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THE IMPACT OF ARTIFICIAL INTELLIGENCE ON RESPONSIBLE HUMAN RESOURCE MANAGEMENT

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Purpose: The main reason, or rather the challenge, related to the development of the paper was the lack of studies on the interconnections of AI, CSR and HRM. The aim of the article was to indicate the important role of AI in responsible human resource management.
Design/methodology/approach: The literature research and the critical analysis were used to present the most important concepts, their history and interconnections. The ChatGPT interview was used to "self-assess" the role of AI in HRM.
Findings: The role of AI in the HRM is constantly growing. This is associated with a number of benefits but also risks. There are both positive and negative examples of the use of AI in HRM presented in this study. There is a need to intensify research in this area, with particular emphasis on environmental aspects, often overlooked in the context of responsible HRM.
Research limitations/implications: The identified strengths, weaknesses, opportunities and threats of responsible use of AI in HRM are very general, and in the case of selected company, they should be supplemented to enable a SWOT analysis (with the determination of weights and possible interactions between factors).
Practical implications: Practical implications include the possibility of using SWOT analysis to assess current direction of application AI in HRM and, consequently, the selection of an appropriate management strategy, focused on socially responsible aspects.
Social implications: The article highlights the importance of responsible use of AI in HRM, especially from the point of view of considering environmental aspects, which are usually missed in this type of consideration.
Originality/value: The study brings new value by considering AI, HRM and CSR at the same time, along with a discussion of their mutual relations and history.
Keywords: Corporate Social Responsibility (CSR), Human Resource Management (HRM), Artificial Intelligence (AI), responsible management.
Category of the paper: Viewpoint.

1. Introduction

Artificial intelligence (AI), corporate social responsibility (CSR) and human resource management (HRM) are concepts that mutually influence each other and whose development is connected by the fact that despite the popularization and intensive development in the mid-twentieth century, their roots date back to antiquity (of course not in a such form and name as today). The importance of the role of artificial intelligence in human resource management in the context of the idea of corporate social responsibility is a very current and important topic. According to Camilleri (2023) many scientists believe that AI is not always implemented responsibly and/or is not properly managed (Butcher, Beridze, 2019; Erdélyi, Goldsmith, 2022; McBride et al., 2022; Minkkinen et al., 2023).

Although AI, CSR and HRM belong to different areas, in the management of a modern company they are more and more often intertwined, supporting its development adapted to the constantly changing world. This world is very often described by the acronym VUCA standing for Volatility, Uncertainty, Complexity, Ambiguity (Baran, Woznyj, 2020, p. 1). In recent years, due to unpredictable events like the Covid-19 pandemic that have disrupted the existing world order, Jamais Cascio used the phrase "BANI World", which is an acronym for the words Brittle, Anxiety, Non-Linearity and Incomprehensible (Godoy, Ribas Filho, 2022, p. 33). To meet these challenges, it is necessary to take specific actions that will allow the use of a wide range of AI applications in HRM, but above all, will be socially responsible.

The aim of the article was to indicate the important role of AI in responsible human resource management. In the context of the "triple bottom line" concept taking into account three components of sustainability: "social, environmental and economic" (or "people, planet, profit") can be seen that the biggest challenge for companies in responsible HRM is to take into account environmental aspects (most often activities of social responsibility focus on people). The article presents examples confirming that it is possible.

The first part of the paper presents the basic definitions related to the selected subject, as well as draws attention to the common features of these three concepts. Then, the possibility of using SWOT analysis in strategic and socially responsible HRM with the use of AI was presented. The next part of the article deals with positive and negative examples of the use of AI in responsible HRM. The article ends with a short description of the possibility of further research on the identified problem.

