

TECHNOLOGY AS A STRATEGIC PARTNER - THE IMPACT OF HRIS AND ARTIFICIAL INTELLIGENCE ON HUMAN RESOURCE MANAGEMENT

Mariam Gabashvili
Georgian National University SEU,
Georgia

Abstract

Can technology become a strategic partner in human resource management? Traditionally, the HR function was perceived primarily as an administrative process relying on manual operations. However, the digital era, as in many other domains, has transformed the nature of HR management. The growing pace of global change has compelled organizations to adapt to technological innovation. The new era has fundamentally reshaped organizational approaches to work processes, creating an environment in which digital tools play a central role.

Technological development has brought forth the need for process optimization. Consequently, HR management practices have gradually shifted from paper-based administrative operations toward a digital ecosystem. The introduction of Human Resource Information Systems (HRIS) has automated numerous HR functions, increasing efficiency and facilitating data-driven decision-making. Over time, the logical continuation of HRIS evolution became the integration of Artificial Intelligence (AI), which further enhanced and diversified HR processes. The synergy of these technologies has elevated HR management to a new analytical and data-driven dimension.

With the growing economic and organizational influence of AI, its integration has become a transformative force across industries. The primary aim of this article is to explore the strategic significance of automation and artificial intelligence in human resource management. It examines the development of HRIS systems, their functional capabilities, and algorithmic integrations that ensure operational efficiency and data-based decision-making. Additionally, the paper presents international case studies illustrating the practical applications of HRIS and AI technologies in global organizations.

Keywords: Artificial Intelligence (AI), Human Resource Information System (HRIS), automation

Introduction

In the early twentieth century, prior to the Second World War, personnel management primarily involved administrative tasks. Organizations collected only basic personal data on employees, such as names, addresses, contact information, and employment history all of which were recorded and processed manually on paper.¹

The history of Human Resource Information Systems (HRIS) began in the late 1950s with the introduction of payroll systems and continued into the 1960s, when employee data was first automated. By the 1980s, HRIS had significantly expanded to include a wide range of functions that contributed to improved organizational management. From the 2000s onward, HRIS platforms evolved to encompass recruitment, benefits administration, payroll, time and attendance tracking, leave management, learning and development administration, overtime tracking, and performance monitoring.²

Automated workflows enabled faster and more accurate task completion, reducing human error and increasing operational efficiency. Consequently, HRIS systems have become an essential support

¹ IceHRM Blog, "Evolution of Human Resource Information System", IceHRM Blog, 2020.
<https://icehrm.com/blog/evolution-of-human-resource-information-system/> [L.s. 15.10.2025].

² „HRweb Editorial Team, "The Evolution of HRIS Systems: 1990–2025 Timeline", HR Web Software, 2025.
<https://hrwebsoftware.com/blog/hris-evaluation-1990-2025> [L.s. 15.10.2025].

mechanism for HR professionals, enabling more efficient and structured management of HR functions and allowing specialists to focus on strategic objectives.

The COVID-19 pandemic significantly accelerated digital transformation. The shift to remote work prompted organizations to re-evaluate and expand HRIS functionalities. During this period, new modules addressing employee well-being and mental health were introduced to support emotional and psychological resilience.³

Following the pandemic, mobile HRIS applications also emerged, enabling users to access HR software from mobile devices with full web-based functionality. Known as mobile-friendly HR software, these platforms have become widely adopted by international organizations. Their main advantage lies in accessibility and flexibility, HR tasks can be performed anytime and anywhere, which is particularly valuable for companies with a large remote workforce. Managers can handle documentation and approvals directly from their devices, while employees can update personal data, request leave, and access payroll information. HR specialists benefit from real-time data access, which significantly enhances process responsiveness.⁴

Continuous software development has led to the active integration of Artificial Intelligence (AI) into HRIS platforms. This process involves the use of algorithms, machine learning models, and intelligent systems to automate repetitive HR tasks.

