI in HRM. It is crucial to ensure that there is secure storage and handling of sensitive data to stop unauthorized use. Legal repercussions and compromising the privacy of employee information could arise from noncompliance.

- Ignorance might lead to unintentional data leaks or improper use of AI technologies. Failure to comply could have legal consequences and compromise staff confidentiality.

- Concerns over the secrecy of HR decisions and trust erosion can result from a lack of clarity. The secrecy of HR procedures may be compromised by algorithmic bias, which also raises questions about the fairness of automated decision-making.

- When utilizing AI for HRM tasks, data security, and confidentiality are crucial factors to consider. AI systems must protect private data and prevent unauthorized users from accessing it. It's critical to strike a balance between protecting employee privacy and obtaining relevant data for HR needs.

- Organizations must establish clear rules and procedures to handle possible data breaches or misuse. Policies about data protection, such as GDPR, HIPAA, and other local legislation, must be followed by HRM procedures, particularly those involving AI.

- Managing plenty of private employee data makes people worry about losing their jobs to automation since malicious individuals can use it for malicious motives.

4.19.2 Based on your previous answer, what is your recommendation to face these issues?

Concerning the deployment of AI in HRM tasks, the employees provided multiple responses to the questions about how to face the data security and confidentiality issues they mentioned below. Establishing strong cybersecurity and focusing on ethical considerations, data security, and privacy accounted for most of the answers. According to Slimi and Carballido (2023), the policies are making sure that AI displacement is done fairly and responsibly. Giving support and help and preventing AI systems from propagating existing prejudices or discrimination in the workforce. Implementing these policies necessitates a multidisciplinary approach and cooperation across departments and stakeholders. Additionally, the following issues about this technique were brought up:

- robust cybersecurity measures, including encryption, access controls, and secure data storage, should be implemented by organizations to protect sensitive HR data from breaches and unauthorized access. To prevent unauthorized access and security breaches, put strong cybersecurity measures in place, such as encryption, access controls, and safe data storage.

- Assess and confirm compliance with AI technologies, security best practices, and legislative changes, audits should be carried out regularly. AI decision-making needs to be transparent to promote confidence in HR procedures.

- Provide employees and HR professionals with comprehensive instruction on the right use of AI in HRM, with a focus on ethical considerations, data security, and privacy.

- Maintain up-to-date protection laws and do regular audits to evaluate and confirm compliance with HIPAA, and other relevant legislation. In the context of AI-driven HRM services, strengthening data security and confidentiality evaluates to promote employee trust and ensure compliance with legal and ethical requirements.

- Develop and update an incident response plan to quickly address possible data breaches. This plan needs to cover legal issues, communication approaches, and measures to reduce the effect on employee trust and HR procedures.

- To handle the data security and confidentiality concerns caused by using AI in HRM operations, organizations had to take a proactive and comprehensive strategy. Data ownership, security procedures, and compliance requirements need to be outlined in contractual agreements.

4.20 The interview

To find out whether AI tools may be by the HR department of Omani organization, the researcher spoke with the head of the learning and development unit. Because of the manager's time constraints, the interview was conducted over phone calls and consisted of two questions. Among the things that emerged out of the interview:

4.20.1 Does the department of HRM use any AI tools?

In the commercial sector, artificial intelligence is the new era, and its applications need to be addressed. But as of right now, no artificial intelligence tools are in use. Yet the majority of the procedures are now automated. The bank makes decisions about implementing new technology progressively and after thorough analysis to avoid negative consequences. This is because automating procedures is a process that takes time to finish.

4.20.2 what are the reasons for not adopting AI in the HRM functional area?

This phase, as she indicated, needs careful planning and a gradual start. We do not see the necessity of adopting this technology at this time because of the expense and the ease with which operations can be completed at the moment with the conventional method. Additionally, the number of employees in the bank affects this decision because it ranges. However, it's possible that in ten or more years, this will continue to be discussed. According to Muspratt (2023), Every company worries about its return on investment (ROI) and its budget. Is it worth it to invest a significant amount of time and resources in your organization to adopt artificial intelligence? The researcher finds that despite the pros of AI tools, there should be other considerations to adopt them. Yet, AI tools advantages cannot be seen immediately, the better start for any organization to apply AI is to start automating its process first.

4.21 Conclusion:

This chapter analyzed the data gathered by a survey questionnaire and an interview. The survey aimed to gather as many responses as possible and find out what the employees thought about AI-enhanced HRM practices. 40 replies from managers and staff at the organization were obtained during the data analysis process. In addition, this chapter handled data processing, including acquiring and presenting the results of data analysis. Data were presented in the form of tables, graphs, and pie charts to address the survey findings.

The summary of findings and the conclusion of the study will be discussed in the fifth chapter. Along with recommendations, limitations of the study, and future research as well.

CHAPTER 5 SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS.

5.1 Introduction:

This chapter presents the summary of findings that have been collected and analyzed in Chapter 4. Additionally revealed facts and information as well as the study's conclusion that resulted from the report will be discussed in this chapter. recommendations, limitations, and future research are also included in the discussion in this chapter.