2. CSR, HRM, AI – basic definitions and interdependencies

H.R. Bowen is considered to be the father of the corporate social responsibility, who in his book "Social Responsibilities of the Businessmen" published in 1953, for the first time used the term "social responsibility", in the context that it "refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 2013, p. 6). The works of P. Drucker also played a significant role in the history of CSR development. In the book entitled "The Practice of Management" P. Drucker emphasized the need for managers to analyze the impact of the implemented strategy on society. In his view, „every organization must assume full responsibility for its impact on employees, the environment, customers, and whomever and whatever it touches" (Cohen, 2009, p. 31). A similar approach can be also found in "ISO 26000:2010. Guidance on social responsibility", in which social responsibility is understood as "responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour" (ISO, 2010, p. 3). The word "responsibility" can be interpreted in two opposite directions: as negative (restrictive) responsibility, mainly concerning the past, which is a form of accountability for the deeds committed, and positive responsibility, referring to the future, which is a form of taking responsibility for a certain good (Filek, 2002). It is recognized that socially responsible management should primarily ensure adequate profits and ensure the development of enterprises, but at the same time (Tomaszewski, 2015, pp. 153-154):

- "Protect the environment from harmful activities.
- Ensure favorable forms of employment and decent wages for employees.
- Ensure favorable and partnership conditions for cooperation with other entities in the environment.
- Take care of a positive image of the company in the environment and creatively participate in its development".

This approach is consistent with the "triple bottom line" concept taking into account three components of sustainability: "social, environmental and economic" or "people, planet, profit" (Wilson, 2015), therefore, further considerations on the possibility of using AI in human resource management will refer to these three areas.

The basis for the development of the concept of human resource management was the claim that people are the most important for the operation of the organization, they are even its strategic resource, therefore, skillful management of them is the key to success (Mikuła, 2000). This was expressed by M. Armstrong, according to whom human resources management is a strategic, homogeneous and coherent method of managing the most valuable capital of any organization – people who, through personal and collective effort, contribute to the achievement of all the goals set by the organization, and thus strengthen its advantage over the competition

(Armstrong, 1996, p. 15). The idea of human resource management was formulated in the years 1820-1850 by Robert Owen (Wiernek, 2006), who as a first perceived the role and importance of human resources in enterprises on an equal footing with material and financial resources. However, it is customary to say that the beginnings of the HRM trend are associated with Frederick W. Taylor's book entitled "Principles of Scientific Management", which as reflections on work and its management were continued by Edwards Deming (Konstanty, Modzelewska, 2014, p. 20), who, among the 14 key principles for management, took into account the expectations and needs of employees, emphasizing such aspects as: the need to include all employees of the organization in the transformation process, the introduction of intensive training programs and encouraging continuous self-improvement, the introduction of modern methods of professional development, or the rejection of fear so that everyone can work more efficiently for the company.

Activities conducted within the HRM system can be described as a process of many interrelated activities, which include (Masłyk-Musiał, 2000, p. 18):

- Analysis of staffing needs from the point of view of strategy and positions necessary to perform tasks.
- Employment planning.
- Recruitment and selection of employees.
- Employee evaluation, development and training.
- Remuneration of employees.
- Creation of working conditions.
- Improvement of the organization and harmonizing HR activities with changes taking place both in the organization and its environment.

To sum up in short, human resource management is therefore concerned with all aspects of how people are employed and managed in organizations (Armstrong, Taylor, 2014).

Industry 4.0 concept brings many challenges to human resource management, which include (Bińczycki, Łukasiński, Dorocki, 2024, pp. 58-59):

- Having specialized skills,
- More and more complicated recruitment.
- Working with robots and artificial intelligence (appropriate preparation of employees and ensuring access to appropriate tools are required).
- The need for continuous education due to the dynamic development of technologies and tools.
- Change of organizational culture (open to innovation and change).
- Cost optimization related to the costs of introduced changes.
- Collecting and processing huge amounts of data requires appropriate tools and information systems, and thus providing appropriate training to support efficient data management.

Technological advances push the boundaries of ethics and raise certain dilemmas related to the need to strengthen social bonds and close relationships with other people (Schwab, 2018). Industry 5.0 is an update of the assumptions of Industry 4.0 that recognizes the important role of humans in the production process. “It complements the Industry 4.0 approach by specifically putting research and innovation at the service of the transition to a sustainable, human-centric and resilient European industry” (European Commission, 2022). The "socially responsible" use of artificial intelligence is another challenge for modern human resource management.

