MSc Human Resource Management and Organizational Psychology
Department of Business Administration

The Impact of Artificial Intelligence on HRM: From Icelandic HR Perspectives

A Qualitative Study

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Abstract

The emergence of Artificial intelligence (AI) has begun to reshape many aspects of human resource management (HRM). With AI's capabilities to analyze and process vast amounts of data with high speed, HR tasks such as decision-making and problem-solving have undergone considerable transformation. Significant growth has been seen in AI adoptions among organizations. AI has had a transformative impact on all primary HR processes, including recruiting, selecting, onboarding, training and development, performance management, advancements, retention, and employee benefits. However, lack of organizational training, ethical implications, and trust remain critical barriers to revealing AI's full potential in organizations. This study aimed to gain insight into the perspectives and trust of HR managers in Iceland towards implementing AI in HR processes. Through HR managers' insight, the study explored the potential for AI tools in HR solutions in Iceland and the potential effects on employment. A qualitative interview was conducted among 10 HR managers in Iceland. Findings indicate that the extent of trust HR managers place in AI is contingent, multifaceted, and varies across different HR tasks. AI has the potential to provide profound and revolutionary effects on HRM in Iceland, including employment.

Keywords: Artificial Intelligence, qualitative, trust, ethical considerations

Declaration of Research Work Integrity

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

By signing the present document, I confirm that I have read RU's Code of ethics and the General rules on study and assessment and that I fully understand the consequences of violating these rules regarding my thesis.

September 14th, 2023, Reykjanesbær 131093-3109

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Date and place Kennitala

Signature

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1. Introduction

The emergence of advanced technologies, including artificial intelligence, has signaled the onset of the fourth industrial revolution (Budhwar et al., 2022). Artificial intelligence (AI) refers to the simulation of human intelligence, encompassing a spectrum of technologies that enables computers to undertake tasks typically necessitating human cognition (Tambe et al., 2019).

The rapid technological advancements of AI have already had a revolutionary impact on multiple aspects of society, including the prominent area of human resource management (HRM) (Malik et al., 2021, 2020; Bailey et al., 2022). Recent surveys indicate an explosive growth in AI adoption among organizations (Oracle, 2019; McKinsey, 2023). AI's ability to analyze and process vast amounts of data with high speed has transformed many processes within the HR sector, including decision-making and problem-solving. It has allowed organizations to automate and streamline a number of HR processes, including talent acquisition, candidate selection, onboarding, and employee training and development (Deloitte, 2022a; Margherita, 2022). As a result, organizations have witnessed an increase in employee satisfaction, productivity, job performance, and retention rates (Chowdhury et al., 2023).

However, despite the benefits of adopting AI to predominant HR processes, this does not come without challenges (Iansiti & Lakhani, 2020; Budhwar et al., 2022). In fact, this proves very challenging for many organizations and is followed by barriers, ranging from AI's limitations and lack of organizational readiness to the more significant ethical considerations such as AI's lack of transparency and explainability, implications with AI's fairness, and concerns over dehumanization (Lee & Baykal, 2017; Shin & Park, 2019; Shin, 2021; Bankins et al., 2022). Additionally, studies have emphasized that trust plays a critical role in successful AI integration (Glikson & Woolley, 2020).

This study aims to gain insight into the perspective of HR managers in Iceland regarding implementing AI in HR processes. While previous studies have highlighted the critical role of trust in AI, there is a gap concerning HR managers' perception of trust in AI, particularly within specific HR processes (Gilliath et al., 2021; Bankins, 2022). Given trust's layered and multi-dimensional nature (Mayer et al., 1995), this study explores the perceived trust and concerns among Icelandic HR managers towards implementing AI technologies in

the complex decision-making process across HR processes. Additionally, no studies currently explore the utilization and potential of AI technologies in HR processes in Iceland. Therefore, this study aims to gain insights into how HR managers perceive AI's usefulness and potential in HR practices in Iceland.

Thus, while previous studies have explored the potential effect of AI on employment, the perspective of HR managers on this matter is relatively unexplored. Given the critical role of HR managers throughout the employment lifecycle, including hiring and firing processes, they could potentially hold invaluable insights on this matter (Tambe et al., 2019). Therefore, this study sheds light on Icelandic HR managers' perspective on AI's potential effects on employment.