5.2 Summary of Findings:

The findings indicated that while AI is still in its early stages in Oman, employees are becoming increasingly interested in the subject. The amount of employees' awareness regarding AI and its tools that will facilitate their job at work was also demonstrated by the findings. However, the HR department hasn't adopted artificial intelligence tools for a variety of reasons, including expense and a lack of need given the size of the workforce. The majority of workers think it's easy to use AI tools. The findings indicated that most workers are worried that artificial intelligence could lead to a loss of jobs.

The findings proved that employees' jobs will be smoother if they have a chatbot to respond to their concerns and questions. The accessibility of an onboarding platform driven by AI will simplify and reduce the overall workload of HR staff members. Positive results pointed out that using ATS will reduce the time and effort required for the recruiting and selection process. Most respondents agreed that LMSs powered by AI will be a useful tool for employees seeking to improve their skill sets and learn new ones.

The majority of respondents also agree that AI requires a strong security system, AI tools will have an impact on the bank's privacy policy. They also agree that the HR department's adoption of AI tools will put data security at risk. The majority of respondents agreed that utilizing artificial intelligence tools for recruitment and selection is preferable to using conventional methods, and the majority also agreed that preserving the conventional approach during the onboarding process is preferable to using artificial intelligence tools.

5.3 Conclusion:

The researcher gained knowledge on the state of AI integration into HRM practices in Oman's banking sector throughout this study. The study's findings indicated that the government's efforts to boost the economy including technology advancement as part of Oman Vision 2040. The results of the questionnaire show that the idea of AI-enhanced HRM has started to gain popularity and is now one of the most significant topics covered when it comes to enhancing HR procedures. The researcher observed that there is a growing worry of losing jobs as a result of using AI tools, which shows that people are not aware enough of AI capabilities.

The study concluded that artificial intelligence would affect the organization's entire HRM practices, particularly in recruiting and selecting new employees, training and development, and the onboarding process. According to the study respondents, the impact will be favorable since it will save time and effort. Previous research investigations have demonstrated that artificial intelligence can boost productivity and work quality while also encouraging employees' creativity and critical thinking.

The researcher was able to identify worries about data privacy and ethical issues related to the use of AI in HRM. The findings indicated that employee data privacy is impacted by the use of AI. It will also have an impact on data security. The researcher concludes that to protect employee data, cybersecurity and enhancing data security are essential, along with sticking by ethical considerations. Data leaks and hacking are considered to be two of the biggest barriers that make it more likely for businesses to prevent this technology. The probability of information leaking may also be increased by staff members who are not proficient with this technology.

5.4 Recommendation:

The researcher suggests that organizations arrange workshops to educate employees about artificial intelligence and open the door to the concept of utilizing AI tools to help HR practices. Additionally, the researcher thinks that companies are knowledgeable enough to take an organized approach to implementing this technology. Maintaining complete process and transaction automation may help staff members acknowledge and be more accessible to the technology. The organization may also incorporate an investigation plan on artificial intelligence-enhanced HR practices and look into the possibility of implementing the concept in the future.

Additionally, the researcher suggests organizations broadly consider implementing this technology and begin to discuss it. They should also share their thoughts and experiences with utilizing artificial intelligence tools to improve HR practices so that literature articles about the topic in Oman can be written. If a company decides to adopt AI in their HRM functional areas, the researcher recommends implementing one tool at a time to achieve satisfying results and provide

employees enough time to learn how to utilize the tool properly. This is particularly essential considering their critical demand.

Furthermore, the researcher suggests strengthening cybersecurity by creating a robust data security basis in case AI techniques are adopted to enhance HR procedures. Getting more knowledge about these dangers and their effects could also help organizations avoid them. In order to prevent hackers, the researcher also suggests following the artificial intelligence software engine, looking for gaps, and closing them. in addition to offering the required fixes if the system glitches.

5.5 Limitation:

The research limits are centered on several aspects, with time being the most significant. Three months is not enough time to finish the research with an in-depth evaluation of the issue along with a high-quality result. The researcher wasn't prepared for external intervention, such as receiving responses from the employees after the specified time frame, even though the researcher created a timeline that should be assisted in avoiding any delays and decreasing the pressure to finish the research. In addition, one of the primary limitations of this research is the availability of accurate data and information. due to the absence need for more scholarly publications on the subject in Oman and the difficulties associated with obtaining credible information from the company. In addition to discounting the importance of the research, busy employees provided inaccurate or less credible answers on survey questionnaires. In addition, the employees' being late in submitting the questionnaire resulted in a postponement of the planned writing of Chapter 4. Moreover, limiting the research to only one company to represent a whole industry has an impact on the project's outcome as well. The research result was impacted by the sample size of 40.

5.6 Future Research:

The research duration can be extended to one year in future research. It is necessary to raise the sample size to 450. Incorporating seven banks obtains more accuracy and improvement. results. Researchers may also be able to examine Omani organizations' capability and willingness

to integrate AI into their human resources functional area. In addition, understanding how to use artificial intelligence to increase HRM department productivity. To sum up, researchers might investigate the potential risks of poor cybersecurity and information security in businesses that integrate artificial intelligence within their human resources division.

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