AI-driven HRIS solutions enable faster data processing and more accurate analytics, thereby supporting data-informed decision-making.⁵

Modern HRIS platforms leverage AI to streamline processes such as recruitment, payroll administration, employee support, and workforce planning. As a result, the nature of HR is evolving the function is gradually moving beyond administrative tasks and assuming a strategic role as a business partner, leveraging data-driven insights to advance organizational goals.⁶

1. HRIS and Artificial Intelligence in the Automation and Optimization of HR Processes

1.1. Recruitment

The recruitment process, from screening resumes to scheduling interviews, traditionally requires significant time and resources. However, the integration of Artificial Intelligence into Human Resource Information Systems has substantially reduced administrative burdens and optimized recruitment workflows.

AI-powered Applicant Tracking Systems (ATS) simplify candidate selection by presenting HR professionals with only the most relevant information needed for decision-making. Through algorithmic analysis, the system automatically reviews résumés and assesses their alignment with specific job requirements.

This approach enables objective candidate evaluation, thereby reducing potential bias. Using AI-based tools, HR specialists can generate shortlists based on predefined criteria, assess profile compatibility, and rank candidates according to role-specific competencies.

³ Scott, P., "The Evolution of HR: How COVID-19 Transformed Human Resources", HR Recruitment, 2023. <https://hrrecruitment.co.uk/blog/the-evolution-of-hr-how-covid-19-transformed-human-resources> [L.s. 15.10.2025].

⁴ Foxall, D., "How to Select the Best HRMS: Mobile HR Requirements", HRMS World, 2024. <https://www.hrmsworld.com/how-select-best-hrms-mobile-hr-requirements-1613.html> [L.s. 15.10.2025].

⁵ Ungashick, B., "How AI is Shaping the Future of HRIS Systems", Outsail, 2024; <https://www.outsail.co/post/the-future-of-ai-in-hris-systems-transforming-human-resources-management> [L.s. 15.10.2025].

⁶ Rietsema, D., "HRIS Software and AI (Artificial Intelligence)", Matchr, 2024. <https://matchr.com/ai-hris-software> [L.s. 15.10.2025].

Moreover, AI-driven systems can automate interview scheduling through calendar integration, which accelerates the overall hiring process. As a result, HR professionals can devote more attention to high-potential candidates and focus on strategic decision-making.⁷

1.2. Onboarding

Integrating Artificial Intelligence into HRIS has transformed onboarding into a more structured and efficient process. AI-enabled modules within HRIS simulate real work scenarios, allowing new employees to familiarize themselves with their responsibilities, functions, and the organizational environment.

Virtual assistants, such as AI-based chatbots, provide continuous 24/7 support, answering questions, offering recommendations, and guiding new hires throughout the adaptation process. These assistants introduce employees to company culture, policies, and procedures, which significantly simplifies and accelerates onboarding.

In addition, AI systems facilitate personalized training programs tailored to each employee's learning needs and professional goals. Such individualized development paths enhance skill acquisition and improve overall performance quality.⁸

1.3. Predictive Analytics

Predictive analytics represents another major function of AI-integrated HRIS systems. Analytical processes rely on historical and real-time data collected from various HR activities including recruitment, performance evaluations, payroll records, employee surveys, and absenteeism statistics.

AI algorithms analyze these data to forecast future trends and outcomes, providing organizations with valuable insights. Specifically, predictive analytics assists HR professionals in determining future hiring needs, refining talent acquisition strategies, and anticipating workforce fluctuations.

Additionally, predictive models can objectively evaluate employee performance and identify individuals at risk of turnover by analyzing indicators such as declining engagement, reduced training participation, or frequent absences.

Data-driven forecasting enables proactive retention strategies, helping HR departments design targeted initiatives that enhance organizational stability and long-term success.⁹

1.4. Automated Payroll Processing

AI-based automation has significantly simplified payroll management by minimizing manual input and reducing the risk of human error. Continuous refinement of AI algorithms enhances data-processing accuracy, which is critical for complex operations such as calculating benefits, deductions, and income taxes.