2. Literature Review

This literature delves into what previous research has found on the impact of AI on HRM. First, the concepts of AI and HRM will be explained following an analysis of how AI has been applied in predominant HR processes. Second, the challenges organizations and HR managers face when implementing AI are highlighted, accompanied by a deeper dive into the pertinent ethical considerations of AI implementation. Third, the pivotal role of trust in this context will be explored, and "trustworthy AI" will be introduced as a potential solution. Finally, AI's broader effects on employment will be reflected based on estimations from existing research.

2.1 Artificial Intelligence in HRM

2.1.1 Definition of Artificial Intelligence

The term Artificial Intelligence (AI) has been interpreted diversely by researchers and experts, showcasing AI's capacities and attributes within technological progress and problem-solving abilities. According to Agrawal et al. (2018), AI embodies the capacity of machines to leverage extensive data in foreseeing outcomes or providing solutions in intricate and multifaceted environments. AI systems process vast amounts of information to make informed predictions and decisions when faced with challenging scenarios.

Kaplan and Haenlein (2019) presented a broader perspective, defining AI as "the ability of a system to correctly interpret external data, learn from it, and utilize these insights

to accomplish specific goals and tasks through adaptable adaptation". Their definition underscores AI's competence to learn and adjust in various circumstances. Tambe et al. (2019) described AI as a spectrum of technologies enabling computers to perform tasks that typically necessitate human cognition, such as adaptive decision-making. This definition underscores the application of artificial intelligence in tasks that conventionally involve human thinking. Given AI's ever-evolving nature, Hermann (2022) indicates that its definition will likely evolve with the emergence of novel technologies and capabilities.

Generative AI is a subset of AI that has emerged with the rapid evolution of AI systems. As Budhwar et al. (2023) described, generative AI involves amalgamating machine learning models capable of generating new content, ranging from texts, audio, and video to images, software codes, and simulations. A specific implementation of generative AI is *ChatGPT,* which has gained significant popularity since it was released. ChatGPT-3 was made accessible to the public in November 2022, followed by a more advanced version, ChatGPT-4, in March 2023 (Budhwar et al., 2023). ChatGPT is a powerful tool with abilities that can be utilized for various applications, such as generating human-like text, answering questions, creative writing, and engaging in conversations (Budhwar et al., 2023).

2.1.2 The Role of Human Resource Management

Human resource management (HRM) is an integrated approach directed at optimizing an organization's human capital. At its core, HRM focuses on the methodologies, systems, and practices that nurture individuals' employment, growth, and well-being within an organization. Its ultimate aim is to align the workforce's potential and aspirations with the organization's overarching goals (Armstrong, 2020; Hamid et al., 2022).

Central to HRM's expansive role are various processes, including strategic HRM, human capital management, and knowledge management to corporate social responsibility and organization development. Additionally, HRM delves into the nuances of resourcing, which entails workforce planning, recruitment, selection, and talent management. Other pivotal areas under its purview include learning and development, performance and reward management, employee relations, and ensuring overall employee well-being. Together, these components underscore the holistic nature of HRM in providing comprehensive employee services (Armstrong, 2020; Hamid et al., 2022). HRM's primary tasks within this framework

encompass recruiting, selecting, onboarding, training, performance management, advancements, retention, and employee benefits (Tambe et al., 2019).

2.1.3 The Emergence of AI in HRM

Adopting Artificial Intelligence (AI) within Human Resource Management (HRM) has signaled a paradigm shift in organizational practices. Recent surveys suggest an explosive growth in AI adoption within organizational settings. For instance, Oracle's 2019 study, spanning 8,370 participants (including employees, HR professionals, and managers) across ten countries, revealed that half of them were actively using AI in their work settings. This represents a significant increase from just a third of the previous year. McKinsey's 2023 report further highlighted this trend, noting that generative AI tools are now a regular fixture in a third of the organizations surveyed.

This era of digital transformation has redefined traditional HR processes. In contrast, they are increasingly carried out through online platforms, including job applications, applicant selections, scheduling logics, and administration of employee benefits. (Von Krogh, 2018; Margherita, 2022). AI-driven tools can be compelling for HR processes because of their ability to predict turnover, identify potential candidates, acquire CV data, and facilitate employee self-service functionalities (Strohmeier & Piazza, 2015).

