

Leveraging AI in Human Resources: Strategic alliance through the lens of change

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Abstract— *With artificial intelligence, companies are accelerating their pace of digitalization, and human resources are one of the departments most affected by this change. Human resources management is entering a new era, not only impacted by but also redefining its position within companies. Today, the HR function is no longer what it was (managing administrative tasks) but has become a strategic partner for companies (planning the future of the company). This article focuses on the notion of change management and the new role of human resources as a strategic actor within the company. This study is based on an exploratory qualitative methodology. The research analyzes recent scientific literature in depth to identify trends in this field, best practices, and major challenges. The research thoroughly analyses recent scientific literature to identify trends in this field, best practices, and major challenges. The results of this article demonstrate that without the support of the HR function, organizational change projects cannot be completed without failure. Because the problem does not lie solely in the adoption of technology itself, but rather in the acceptance of these technologies by employees, this is where we talk about the indispensable strategic role of the HR function.*

Keywords— *Artificial intelligence, Human resources management, change management, resistance.*

XVI. INTRODUCTION

The current economic environment, recognized by its volatility and increased complexity, the integration of artificial intelligence in companies today goes beyond the idea of simply implementing a technological tool, but it is a profound change that affects both the culture and the structure of a company. The adoption of artificial intelligence reshapes the role of each employee within the organization; in other words, artificial intelligence is a force that makes certain professions and skills appear and disappears others. The success of this digital transformation depends not only on the technology itself, but also on the ability of human resources to supervise and guide this change project. At the heart of organizational transformations, the human resources function is positioning itself as a strategic partner. The study by (Sheokand Rashmi Associate Professor, 2024) examines the importance of HR management in harmonizing talent during structural change. Following the methods of ADKAR (Hiatte), a diagnostic tool that focuses more on individuals and enables HR to understand employees' doubts and accompany them to accept change, and Kotter, a practical guide to ensure that companies don't lose direction despite the storms (changes). Change is not a choice but a condition for sustainability in a volatile economic environment. Research by (El-Dirani et al., 2019) points out that the HR function is at the heart of restructuring; by mobilizing critical steering resources, it goes beyond the operational dimension to become the conductor of a fluid and permanent transition. The authors (NEJJAR & DAGHRI, 2023a) point out that today, HR is seen as an indispensable strategic compass that steers the success of the structure in the face of rapid changes

in the global environment. And not just as a support function that manages staff. The objective of this research is to answer the following question: How artificial intelligence can help human resources to manage the risks of change? The study is based on solid theoretical foundations of existing literature reviews dealing with the same subject, with the aim of understanding the best HR solutions to manage change risks and subsequently creating a theoretical model for managing HR risks using artificial intelligence. This article offers an enriched theoretical vision on the contribution of artificial intelligence in managing organizational change risks. Deduce that artificial intelligence is an external factor that influences the way in which the organization works. This article is structured as follows: after the introduction, the second section which deals with the The fundamentals of change management , the third section addresses the strategic role of human resources in the company and especially in change management, the fourth section highlights the contribution of artificial intelligence in organizational change management and finally a small conclusion.

II. THE FUNDAMENTALS OF CHANGE MANAGEMENT :

This chapter examines the theoretical underpinnings and important phases of change management, which can help organizations to better transform themselves.

A. *The theoretical foundations of change management:*

Organizational change management (OCM) has become an essential part of corporate policy for companies wishing to remain competitive and sustainable in increasingly unstable environments. Far from being a secondary concern, OCM is now recognized as an essential factor in the success or failure of transformation initiatives. As (Lojić & Đurić, 2011) argue, competing in dynamic markets requires not only technological investment, but also a robust change management strategy that addresses both operational risks and human resistance. The Organizational Change Management (OCM) approach. The article by (CHKOUR & KEHAD, 2024) shows that the success of organizational change depends on good human resources management. The role of human resources is to give meaning to change, transforming the feeling of uncertainty into effective participation in the various stages of implementing change projects. For a company to ensure a certain sustainability in the market, it is true that it must adopt advanced technological tools and transform old working methods. But also, the willingness of the parties involved collaborating and sharing work with artificial intelligence. As article of (Dhanabhakym, 2023) , the document states that change management is a well-structured and controlled process that manages both the plan (roadmap, how the change should be implemented) and the people during the period of change. Human resources play an important role in the supervision and guidance of a change project, demonstrating that the HR