As with the other two concepts (CSR and HRM), the definition of artificial intelligence, as well as determining the date of its appearance, is not an easy task. Although the Dartmouth Conference of 1956 is considered to be the beginning of the concept of artificial intelligence and the moment when it became a field of scientific research, it is worth noting that six years earlier Alan Turing published the famous article "Computing Machinery and Intelligence", in which he asked a fundamental question: "Can machines think?" and proposed the Turing test, which would test whether a machine could imitate human thinking in conversation. In 1956, John McCarthy, Marvin Minsky, Nathaniel Rochester, Claude Shannon organized the "Dartmouth Summer Research Project on Artificial Intelligence" research workshop, during which the term “Artificial Intelligence” was used for the first time as the name of a new field of research, which is why this event is considered to be the symbolic birth of AI as a scientific field. It is worth specifying that in 1955 a proposal for a document was prepared in which the term “Artificial Intelligence” was mentioned for the first time, and in 1956 an actual workshop was held, which is considered to be "the birth of AI as a field of research" (Moor, 2006). There are many definitions of artificial intelligence. According to one of them, artificial intelligence involves technologies that simulate human intelligence because they can imitate decision-making processes and behaviors and solve complex tasks independently or with minimal intervention (Camilleri, 2023). The use of artificial intelligence in human resource management is one of the most important trends in the modern scientific world.

In the literature, one can find research on the links between artificial intelligence and human resource management or the principles of corporate social responsibility, but it is difficult to find research focused on responsible human resource management, i.e., the mutual and simultaneous connection of these three concepts. What do they have in common? From the least substantive features, we can mention the diversity of concepts, as well as the periods considered to be the genesis of their creation. The roots of all concepts, despite the traditionally recognized dates assigned to their genesis, are much older than commonly believed and go back even to antiquity. The subject of business ethics, which is one of the pillars of the modern concept of CSR, was discussed in the writings of ancient philosophers, moralists and religious leaders, and the first economic work in history Xenophon's "Economicos" – about household, was in fact a work devoted to the ethics of running a farm and the organization of work (Nogalski, Śniadecki, 1996, p. 20). The subject of the ethics of exercising power, managing the household, work, organization, and even conducting conversations, can be found in the works of ancient

Greek philosophers (Socrates, Plato and Aristotle), in the writings of medieval theologians (St. Augustine and St. Thomas Aquinas), as well as in the Bible, Talmud and the Koran (Nogalski, Śniadecki, 1996, p. 21).

Even in antiquity, the role of human skills used in the work process was already known, although it was not dealt with from the scientific point of view (Konstanty, Modzelewska, 2014, p. 19). An example of this would be the construction of the Egyptian pyramids, which required the management of thousands of workers who were not slaves or common laborers, but skilled workers (Shaw, 2003). Another example referring to the ancient roots of the HRM concept is the Sun Tzu's Art of War considered as the basis of personnel development strategy. Sun Tzu (7^{th}-6^{th} centuries BCE) was one of the greatest thinkers, strategists and generals of the ancient Far East and the author of the most famous, oldest manual on the art of war, similar to personnel strategy in the areas of planning, people management, leadership and employee development (Dąbrowska, 2013). A similar example can also be the Roman army (of course from the point of view of the work organization and people management, not their moral evaluation).

The most surprising reference to ancient times may be the connections related to artificial intelligence. Already in ancient times, Aristotle considered the idea of automation and mentioned self-acting tools. A precursor record of the idea of automation associated with AI today can be found in the work Politics ("If every tool could perform its own work when ordered, or by seeing what to do in advance, like the statues of Daedalus in the story, or the tripods of Hephaestus which the poet says ‘enter self-moved the company divine - if thus shuttles wove and quills played harps of themselves, master-craftsmen would have no need of assistants and masters no need of slaves” (Aristotle, 400 BC – 300 BC). In this context, it is also worth mentioning Greek mythology and the myth of Talos, a kind of ancient robot, a giant made of bronze by Hephaestus (Błońska, 2019).