The value of AI is evident, ranging from automating processes to analyzing data in real time and even predicting future trends. AI is transforming HR's decision-making and problem-solving capabilities (Iansiti & Lakhani, 2020; Deloitte, 2022a; Margherita, 2022; Bailey et al., 2022; Chowdhury et al., 2023). Organizations worldwide have acknowledged the advantages of AI-based tools in enhancing various HR functions. Such tools elevate employee satisfaction and productivity and bolster job performance and cost-effectiveness. Furthermore, the integration of AI has led to better retention rates, more astute decision-making, and a marked decrease in HR and overall operational expenses (Torres & Mejia, 2017; Wirtz, 2019; Malik et al., 2021, 2020).

2.2 Applications of AI in HR Processes

According to Tambe et al. (2019), AI has had a transformative impact on all primary HR processes, which include recruiting, selecting, onboarding, training and development, performance management, advancements, retention, and employee benefits.

2.2.1 Recruiting and Selection

Recruiting includes identifying potential candidates and encouraging them to submit applications. Selection includes deciding which applicant should be extended a job offer and ensuring that the organization selects the most suitable individuals (Tambe et al., 2019). AI plays a crucial role in recruiting, selecting, and attracting the most talented applicants to the organizations. The speed and volume of advanced AI technologies have enhanced candidate identification and communications regarding job openings (Torres & Meija, 2017; Budhwar et al., 2022).

Margherita (2022) emphasized the transformative impact of AI on recruiting. AI tools have impacted the acquisition of CV data for HR managers and potential applicants. The traditional way of recognizing and representing one's professional knowledge and skills is evolving as platforms such as facecv, vizify, and vizualize.me use AI-powered renderings and graphical tools to represent the applicants' expertise using informative charts visually. Platforms emphasizing skills expertise and connecting professionals worldwide, such as Skillsmatch, Viadeo, and Xing, have also complemented and replaced the traditional hiring method (Margherita, 2022).

These impacts extend to advanced recruiting platforms that use conversational AI, chatbots, and other hiring tools to streamline hiring processes and improve talent acquisition strategies. These platforms include Mya, Jobvite, Telemetry, Lytmus, Bullhorn, and Lever. Talent experience management platforms like Ceridian, Phenom People, Smashfly, Talentsky, and Vizier are also gaining popularity. These platforms utilize AI-driven analytics to enhance employee satisfaction, retention, and overall value throughout their employment lifecycle (Margherita, 2022).

2.2.2 Onboarding

Onboarding is the process of assimilating a new employee into the organization. This includes choosing effective practices to ensure new hires become productive faster (Tambe et al., 2019). AI is also effective in onboarding, whereas AI technologies such as virtual assistants can provide immediate responses and provide employees with step-by-step guidance (Babic et al., 2021; Chowdhury et al., 2023).

2.2.3 Training and development

Training and development are implementing strategies and interventions that strengthen employees' performance to build interpersonal and organizational skills among employees and cultivate desired behaviors to uplift individuals, teams, and organizational performance (Mansour, 2013; Tambe et al., 2019). Budhwar et al. (2022) highlighted how AI technologies support employees' training and development. Using AI systems, HR managers can track employee skills shortages and develop suitable training programs. Additionally, online and virtual training can help HR managers evaluate how well training works and determine employee abilities and experiences. This ensures that employees with the right skills get matched to the correct positions.

2.2.4 Performance management

Performance Management includes the ongoing process of identifying the employees' performance levels. It encompasses assessing and recognizing individual and team performances to attain organizational goals (Albrecht et al., 2015; Tambe et al., 2019). Multi-attribute decision-making models can help HR managers ensure that employees receive unbiased and comprehensive evaluations. They identify areas where employees can enhance their skills and the degree to which they need improvement. Furthermore, they enable managers to measure the employee's performance and recommend enhancements, such as suggesting additional training, skill development, or further education if needed (Budhwar et al., 2022).