This technological advancement minimizes data inconsistencies and compliance risks, ensuring operational stability while saving time and resources.

For multinational companies, managing payroll regulations across different jurisdictions can be highly challenging. AI-powered payroll systems streamline this process by automatically aligning calculations with local tax and labor laws. Machine learning algorithms embedded in HRIS platforms continuously update legal and regulatory data, thereby minimizing compliance-related risks.

⁷ IBM. „AI and the future of Human Resources“, IBM Think, 2024; <https://www.ibm.com/think/topics/ai-in-hr> [L.s. 15.10.2025].

⁸ IBM. „What are Chatbots for HR“, IBM Think, 2024; <https://www.ibm.com/think/topics/chatbots-for-hr> [L.s. 15.10.2025].

⁹ Personio, „Predictive Analysis in HR“, Personio HR Lexicon, 2024. <https://www.personio.com/hr-lexicon/predictive-analysis-in-hr> [L.s. 15.10.2025].

Furthermore, predictive analytics enhances payroll forecasting by analyzing spending patterns, labor dynamics, and cost trends. These insights allow organizations to plan budgets more effectively and ensure long-term financial efficiency.¹⁰

1.5. Learning and Development

Modern organizations increasingly employ AI to design and implement training and development initiatives. AI-driven learning platforms move beyond the traditional “one-size-fits-all” model by delivering personalized, data-driven learning experiences.

AI systems analyze performance data to identify individual skill gaps, learning preferences, and development priorities. For example, in a sales department, AI might detect that several team members struggle with negotiation techniques. Based on analytical findings, the system automatically recommends targeted micro-trainings focused on improving these specific competencies.

Additionally, AI supports trend analysis, enabling organizations to anticipate future skill demands aligned with industry dynamics. This functionality allows learning and development teams to design forward-looking training programs.

Another innovative example is the use of AI-powered virtual reality simulations for employee training. Participants engage in immersive, realistic scenarios to practice customer interactions, develop communication skills, and gain hands-on experience in a risk-free environment.

By integrating AI into learning and development processes, organizations cultivate a culture of continuous learning, where each employee receives an individualized, adaptive, and engaging educational experience.

2. International Practice

2.1 Johnson & Johnson – AI-Driven HRIS and Employee Analytics

Johnson & Johnson, one of the world’s largest healthcare and consumer goods companies, represents a leading example of how Artificial Intelligence (AI) can be successfully integrated into Human Resource Information Systems (HRIS) to advance organizational learning and development. The company’s HR strategy is grounded in data-driven management, focusing on optimizing talent management and workforce planning.

Johnson & Johnson actively employs AI and employee analytics to design personalized learning and career development programs based on individual potential and skill assessments. Using AI algorithms, the company analyzes data from over 130,000 employees, enabling HR professionals to identify future talent potential, evaluate career trajectories, and promote internal mobility.

2.1.1. Integration of Artificial Intelligence into HRIS

Johnson & Johnson utilizes a state-of-the-art HRIS that consolidates data on employee performance evaluations, career development, training history, and engagement levels. The integration of AI algorithms into HRIS enables the system to collect, analyze, and transform both structured and unstructured employee data into predictive insights.

These AI-driven models forecast leadership potential, identify emerging competencies, and determine skills requiring development for specific roles. Predictive analytics allows HR professionals to design targeted learning and succession planning programs, enhancing organizational agility and responsiveness to technological and market changes.

¹⁰ Raba, E., „The Role of AI in Payroll: Trends to Watch in 2025“, Zalaris, Blog, 2025.
<https://zalaris.com/consulting/resources/blog/the-role-of-ai-in-payroll-trends-to-watch-in-2025> [L.s. 15.10.2025].