function plays an indispensable role in leading change. Article written by (NEJJAR & DAGHRI, 2023b). The research underlines that the function has gone beyond its traditional role of administrative personnel management to become a force that drives organizational success. Another relevant document that highlights the importance of organizational change management is the work of (Mukhlis & Tyas, 2024)). This document states that change management is an important factor that ensures not only the adoption of technological innovations by the company, but also their effective use by employees. Reading another chapter emphasizes that companies should not only focus on acquiring new machinery, but should also take their human capital into consideration, the chapter written by, (Gray & Wilkinson, 2016) This chapter serves as a practical guide, focusing on the fact that the success of a change project does not lie in investment and the adoption of new machines by companies, but rather that companies must focus more on people and their emotions. Several articles address the importance of organizational change management, including the article (Aninkan, 2018). Among these articles, which focuses on the fact that the success of organizational change depends on how the company manages change. In other words, everything depends on how the company plans, communicates, and executes this change, as these elements guarantee successful change that translates into effective company performance. Another article called (Kanaane & Peterossi, 2015) shows that if a company is going to implement a real project that will profoundly change its working methods, it must put organizational change management (OCM) in place. The article gives an example of the implementation of a system called Enterprise Resource Planning (ERP) and highlights the role of OCM in the success of this transition. OCM guarantees both technical and human success. As several articles discuss the idea that any company launching a change project impact not only its employees but also its overall performance, whether that company adopts good organizational change management will be the only tool to determine whether the impact of change is positive or negative. This is exactly what the article entitled (Ploscaru et al., 2023) proves. The article is named (Costel Loloiu et al., 2015) . On one hand, the article highlights that there is no precise way that companies must follow to manage a change, it's case by case. On the other hand, the study aims to understand why employees refuse change, even if the change is in their interest. A search of (Phillips, 1983) the study on one hand emphasizes that any company wants to keep its sustainability and positioning especially in a rapidly changing environment, it will be obliged to leave its comfort zone, on the other hand, research mentions the difficulties that a company faces when moving from a stable and normal situation to a changing one. Every company step outside its comfort zone in order to adapt to the demands of its external environment. With the advent of new technologies, companies are increasingly adopting these tools, which impact the traditional methods they are accustomed to working with. For this reason, companies must not only invest in adopting new technologies, because the problem is not in the technology itself; the problem lies in employee

resistance to change. This is where organizational change management (OCM) comes into play. OCM is an essential strategic tool that ensures that the change project launched is completed successfully and without failure.

A. Organizational change management process:

Under the pressure of digital transformation, David Autissier and his team are reinventing change management. In his articles, he proposes moving from a tool-centric vision to a more human and global one, a method that shifts human resources from a secondary role to a more strategic one, enabling the company to adapt rapidly. Autissier and her team explain the evolution of change: at the beginning, (Autissier et al., 2014), it's about managing small changes, talking about how to accompany people to familiarize themselves with new digital tools at a time when everything is done on screen, then we move on to collective action (Autissier et al., 2015), explain the shift from classic and rigid accompaniment (based on lots of tools) to a more flexible and rigid model for managing change in companies, to arrive at a global management of transformation (Autissier et al., 2018), studying the past of coaching methods to shed light on why companies are no longer content to make small, unimportant changes, but are tackling a complete transformation.

Table n°1: The stages of change management according to Autissier :

Autissier and his team tell us in detail how change management was assessed, moving from classic to modern management. This table lists the most important stages to remember.

Models	Step 1	Step 2	Step 3	References
The traditional method	Diagnosis: How to carry out an inventory of fixtures	Coaching: We don't leave employees to face change alone	Monitoring: Checking whether employees are using the new tools and whether work is progressing perfectly	(Autissier et al., 2014)
The participatory model	Define: Explain the reason for change to employees	Experiment: test to see what really works and correct mistakes quickly	Anchor : make change normal, make employees more flexible to change ideas	(Autissier et al., 2015)
Large-scale change management	Strategic diagnosis: checking whether the company is ready for far-reaching change	Transformation management : ensuring that all departments are moving in the same direction	Organizational capacity : The company learns to adapt on its own	(Autissier et al., 2018)

Source: Conducted by author's

partner, while detailing the concrete actions taken by human resources at each stage of the change process to ensure effective employee support.