2.2.5 Career Advancement

Career Advancement involves identifying individuals for promotions ensuring the right talent is elevated to roles where they can be most impactful. AI technologies have been

used for career advancements within organizations, where potential career moves and new job opportunities for employees are recommended by an algorithm based on an employee's past roles, training, interests, and the traits of individuals who previously excelled in those roles (Tambe et al., 2019). Additionally, advanced AI systems can provide employees with recommendations of personalized career paths through data analysis by mapping out an employee's career aspirations and suggesting specific roles and skills that are needed to achieve them, ensuring employees have a clear and tailored roadmap to their desired position (Braganza et al., 2021; Chowdhury et al., 2023)

2.2.6 Retention Management

Retention Management includes regulating employee retention rates and predicting potential departures. Employers have used AI to detect biases in employee responses to manage retention, ensuring genuineness. Additionally, AI has been used to analyze media activities to assess potential red flags or an employee's likelihood to depart from the organization, evident from cues such as when employees update their LinkedIn profiles (Tambe et al., 2019).

2.2.7 Employee benefits

Employee benefits refer to identifying which compensations and benefits are most valued by employees. By understanding this, organizations can tailor their offerings and recommendations, assessing whether these benefits augment recruitment and retention efforts (Tambe et al., 2019). Budhwar et al. (2022) demonstrated that automated payroll systems enhance the efficiency of HR managers in handling their responsibilities. AI oversees a comprehensive range of employee details and ensures that compensation aligns with their respective roles. By evaluating the equilibrium between existing and required skills, AI provides valuable insights to HR managers, assisting them in making informed decisions regarding compensation and benefits. Additionally, AI tools analyze the gap between skill supply and demand, helping organizations determine compensation and employee benefits plans.

2.3 Challenges with AI Integration

While the potential benefits of integrating AI into HR settings are numerous, the road to successful adoption includes many challenges. In fact, integrating AI into daily operations, workflows, and decision-making processes proves very challenging for many organizations. Thus, realizing AI's potential is not guaranteed. Evidence shows that numerous AI initiatives fail to deliver the expected benefits (Fountaine et al., 2019; Canhoto & Clear, 2020).

A primary complexity arises due to the complex nature of HR decision-making processes. These decisions are typically nuanced and grounded in human intuition or judgment rather than metrics. Therefore, introducing AI to the HR domain can be problematic, especially if the technology merely replicates and magnifies the inherent flaws of human judgment (Tambe et al., 2019).

Deloitte's study (2022a) highlighted the evolving challenges faced during different stages of AI implementation. In the initial stages, primary challenges revolve around demonstrating AI's value, securing executive commitment, and selecting appropriate technologies. However, as organizations progress and expand their AI projects, the focus of challenges shifts to risk management, securing executive support, and ensuring continuous system maintenance. Addressing these challenges necessitates a combination of strong leadership and sustained investment (Deloitte, 2022a).

2.3.1 Lack of Organizational Training

Studies indicate that many organizations are falling short of adequately training their employees for interaction and collaboration with AI, leaving them unprepared for the evolving work landscape (Ivanov & Webster, 2019; Barro & Davenport, 2019). Additionally, employees' apprehension about potential job losses and perceived requirements for further training are significant barriers to accepting AI implementations in the workplace (Deloitte, 2022a; Barro & Davenport, 2019). This creates further challenges for HR managers, who must address workers' fears about job loss, build trust between human workers and AI-enabled robots, and manage expectations around task fulfillment (Deloitte, 2022a).

Organizational support is critical in helping employees navigate these challenges and overcome resistance to adopting new technology (Mitchell et al., 2012; Sampson et al., 2020). To successfully harness the benefits of emerging technologies, organizations must

establish supportive environments, provide training opportunities, and ensure technological competence among human workers collaborating with robots (Deloitte, 2022a).

2.3.2 AI's Limitations in Understanding Human Complexities

One of the key barriers to AI adoption is AI's limitation in understanding human complexities (Pashkevich et al., 2019; Chowdhury et al., 2023). AI's strengths in pattern recognition and data processing come up short in areas of creative and social intelligence (Mak et al., 2020). For instance, while AI can identify areas of performance deficiencies based on employee achievements, it struggles to process the underpinning factors that might influence those outcomes. Therefore, it could make misguided recommendations based on transient or external influences. Additionally, AI's ability to make predictions is limited due to its difficulty in fully capturing the complexity of human behavior. Unforeseen external factors that impact the organizations can also affect AI's accuracy (Pashkevich et al., 2019).