2.1.2. AI in Skills Analysis and Strategic Workforce Planning

Johnson & Johnson's HR approach is deeply rooted in *skills analytics*, which involves comparing employees' current competencies with those required to achieve future strategic objectives. The AI-based system performs large-scale skill mapping, identifying "future-ready" capabilities.

The platform cross-references employee skill profiles stored in HRIS databases to detect gaps and recommend targeted training interventions. This analysis allows HR departments to determine which divisions require development initiatives and which employees are ready for lateral or vertical mobility.

AI-driven skills analytics thus establishes a dynamic feedback loop between HR strategy and talent development, enabling continuous alignment between workforce capabilities and organizational goals.

2.1.3 Employee Experience and Career Development

At Johnson & Johnson, AI plays a crucial role in personalizing career development and enhancing the employee experience. Integrated AI algorithms within the HRIS analyze employee strengths, performance trends, and career aspirations to generate tailored recommendations for professional growth.

Through analytical modules, the system suggests relevant training courses, mentorship opportunities, and internal mobility options. For instance, an employee aspiring to transition from the marketing team to the product innovation division receives AI-generated recommendations for specific training or project participation aligned with their goals.

This personalized approach enhances employee engagement and retention, as it enables staff to visualize clear career paths and actively participate in their professional progression within the company.

2.1.4. Ethical AI Use and Data Governance

Johnson & Johnson places strong emphasis on the ethical implementation of AI in HR management. The company adheres to rigorous governance protocols designed to ensure transparency, fairness, and data privacy in all AI-supported decision-making processes.

According to the company's HR analytics department, all predictive models undergo comprehensive bias and interpretability testing prior to deployment in real HR operations. This ensures alignment with ethical standards and organizational principles of fairness.

Johnson & Johnson does not perceive AI as a replacement for human judgment, but rather as a complementary tool that enhances analytical depth and supports informed, equitable, and strategic HR decision-making.

2.1.5. Impact of AI–HRIS Integration on Organizational Processes

The integration of AI and HRIS at Johnson & Johnson has produced several measurable outcomes at the organizational level:

- Improved talent identification: AI algorithms have enhanced the precision of high-potential employee detection and the assessment of developmental needs.
- Optimized workforce planning: Internal mobility mechanisms have become more efficient, leading to better resource allocation and organizational agility.
- Higher engagement and satisfaction: Personalized career development pathways have increased employees' sense of growth and long-term commitment.
- Enhanced transparency and strategic alignment: The integration of AI and HRIS has created stronger coherence between HR operations and overall business objectives.

Johnson & Johnson's experience illustrates how the synergy of HRIS and AI analytics has transformed HR from an administrative function into a strategic business partner.¹¹

2.2 The Role of Artificial Intelligence in Recruitment -The Case of Unilever

Unilever, one of the world's largest consumer goods companies operating in over 190 countries, processes more than 1.8 million job applications annually to fill approximately 30,000 positions. Managing recruitment on such a global scale demands substantial time and resources. To address this challenge, Unilever implemented an AI-driven recruitment system designed to streamline hiring, reduce costs, and ensure greater objectivity in candidate assessment.

At the initial stage, Unilever employs a gamified assessment process, where candidates complete a series of online games that evaluate logical reasoning, problem-solving, and decision-making abilities. The data collected is then analyzed by machine learning algorithms that assess each applicant's suitability for specific roles.

The system compares candidates' profiles with those of high-performing employees currently holding similar positions, allowing Unilever to predict potential success and minimize subjective bias in hiring decisions.

In the second phase of recruitment, candidates participate in video interviews. Instead of human evaluators, machine learning algorithms assess video recordings in which candidates respond to pre-defined questions for approximately 30 minutes.

The AI system applies a combination of natural language processing (NLP) and body-language analysis to evaluate verbal and nonverbal cues, tone, facial expressions, and gestures, to determine the best fit for a given position.

According to Leena Nair, former Chief Human Resources Officer at Unilever, the adoption of AI and automated screening systems has dramatically reduced the time HR specialists spend on candidate evaluation by nearly 70,000 hours annually.