A. The HR function as a strategic lever for change management:

The success of a change project, whether technological or strategic, is not limited to the adoption of the technology itself or the development of new strategies. It depends on the ability and willingness of employees to change. In this section, this research tries to explain for readers and help them to understand the key role of human resources in organizational change management. Most change projects are completed but without success, the failure is mainly due to humans (employee resistance, disengagement, etc...). Companies understand that they must involve human resources. Today, the HR function has become a strategic partner in organizational management change with the aim of making change projects successful. In order to build a solid conceptual framework, this document deeply the existing literature dealing with this subject, and why human resources have become a strategic actor that ensures the success of transformation projects. In order to build a solid conceptual framework, this subsection is dedicated to analyzing and understanding existing work on the role of human resources in organizational change management. The work (Coffie et al., 2024) highlights the strategic role of human resources in managing organizational change during periods of transformation. The document highlights the impact of each HR function, such as communication, training, and engagement, on the success of the change project launched by the company. The difficulty lies not in implementing new ideas such as adopting new technologies, changing leadership, etc., but in employee resistance to change. (Mishra et al., 2021) Highlights this point by demonstrating the indispensable role of human resources in the success of change projects. Several articles highlight the need for change for companies that want to maintain a certain strength in the market, especially with global demands, but this change cannot be achieved without a well-defined and managed strategy for human resources to address the central issue of resistance to change. The work of (Kriemadis et al., 2023) demonstrates the role of human resources function in avoiding the problem mentioned above. Like several articles that agree on the need for organizational change initiated by the organization itself for its own benefit. The work of (Ullah, 2012) emphasizes the need to push the company out of its comfort zone for its own benefit and also discusses the strategic role of human resources in the success of change projects. In other words, human resources can be described as a bridge or intermediary linking the objectives set by senior management and the employees who will translate these

III. THE ROLE OF THE HR FUNCTION IN CHANGE MANAGEMENT:

This section highlights the evolution of the HR function from a mere administrative function to a true strategic

objectives into results on the ground. Another chapter that shows us the indispensable role of human resources in the success of a change project. The work of (Malik, 2015) highlights the indispensable role of human resources in the successful completion of change projects. The document describes the function of human resources as a bridge between the decisions and vision of senior management and the employees who translate the vision and theoretical decisions of senior management into real action on the ground. Without HR, companies may have good plans in theory but not in practice. The article of (Raeder, 2019) mentions that human resources in situations of change should not use old methods. To be effective in these situations, they must change their methods and strategic visions to align with the specific needs of this change. In other words, human resources should not have a single approach and method for all situations; they must behave differently with changing situations to ensure its completion. A work of (Rustiawan et al., 2023) mentions that the success of a change project is not only limited to the adoption of new technological tools, but the company must put the HR function at the center of this transition, because this function will take care of the moral situation of the employees during the stressful period of change, accompany them, train them, listen to them, etc... This research highlights the indispensable strategic role of human resources. A document of (Baran et al., 2019) emphasizes that today human resources no longer handle administrative tasks such as payroll, validation of leave, etc... but they have become strategic partners that facilitate the speed of acceptance of the idea of change by employees and the execution of directives from senior management. In other words, the HR function is like a bridge that links employees and strategy.

B. The change management process and HR :

In the face of current change, the human resources function must deal with many risks; among these risks is employee resistance to change, which pushes human resources to act even before it blocks. Here we have a proactive HR function and not reactive. The role of artificial intelligence and with the current technological evolution, it has become a strategic partner for companies and more precisely the HR function, this technology and thanks to the algorithms, the ability to analyze a very large number of data quickly and helps HR make the right decision. This section of the article discusses how artificial intelligence can help the HR function succeed in a change project. The most important thing is not the integration of technologies such as artificial intelligence and the cloud into the HR business process, but rather how a company can manage this change. The article by (Ramesh Nyathani, 2024) addresses a very important concept, namely change management, and states that for a company to successfully adopt AI- and cloud-based systems in the HR process, companies must first understand and better manage

their human capital. Another article mentions that the change must not be imposed on employees. It must be an exchange between senior management (concerning the idea of change and the strategy that employees must follow) and employees (who will declare to senior management the good practices and methods to be followed to apply these ideas on the ground without any problem, these exchanges will be made through human resources which play an indispensable role. It is the only way to guarantee the success or failure of a project. The article (Daniel Valtiner and Christian Reidl, 2021) emphasizes the role of artificial intelligence and provides a clear guide for this technological integration to be successful under problem. Research of (Shah et al., 2017) deals with how human resources can use artificial intelligence and big data tools. These technologies help human resources to detect employees who may refuse the idea of change and make action plans to avoid falling into problem situations before they actually arrive on the field.