Wang et al. (2021) emphasize that the potential of AI needs to be harmonized with human capabilities to comprehend and contextualize outcomes within global, organizational, and personal contexts. This collaboration positions humans as gatekeepers, utilizing AI's potential to enhance decision-making effectively. Bankins et al. (2022) pointed out that AI can be without threats of human biases in decision-making and favoritism. He suggests discussing the human-AI synerging that focuses on humans and technology; balancing each other's limitations and strengths is also important. To achieve this, continuous oversight by human operators is essential, involving constantly reviewing, revising, and updating AI algorithms to accommodate organizational shifts and external stakeholder considerations (Cao et al., 2021).

This collaboration between humans and AI, however, is challenging. Human expectations of AI perfection can lead to reduced communication, while preemptive human interventions may arise from concerns about AI efficiency (Schaefer, 2013; Demir et al., 2020). This is more than a technical challenge. It requires trust-building between human workers and AI systems (Wang et al., 2021; Chowdhury et al., 2022). Addressing this trust gap necessitates human oversight, constant review, and updating AI algorithms to align with evolving organizational needs (Cao et al., 2021). AI also influences human behavior and trust, whether embodied as physical robots or virtual processes (Glikson & Woolley, 2020).

Makarius et al. (2020) introduce the concept of AI socialization, wherein AI systems are integrated as collaborative "new employees." This approach fosters competitive advantage by optimizing operational processes through AI-human collaboration. Organizations enhance trust, adoption, productivity, and career satisfaction by equipping employees with the knowledge and skills required for AI integration. However, Demir et al. (2020) emphasize that AI-enabled machines, including robots, still rely on human programming to understand team dynamics and communicate effectively, emphasizing the enduring role of humans in building trust and facilitating communication within AI-human teams.

2.4 Ethical Concerns

Amid the challenges posed by AI's integration into HR processes lies an even deeper concern surrounding the ethical considerations of AI. AI adoption in the HR sector has led to increased discussions surrounding ethical implications (Tambe et al., 2019; Deloitte, 2022a; Hermann, 2022). Deloittes' study (2022a) found that 95% of employees were concerned about ethical AI adoption risks. Among them, the majority claimed to be slowing down the adoption of AI technologies due to those emerging risks. As organizations increasingly integrate AI into their decision-making processes, addressing these ethical considerations becomes paramount. The sensitive nature of decisions made by HR, which includes hiring, firing, and performance management, means that these considerations are theoretical and have real-world consequences (Bankins et al., 2022).

Charlwood and Guenole (2022) raised concerns about AI developers' potential neglect of ethics in favor of technical and commercial priorities. Additionally, Varona and Suárez (2022) highlighted the absence of agreement within the scientific community regarding the standardization of the studied variables. This lack of agreement poses a challenge to establishing trustworthy AI as a viable business model for integration by software developers, particularly those involved in designing Artificial Intelligence Systems.

2.3.1 Transparency and Explainability

A vital issue in AI adoption is AI's "black box" nature, which refers to the lack of transparency and explainability in AI decision-making processes (Shin & Park, 2019; Makarius et al., 2020; Chowdhury et al., 2022). Explainability in AI refers to understanding

the logic and mechanism behind an algorithm's outcome and why and how the algorithm makes certain decisions (Arrieta, 2020). The closely related term causability refers to how well the explanation helps the user grasp the main reason behind a statement (Holzinger et al., 2019). The inability to understand or interpret decisions made by AI systems can perpetuate biased patterns, which may result in unfair decisions (Quinn et al., 2022).

2.3.2 Fairness, Biases and Discrimination

The fairness of decision-making is vital in organizations (Lind, 2001). Employees' perception of fairness plays a significant role in their acceptance of decisions, effort, job satisfaction, and organizational commitment (Lind, 2001; Lee & Baykal, 2017). Lee and Baykal (2017) suggest that for algorithmic decisions to be fair, their interfaces should account for social and altruistic behaviors that may be difficult to define in mathematical terms. They found that even mathematically proven "fair" algorithms may not have been perceived as such by humans due to social division. Additionally, their study suggested that fairness in algorithms varied upon a level of computer programming knowledge, where the higher the levels of knowledge, the less fairness was perceived by the algorithmic decision.