To sum up, it should be stated that in addition to the roots dating back to antiquity, these three concepts are connected by the ambiguity of definitions and, on the other hand, a very significant impact on the current functioning of enterprises, and, above all, the impact on supporting the implementation of the Sustainable Development Goals.

3. Socially responsible aspects of HRM with the use of AI

According to the results of research by Antoine Bujold et al. (2023, p. 1194), there is a lack of research on responsible human resource management supported by AI, and many of them use terms related to transparency or discrimination without explaining these concepts, or inconsistent with the definitions accepted in the literature. Much more studies concern the links between AI-CSR or AI-HRM or HRM-CSR, but it is difficult to find studies analyzing

the simultaneous relationship between these three concepts, especially in the context of an attempt the question of whether human resource management with the use of artificial intelligence can be socially responsible? What are the pros and cons of such connections?

In order to identify the factors affecting the socially responsible use of AI in human resource management, it is worth using a SWOT analysis (at this stage of the research, it was limited to the first step of the analysis, which is the identification of external and internal factors).

The areas that can be supported by artificial intelligence in human resource management are (Chan, 2024):

- Automating tasks in recruitment.
- Onboarding new team members.
- Delivering development opportunities.
- Enhancing employee engagement.
- Improving performance management.

The areas mentioned above can be considered as strengths of using AI in HRM. However, it should be remembered that incompetent management of strengths can also make them weaknesses (or initiate them). These include, above all, a substantial risk of discrimination if algorithms when they are not properly designed or supervised (Dorobek-Lis, 2025). Other weaknesses of using AI in HRM include lack of empathy and a "human" aspect in interaction with employees, and possible difficulties in ensuring that AI complies with internal ethical standards. To prevent some undesirable effects, appropriate legal regulations and practices are introduced to protect human rights in the context of the processing of their data and decision-making regarding employment (Dorobek-Lis, 2025). An example is the Regulation (EU) 2024/1689 published in the Official Journal (OJ) of the European Union on 12 July 2024, also known as AI Act, where the AI systems used in employment and workers management have been classified as high-risk, since they may have an appreciable impact on future career prospects, livelihoods of those persons and workers' rights and may also undermine their fundamental rights to data protection and privacy (EUR-Lex, 2024).

New regulations promoting the ethical and transparent use of AI in HRM, along with growing expectations of stakeholders towards the responsible use of AI, increased business cooperation and initiatives for ethical AI, the development of scientific research in this area, or the progressive digitization of society, may be opportunities for the use of AI in HRM. The most important threats, in turn, include: the risk of incurring legal consequences for the improper implementation of AI and the potential publicity of such circumstances, insufficient number of uniform global legal and ethical standards (or their multiplicity), the risk of marginalization of people with low digital competences (or companies with a low level of digitization), the possibility of weakening interpersonal skills and connections. A serious threat is also disinformation and the lack of ability of part of society to recognize manipulated videos and false information and thus identify threats and react to them. From the point of view of the role of humans in an organization, the most serious concern is the automation of many

professions, resulting in the threat of job losses for many people, employed in positions requiring repetitive, schematic activities and processing large amounts of information that can be automated by algorithms, e.g. financiers, lawyers, clerks, programmers, customer service employees, etc.

As a summary, it is worth answering the question: is it possible to manage people without people using only artificial intelligence? A question addressed directly to the "source of information", i.e., artificial intelligence, allows for a negative answer: “Not. Managing people without human participation using only artificial intelligence is unethical, risky, and ineffective. AI can be the "supporting brain", but it cannot be the "heart of the organization". "Artificial intelligence can support people management, but it is not able to completely replace a human manager – because effective leadership is not only about logic, but also about emotions, empathy and responsibility" (OpenAI, 2025). AI does not understand emotional context, interpersonal relationships, or subtle signals, so it is hard for it to notice problems like burnout, conflict, or bullying if they are hidden. According to the mentioned principle three P’s of sustainability (People, Planet, Profit) the responsible use of artificial intelligence in HRM, in addition to striving to maximize profits, should respect human dignity, labor rights and ethical principles, as well as take into account the requirements related to the planet protection. Analyzing the available literature on the subject, combining the three concepts discussed, in the context of responsible HRM management using AI, the environmental issue seems to be somewhat overlooked.