Table n°2: Strategic contributions of human resource functions in organizational change management

Aspect of Change Management	Role of Human Resource managers	Contribution of Artificial Intelligence	Impact on Change Success	References
Diagnosis of the Current Situation	Understand employee conditions before initiating change	Analyze employee data (e.g. performance, absenteeism, satisfaction); identify stress and resistance zones	Enables proactive HR interventions; facilitates early detection and resolution of resistance	(Shah et al., 2017). (Coffie et al., 2024) (Lojić & Đurić, 2011)
Internal Communication / Reducing Misunderstandings	Share change-related information across the organization	Chatbots provide consistent, real-time answers to employee queries	Ensures uniform information dissemination & reduces confusion and resistance	(Ramesh Nyathani, 2024) (Phillips, 1983) (Aninkan, 2018)
Training and Support	Train and support employees throughout the change process	Develop personalized training plans based on employee needs and skill levels	Accelerates employee adaptation; enhances learning and engagement	(Dhiman, 2025) (Coffie et al., 2024) (Mishra et al., 2021)
Social Climate Management	Monitor and address employee stress and emotional responses	Analyze employee messages to detect sentiment and satisfaction levels	Enables timely HR interventions; supports mental well-being and motivation	(Ramesh Nyathani, 2024) ; (Costel Loloiu et al., 2015) (Aninkan, 2018) ; (Shah et al., 2017)
Quick and Effective Decision-Making	Use dashboards to monitor key HR indicators	Generate real-time dashboards with performance, satisfaction, and engagement metrics	Enhances strategic agility; supports data-driven HR decisions	(Prasanth et al., 2023) ; (Saba et al., 2021); (Prorok & Takacs, 2024)

Culture and Leadership	Identify internal influencers to drive change	Detect influential employees within teams using behavioral and network analysis	Facilitates targeted leadership delegation; boosts team motivation and cohesion	(Kanaane & Peterossi, 2015) ; (Kriemadis et al., 2023) ; (Ullah, 2012) ; (Daniel Valtiner and Christian Reidl, 2021)
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Source: Conducted by author's

IV. ARTIFICIAL INTELLIGENCE IN CHANGE MANAGEMENT :

Following an examination of the added value of artificial intelligence, this section outlines how human resources are leveraging their know-how to support employees during the change management process, as well as practical recommendations.

A. The role of artificial intelligence in change management with HR involvement:

The article written by (Priyanghai Mathialagan, 2025) shows that the integration of artificial intelligence is not just a matter of technical deployment but requires human-centered management to ensure balance and unity within the structure. Change is not automatic. Without the support of human resources, artificial intelligence runs the risk of simply increasing workload rather than enhancing content. The article by (BOUZERDA & HANI & JMAHRI & RAHMANI, 2025). The digital transition, driven by Big Data and artificial intelligence, is not only a change of tools; it's a new way of team managing. The issue is no longer technical, but human. The Human Resources function is central, transforming the fear of staff by creating commitment via continuous learning and transparency, positioning the individual as a player in the transition, rather than being marginalized by technical evolution. AI takes care of all the repetitive administrative tasks, while the task of human resources lies in preparing the minds of employees to use AI without doubts. As the Moroccan and international context analysis (Nabil, 2025) points out, the mission of human resources is to frame artificial intelligence so that it becomes a means of relieving the burden on employees. The reason for using artificial intelligence is not to increase the quantity of tasks carried out, but rather to improve the quality of the work done and give employees more time to focus on innovation. AI is a profitable investment for companies, but HR provides awareness and know-how. Without HR support, AI implementation will meet a lot of resistance. As indicated in the article (Gandía et al., 2025). Without limiting themselves to the performance of the tools, human resources must ensure that artificial intelligence is there to help employees and not to disrupt their lives.