However, AI tools learn from historical data created and implemented by humans. If the data contains biases, the AI tools will inherit those biases. Therefore, if AI decision-making tools contain biased data, they will make biased decisions (Nadeem et al., 2020; Bankins et al., 2022; Varona & Suárez, 2022; Langer et al., 2023). Varona and Suárez (2022) refer to bias as the act of making a decision based on the characteristics or features of an individual or group and discrimination as the outcome of the decision. Their study also showed that biases and discriminations in algorithmic decision-making systems are influenced by various stages of creating the dataset, such as data processing, data collection, data cleaning, and data processing. Such biases can manifest in ways that can be gendered, racial, or based on other discriminatory factors (Bolukbasi et al., 2016; Obermeyer et al., 2019; Pena et al., 2020; Kordzadeh & Ghasemaghaei, 2022). For instance, Doughtery (2015) pointed out that algorithms can include racial biases. The Google Photos app mistakenly identified dark-skinned men as gorillas. Similarly, Wade (2010) pointed out that Asian eye features were mischaracterized as "blinking" by an algorithmic tool.

It is essential to emphasize the dual nature of AI. While it can perpetuate human biases, it can also avoid certain biases arising from emotions or favoritism (Bankins et al.,

2022). Additionally, a study by Langer & Landers (2021) indicated that people perceive decisions made by AI systems as more consistent and less biased than human decision-makers. These perceptions hold even when the AI system outputs repeatedly indicate unfair biases. These perceptions are more dominant among managers, as they are less likely to believe that there is a problem with the AI system (Langer et al., 2023). A possible explanation for this is the tendency for AI system providers to market their systems in a way that highlights reduced bias in selection despite the lack of evidence to prove it (Langer et al., 2023).

2.3.3 Data Privacy and Protection

Organizations' reliance on AI has heightened concerns around data privacy and the potential misuse of personal information (Giermindl et al., 2021; Malik et al., 2021; Arslan et al., 2021; Deloitte, 2022a;). Surveillance capitalism, as outlined by Zuboff (2019), warns about the commodification of personal data within algorithms, often without the user's knowledge or consent. Surveillance capitalism is a system where personal data is collected, transformed into commodities, and used for profit. Algorithms, including AI, can process vast amounts of data to discern patterns, predict behaviors, and manipulate user actions. It is essential to safeguard personal data, and ensuring ethical data practices within AI integration is essential. As organizations utilize the potential of AI's data processing capabilities, the demand for transparency, informed consent, and secure data storage becomes even more critical for AI's responsible and ethical integration (Zuboff, 2019).

Malik et al.'s (2021) study highlighted the importance for organizations to address employees' concerns about privacy and data protection when implementing AI adoptions. Their study revealed that the constant tracking of behaviors and actions raised ethical concerns and discomfort among employees. Additionally, they warned that the vast amount of data collected and processed by AI systems could make organizations vulnerable to cyberattacks and unauthorized access, exposing sensitive personal information.

2.3.4 Dehumanization

Dehumanization in AI refers to the phenomenon where human employees in operations are reduced or replaced, making employees feel treated more as numbers or objects than human beings. There is a growing concern that as AI becomes more integrated

into various processes, especially in HR, this feeling of dehumanization increases (Mittelstadt et al., 2016; Fritts & Cabbrera, 2021; Bankins et al., 2022). For instance, employees may feel they are being treated like objects or reduced to a percentage rather than being valued as individuals.

According to Bankins et al. (2022), people tend to experience less dehumanization when decisions impacting them are made by humans, even if these decisions hold unfavorable outcomes, compared to decisions with positive outcomes made by AI. This insight highlights the psychological and emotional complexities in human-AI interaction. The increase of AI in critical HR processes, such as hiring and firing, may disrupt essential organizational relationships. Therefore, several researchers emphasize that AI tools should be used to enhance, rather than replace, the human elements of understanding and empathy in organizational processes (Newman et al., 2020; Fritts & Cabbrera, 2021; Wang et al., 2021).

2.4 Trust in AI

Following the discussions on ethical considerations and challenges in AI integrations, it becomes essential to address another interrelated dimension - trust in AI. How individuals and organizations perceive and trust AI can significantly shape the path of its broader integration and acceptance (Glikson & Woolley, 2020). A significant number of individuals still find it challenging to trust AI, underlining trust as a pressing concern in AI integration (Thurman et al., 2018; Ivanov & Webster, 2019; Gillath et al., 2021).