Nair explains:

"We are looking for purpose-driven individuals with a systems-thinking mindset. Our gamified assessments and AI-based interviews are designed to identify those behavioral characteristics that predict a strong cultural fit with Unilever."

A distinctive feature of Unilever's AI-based recruitment process is its comprehensive feedback system. Every applicant who participates in the selection process receives an automatically generated, detailed feedback report produced by the AI system.

This report outlines the candidate's performance during the selection process, key competencies demonstrated, and the reasons behind their fit (or lack thereof) for the role. It also provides personalized recommendations to improve future interview performance.

This feedback-driven approach not only enhances candidate experience but also reinforces Unilever's employer brand as transparent and development-oriented.

Unilever extends its use of AI beyond recruitment to the onboarding and integration of new employees. The company employs an AI-powered chatbot named "Unabot", which leverages natural language processing to assist new hires.

Unabot provides real-time information, answers HR-related questions, and delivers guidance tailored to employees' roles, departments, and geographic locations. By filtering and contextualizing information, it ensures each employee receives relevant and localized support.

¹¹ Stone, T., „Advanced Work Automation at Johnson & Johnson – An Interview with Piyush Mathur“, i4CP Interviews, 2024. <https://www.i4cp.com/interviews/advanced-work-automation-at-johnson-johnson-an-interview-with-piyush-mathur> [L.s. 15.10.2025].

Unilever's approach demonstrates that the integration of AI and automated systems simplifies both the recruitment and onboarding processes while improving employee experience and engagement. AI-driven feedback and intelligent support mechanisms foster a more efficient, transparent, and human-centered HR environment.¹²

3. The Development of Artificial Intelligence and HRIS in Georgia

In Georgia, the implementation of Human Resource Information Systems (HRIS) and software solutions is still in the development stage. The use of digital tools in human resource management remains relatively limited, and most organizations continue to rely on manual or semi-automated administrative processes.

As a result, human resource management in Georgia is primarily focused on operational tasks and less on strategic functions such as human capital analytics, workforce planning, or performance optimization. The absence of integrated HRIS platforms restricts the ability of HR departments to efficiently collect, analyze, and utilize data, which slows the pace of digital transformation in the field.

Nevertheless, signs of progress are already evident. Local technology startups such as Pulsar AI and Helio AI are developing artificial intelligence-based solutions in the areas of communication and data analysis, laying the groundwork for their future application in human resource management practices. In addition, several forward-looking companies have begun testing digital tools that incorporate AI elements, particularly in candidate selection and employee engagement processes.

Although the digital transformation of human resources is still at an early stage, there is a clear trend indicating an inevitable shift toward data-driven decision-making.

To accelerate systemic modernization, Georgian organizations must expand their investments in HRIS platforms, digital skills, and the implementation of artificial intelligence systems. The integration of advanced HR technologies and AI solutions will facilitate the transition of organizations from administrative process optimization toward the strategic management of human capital. Progress in this direction will have a significant impact on the national labor market. Targeted investment in the development of human resource information systems will be crucial for creating an innovative and human-centered working environment in Georgia.¹³

Conclusion

The integration of Artificial Intelligence into Human Resource Information Systems represents a profound transformation in the way organizations manage their workforce. The use of AI converts traditional HR functions into data-driven and strategic mechanisms that combine technological innovation with human capital development, ultimately generating tangible and measurable business value.

The effective utilization of AI in HR operations requires thoughtful strategic planning and continuous evaluation to ensure that organizations fully leverage its capabilities. Through predictive analytics, AI integrated within HRIS enables more accurate and informed decision-making in workforce planning and talent development.

AI technologies significantly enhance the employee experience across all stages of the employment lifecycle from recruitment to professional growth. By providing personalized onboarding and tailored learning opportunities, AI-based systems create individualized interactions that foster higher levels of engagement and job satisfaction.