AI can support the sustainable management of talent and 'green skills’. An example of a company active in this area is Siemens, which use AI to recommend training to employees related to energy efficiency, sustainable design, or circular economy (Siemens, 2025). The second area could be the optimization of HR processes in terms of carbon footprint by minimizing business travel, using virtual tools, and optimizing the use of offices in terms of energy consumption (Vodafone uses AI to analyze and reduce emissions related to employee mobility - Vodafone, 2024). A company that can be considered as a leader for responsible using AI in HRM is IBM, which has established an AI ethics team that cooperates with HR teams and uses advanced tools to predict retention, talent development, but always with transparency and human control (IBM AI HR: Transforming Human Resources with Artificial Intelligence, 2024).

There are also examples of irresponsible use of AI in company management, which led to their publication and exposed companies to image damage. An example is a company which managed drivers through an application, i.e. used algorithms to assign rides and rate drivers, without direct contact with superiors, the possibility of negotiations, clarification of ratings, or appeals against decisions. It caused protests and court cases for unfair treatment in connection with mass dismissals based on unjust accusations of fraud (Russon, 2020). Irregularities identified in other companies also include the use of recruitment algorithms that

favor only a certain type of candidates, or monitoring the emotions and effectiveness of the employees without their knowledge.

Responsible human resource management with the use of artificial intelligence is possible, but complex and requires special attention. The positive examples discussed above show that the optimal solution is a strategic approach to the responsible use of AI in human resource management.

4. Summary and conclusion

Artificial intelligence undoubtedly has a significant impact on socially responsible human resource management. It can support areas such as recruitment, employee retention, talent development, and engagement analysis. However, socially responsible implementation of AI in HRM requires ethical, social, and environmental aspects to be taken into account. In the context of socially responsible HRM, concern for the environment is the least visible, despite the fact that many companies take action in this area. Ethical aspects related to the transparency of algorithms, the protection of personal data and employee rights, the elimination of prejudice and discrimination are of key importance. From the point of view of taking into account the environmental aspects in HRM activities, AI can support the development of "green skills", minimizing CO_2 emissions related to HRM processes (e.g., by reducing business travel), promoting an organizational culture that supports climate goals, or using energy-efficient AI solutions and renewable-powered clouds.

The aim of the article was to indicate the important role of AI in responsible human resource management. In order to follow the right path of responsible use of AI, it is worth using very simple solutions, such as SWOT analysis. A properly conducted SWOT analysis allows to identify key interactions between external and internal factors, and thus choose the right strategy for the company's development. However, it should be noted that from the point of view of the correct conduct of the SWOT analysis, the article is limited to the basic first step in the SWOT analysis, i.e. the identification of factors. Depending on the type of company's profile, this list can be modified, and by assigning weights (assessing the importance of these factors) and further analyzing the interaction between these factors, an appropriate strategy for further development can be selected, making the SWOT analysis a practical tool that takes into account these three aspects (AI, HRM and CSR). This can be the direction of further, more specific research, carried out comprehensively in selected companies. An interesting subject of further research seems to be environmental aspects in the responsible use of AI in HRM. The article can therefore be an inspiration for researchers dealing with the subject of HRM with the use of AI to pay attention to the socially responsible aspects as well as the risks resulting from the use of AI in HRM in further research.

It is worth remembering that the use of AI requires proper human control, and omitting this aspect can have many unpleasant consequences. There are many companies that can be considered as leaders in a comprehensive approach to the responsible use of AI in HRM. The undisputed leader is IBM, which is particularly important from the point of view of the company's business profile, which offers socially responsible solutions for other companies. There are many such companies and they set the direction in which responsible AI in HRM of the 21st century is heading. There is a lack of research on the interaction between the three concepts discussed, but due to their impact on the functioning of modern enterprises, it is only a matter of time before reports on this subject are prepared.

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