2.4.1 The Model of Trust (Mayer et al., 1995)

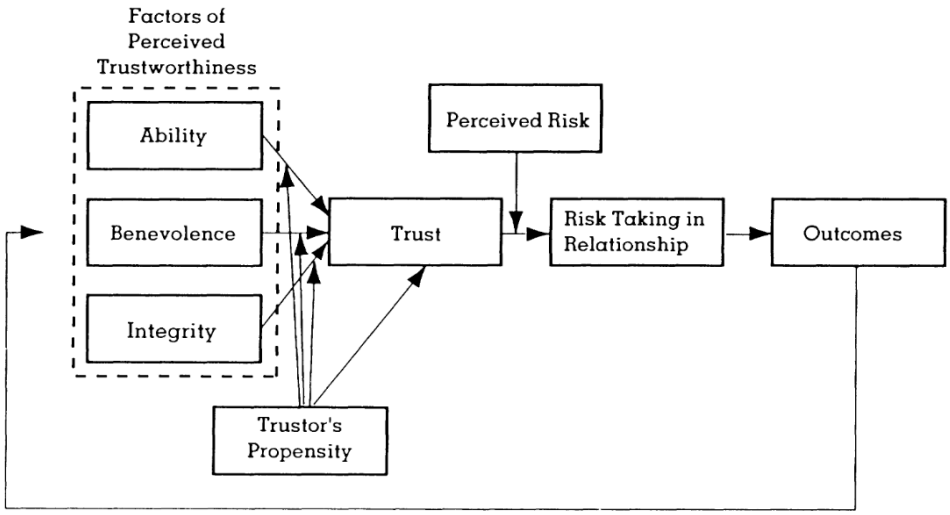
According to Mayer et al. (1995), trust involves the willingness to be vulnerable to another party's action based on the expectation of their performance, regardless of the ability to monitor or control them. Mayer et al. (1995) developed a model of trust that focuses on three key dimensions that determine whether one party would trust another: ability, benevolence, and integrity.

Ability refers to the perception of the trustee's capability to perform a given task. *Benevolence* is believing the trustee has the trustor's best interests at heart. *Integrity* is about believing that the trustee will adhere to principles and values that the trustor finds acceptable. These three factors are interconnected and interdependent. All of them collectively contribute

to the perception of trustworthiness, influencing one's willingness to trust. A deficit in one can negatively affect overall trust, even if the other dimensions are perceived positively (Mayer et al., 1995). Trust can be cognitive, based on rational thinking, or emotional, based on affects and emotional considerations (McAllister, 1995; Glikson & Woolley, 2020).

Figure 1

The Model of Trust proposed by Mayer et al. (1995)



2.4.2 Studies on Trust

Glikson and Woolley (2020) posit that the foundational principles of Mayer et al.'s (1995) trust model extend beyond human-human interactions. In essence, the core aspects of trust remain consistent, regardless of the trustee, be it human or an automated system.

Building on this perspective, Glikson and Woolley (2020) studied the critical role of trust in successfully integrating AI within organizations. Their empirical study included multiple types of research conducted over the past two decades. They highlighted AI as a new generation of technology similar to human intelligence capable of interacting with its environment. The extent to which workers' trust levels in AI significantly affect its successful integration. Their study identified key factors contributing to developing trust in AI. They identified two antecedents that play a crucial role in shaping the users' cognitive and emotional trust: the form of AI (such as robot, virtual, or embedded) and the level of machine intelligence an AI system possesses. AI's tangibility, transparency, reliability, task characteristics, and immediacy behavior contributed to developing cognitive trust in AI. AI's

immediacy behavior can also increase users' trust in AI. These factors contribute to the users' perceptions of AI's reliability and the transparency of its functioning.

When AI's presence is tangible and observable, users better understand its reliability and functioning. When AI is transparent, the user understands how AI arrives at its conclusions. They are more likely to trust its output. Users are also more likely to trust AI if AI consistently performs tasks accurately and produces reliable results. Additionally, the characteristics of the tasks play a role in establishing trust in AI. For instance, people seem to have higher trust levels in AI performing calculating tasks than tasks that require social or emotional intelligence. They also identified anthropomorphism as a contributing factor to emotional trust. Users tend to emotionally connect and establish a sense of familiarity when AI systems display human-like characteristics or behaviors, which results in enhanced trust in the technology. It is important to note that the study holds limitations in the evidence base, including the diversity of trust measures used reliance on short-term, small sample, and experimental studies (Glikson & Woolley, 2020).