¹² Marr, B., „The Amazing Ways How Unilever Uses Artificial Intelligence to Recruit and Train Thousands of Employees“, Bernard Marr Blog, 2023. <https://bernardmarr.com/the-amazing-ways-how-unilever-uses-artificial-intelligence-to-recruit-train-thousands-of-employees> [L.s. 15.10.2025].

¹³UN Global Compact Georgia, 2024. <https://unglobalcompact.ge/sustainability-spotlight/saqartvelos-khelovnuri-inteleqtis-asociacia-ai-is-ganvitarebistvis> [L.s. 15.10.2025].

The future of human resource management will be defined by a strategic partnership with artificial intelligence one that harmonizes technological capabilities with human judgment. This evolving model of management is simultaneously data-driven and people-oriented. Organizations that successfully implement this transformation will gain a substantial competitive advantage in attracting, developing, and retaining talent.

The mindful adoption of AI, the establishment of appropriate governance structures, and investment in the capabilities of HR teams enable forward-thinking companies to position themselves successfully in a rapidly changing business environment and to ensure the effective management of their workforce.

Although the benefits of AI implementation are evident, organizations must approach this process with responsibility and strategic foresight to fully realize its potential. Ensuring data privacy and security requires the creation of robust protection mechanisms and strict compliance with regulatory standards, while addressing ethical concerns related to algorithmic bias demands ongoing monitoring and the development of effective governance frameworks.

The future of human resources depends on our ability to balance automation with empathy, and efficiency with fairness. This process is only the beginning its continuation will shape not only the future of work but also the evolving role and potential of the human being within it.

Particularly significant for the Georgian context is the adaptation of this technological model to the country's labor market and organizational realities. The existing human resource management system in Georgia still largely relies on traditional approaches; therefore, the implementation of HRIS and AI technologies can become a strategic driving force for modernizing organizational culture and management practices. This creates an opportunity for technology to function not merely as a supportive tool but as a strategic partner - an integrated system that enhances human potential and ensures sustainable business development.

The original contribution of this research lies in synthesizing international trends with the specific demands of the Georgian context, thereby establishing a foundation for a theoretical framework for HRIS-AI integration tailored to the local business environment. This theoretical framework not only outlines the primary directions of integration but also serves as a practical guide for organizations aiming for strategically informed adoption of HR technologies.

This framework is grounded in three core principles:

1. Data-driven decision-making as the new standard for human resource management;
2. The synergy between technology and human resources, which enhances organizational agility;
3. The establishment of ethical and confidentiality mechanisms to ensure responsible technology use;

Future research should particularly focus on empirically studying the implementation of HRIS and AI systems in Georgia, examining how these technologies influence employee engagement, decision-making speed, and organizational culture. Findings in this area would complement the theoretical framework with practical evidence, enabling the development of a contextually relevant model for HR technology adoption in Georgia.

Thus, the future of human resource management in Georgia depends on the extent to which organizations can integrate technological innovations within the framework of their own culture and values. The thoughtful adoption of AI not only ensures efficiency and accuracy but also fosters a people-centered, innovative, and ethically sustainable environment where technology functions as a strategic partner rather than a substitute. In this way, HRIS and AI technologies can emerge as one of the key driving forces of the Georgian business ecosystem, combining economic progress, innovation, and human potential toward the common goal of sustainable development.