Table n°3: Strategic contribution of AI in organizational change management aspects:

What AI brings to change management	What Human Resources must do	The results for change management	References
Artificial intelligence acts as a tool that accelerates the technological transformation of	Successful change management is demonstrated by:	Successful AI-HR collaboration has the following effects: Reduced	(Priyanghai Mathialagan, 2025)

the structure. AI enables: Optimize work: work faster and better. Decision-making based on data analysis: anticipate the company's future needs in terms of skills. Go digital to stay competitive and keep the company sustainable.	A clear, well-explained discourse. Training employees to work easily with AI. Ensure that all employees are involved, and that everyone shares their opinions and ideas about the project. Put people before technology.	employee fear and resistance. Lasting involvement of employees in the project. Harmonization within the organization. Continuous learning environment.	
Artificial intelligence is no longer a choice but an obligation, it has become a strategic tool. Artificial intelligence : Offers new, efficient ways of working. Processes large amounts of information. Handles repetitive Administrative tasks.	Human resources intervene to ensure that : People are always at the heart of the project, and are not replaced by machines. HR always keeps the human touch. AI does not reproduce discriminatory decisions. Train employees to master the new tools.	Successful IA-RH collaboration has the following effects: By respecting people, the transformation project is unlikely to fail. A decision acceptable to everyone, based on people's real skills. Employees keep their jobs and are ready to face tomorrow's changes.	(BOUZERDA & HANI & JMAHRI & RAHMANI, 2025)
Artificial intelligence is a tool that makes change possible. Its role: Improving productivity and optimizing costs: working more efficiently and more cost-effectively. Redefining management practices: managing teams based on data and figures, not just intuition. Create innovative ideas to ensure business survival.	Human resources play an important role, acting as a guide that facilitates the transition to digital by: Ongoing training: teaching people how to use new tools. Transparent communication: Being clear with employees, telling them everything about AI to create a climate of trust. Test AI little by little before rolling it out across the company, to give employees more time to get used to the new tools.	The reasons behind the adoption of AI by companies lie in : Motivation: What are the company's objectives? 84% the company wants to be more efficient. 65% Desire to use new technologies to keep pace with other companies. Obstacles to AI implementation : 68% Fear of the unknown (human side). 47% Difficulty of implementation (technical side).	(Nabil, 2025) (Gandía et al., 2025)

Source: Conducted by author's

B. Recommendations

The article of (GHRASLI et al., 2025), highlights strategic recommendations for the adoption of artificial intelligence in human resources. Demonstrating that the successful integration of AI is conditional on rigorous preparation, human support and a permanent training environment. The article written by (Venugopal et al., 2024) details the key success factors for artificial intelligence in human resources. It shows that this digital innovation requires firm moral rules and honest communication to preserve employee trust. In conclusion, the study underlines the need to reposition the HR function as a strategic partner capable of taking advantage of technological tools while guaranteeing fair treatment for every employee, while proposing strategic recommendations for the implementation of artificial intelligence in human resources, such as the establishment of a rigorous control and monitoring system, an ethical framework and respect for employee privacy, ensuring that the deployment of artificial intelligence acts in synergy with the structure's strategic orientations, supporting employees and strengthening social ties with them. In the light of this analysis, the study by (Singh et al., 2025) converges on essential recommendations aimed at framing the integration of artificial intelligence into the human resources department; transparency and responsible governance of artificial intelligence, development of human capital (Upskilling), ensuring that artificial intelligence really serves the company's strategic purpose and not a tool installed for nothing. Another article by (Bar-Gil et al., 2023) shows that AI is not just a tool to be installed, but a genuine vector of transformation that makes companies more efficient and more credible in the long term, but the success of this technology requires specific strategic requirements such as: drawing up an ethical governance charter maintaining human supervision to guarantee continuous control to avoid discrimination, having a responsible and credible management strategy and, most importantly, keeping the balance between man and machine.

V. CONCLUSION:

The present work highlights two conclusions, the first concerning the transition of human resources from a simple support function to a very important strategic function for the success and longevity of a company in the long term. The second which highlights the factor that determines the success of a change project, for a project to be successful it depends not only on the technology itself, but in the acceptance and use of this technology by employees, it is here that the role of human resources comes.

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