Bibliography

1. UN Global Compact Georgia. "Georgia's Artificial Intelligence Association for AI Development", UN Global Compact Georgia, 2024. <https://unglobalcompact.ge/sustainability-spotlight/saqartvelos-khelovnuri-inteleqtis-asociacia-ai-is-ganvitarebistvis> [Last seen 15.10.2025];
2. Nawaz, Nishad, Arunachalam, Hemalatha, Kumari, Pathi, Barani, Gajenderan, Vijayakumar, "The adoption of artificial intelligence in human resources management practices", International Journal of Information Management Data Insights, 2024. <https://www.sciencedirect.com/science/article/pii/S266709682300054X> [Last seen 15.10.2025];
3. Mamuli, Laura, Mukabi, Fredrick, Kagucia, Catherine, „Leveraging AI and Automation in HR Practices for Enhanced Employee Performance in Kenyan Organizations: Opportunities, Challenges and the Future Work Outlook“, ResearchGate, 2024. https://www.researchgate.net/publication/388186677_Leveraging_AI_and_Automation_in_HR_Practices_for_Enhanced_Employee_Performance_in_Kenyan_Organizations_Opportunities_Challenges_and_the_Future_Work_Outlook [Last seen 15.10.2025];
4. Wahdaniah, Sucianti, Riska, Ambalele, Elizabeth, Tellu, Andi Herman, "Human Resource Management Transformation in the Digital Age: Recent Trends and Implications", International Journal of Applied Research and Sustainable Sciences (IJARSS). 2023. <https://doi.org/10.59890/ijarss.v1i3.902>;
5. Diard, Alexandre, "HR Automation: A Complete Guide to Streamline Your HR Processes", PeopleSpheres, 2024. <https://peoplespheres.com/hr-automation-a-complete-guide-to-streamline-your-hr-processes> [Last seen 15.10.2025];
6. IceHRM, "Evolution of Human Resource Information System", IceHRM Blog, 2023. <https://icehrm.com/blog/evolution-of-human-resource-information-system> [Last seen 27.10.2025];
7. HRweb Editorial Team, „The Evolution of HRIS Systems: 1990–2025 Timeline“, HR Web Software, 2025. <https://hrwebsoftware.com/blog/hris-evaluation-1990-2025> [Last seen 15.10.2025];
8. IBM. „AI and the future of Human Resources“, IBM, 2024. <https://www.ibm.com/think/topics/ai-in-hr> [Last seen 15.10.2025];
9. Raba, Elliot, „The Role of AI in Payroll: Trends to Watch in 2025“, Zalaris Blog, 2025. <https://zalaris.com/consulting/resources/blog/the-role-of-ai-in-payroll-trends-to-watch-in-2025> [Last seen 15.10.2025];
10. Scott, Phil, „The Evolution of HR: How COVID-19 Transformed Human Resources“, HR Recruitment, 2023. <https://hrrecruitment.co.uk/blog/the-evolution-of-hr-how-covid-19-transformed-human-resources> [Last seen 15.10.2025];
11. Foxall, Dave, „How to Select the Best HRMS: Mobile HR Requirements“, HRMS World, 2024. <https://www.hrmsworld.com/how-select-best-hrms-mobile-hr-requirements-1613.html> [Last seen 15.10.2025];
12. Ungashick Brett, „How AI is shaping the Future of HRIS Systems“, Outsail, 2024. <https://www.outsail.co/post/the-future-of-ai-in-hris-systems-transforming-human-resources-management> [Last seen 15.10.2025];
13. IBM. „What are Chatbots for HR“, IBM, 2024. <https://www.ibm.com/think/topics/chatbots-for-hr> [Last seen 15.10.2025];
14. Personio. „Predictive Analysis in HR“, Personio HR Lexicon, 2024. <https://www.personio.com/hr-lexicon/predictive-analysis-in-hr> [Last seen 15.10.2025];
15. Stone, Thomas, „Advanced Work Automation at Johnson & Johnson: An Interview with Piyush Mathur“, i4CP Interviews, 2020. <https://www.i4cp.com/interviews/advanced-work-automation-at-johnson-johnson-an-interview-with-piyush-mathur> [Last seen 15.10.2025];
16. Marr, Bernard, „The Amazing Ways How Unilever Uses Artificial Intelligence to Recruit and Train Thousands of Employees“, Bernard Marr Blog, 2023. <https://bernardmarr.com/the-amazing-ways-how-unilever-uses-artificial-intelligence-to-recruit-train-thousands-of-employees> [Last seen 15.10.2025].