Considering AI's transparency, Shin (2021) found that explainability and causability had a significant role in shaping trust and influencing users' behavior. Shins' (2021) study revealed that trust is significantly influenced by fairness, accountability, and transparency, which are determined by causability and explainability. By incorporating both factors into AI's design, systems can enhance transparency, accountability, and user understanding of AI algorithms' decision-making processes. This, in turn, leads to increased user trust and confidence in AI-driven services.

Highlighting trust as the most crucial factor in harnessing the full potential of AI, Gillath et al. (2021) emphasized the importance of attachment in trust development. Their study found that individuals' trust in AI was significantly influenced by individuals' attachment styles and how they navigate interpersonal relationships. Having an anxious attachment style was associated with lower trust in AI. Exposure to attachment security cues increases the individual's trust in AI, leading to an increased willingness to rely on AI technologies.

A study by Bankins et al. (2022) found that people experience less trust, dehumanization, and unfairness when AI makes decisions compared to humans. People perceive AI as an inappropriate and disrespectful decision-maker who lacks emotional

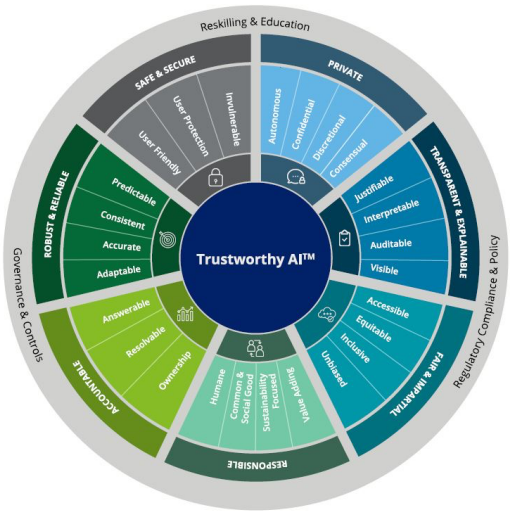
intelligence. Additionally, they perceived AI data as wrong or irrelevant and that AI was incompetent to make decisions. However, when AI's decision provided positive outcomes (as opposed to AI or humans' adverse outcomes), their perception changed, resulting in increased trust and even viewing the decisions as respectful, unbiased, and appropriately data-driven. This implies that people may focus on the positive or negative outcome of the decision rather than looking into how and why AI makes its decision. Their study also showed trust was a key predictor of interactional justice perceptions.

2.4.3 Deloitte's Trustworthy AI

In order to address the issue of trust and ethics in AI, Deloitte (2022b) has proposed a business guide termed "Trustworthy AI", which aims to provide a solution to build and maintain trust in AI systems. Trustworthy AI is a framework that helps to develop safeguards to manage AI risks and articulate trust across internal and external stakeholders. Various principles and practices address ethical issues such as AI's transparency, fairness, accountability, reliability, and data governance (Deloitte, 2020; Deloitte, 2022b). Figure 2 shows a visualization of the framework.

Figure 2

Deloitte's Trustworthy AI™ Framework



Note. This figure shows the six dimensions of the Trustworthy AI Framework, as proposed by Deloitte (2022b).

The Trustworthy AI framework encapsulates six key dimensions that organizations should consider when AI systems are designed, developed, deployed, and operated (Deloitte, 2020):

1. *Fair and impartial use checks*: To address the common concern about fairness in AI, organizations need to define what fairness accounts for, proactively identify biases within the algorithms and data, and implement controlling measures to prevent unexpected outcomes.
2. *Implementing transparency and explainable AI:* All stakeholders must understand how AI systems harness their data and render decisions to establish trust in AI. Organizations should create algorithms, attributes, and correlations that are accessible for examination to facilitate a transparent and explainable environment.
3. *Responsibility and accountability***:** AI systems must include policies that establish who is responsible and accountable for the generated outcomes. Does the responsibility belong to the developers, testers, product managers, or someone else? This needs to be addressed.
4. *Putting proper security in place*: To ensure the trustworthiness of AI systems, AI must be securely guarded against risks, such as cybersecurity threats that could potentially result in physical and digital harm. All potential risks need to be addressed and communicated to users by the organization.
5. *Monitoring for reliability***:** For widespread AI adoption, the robustness and reliability of AI systems are just as necessary as for other traditional systems. Therefore, organizations must ascertain that their AI algorithms produce the anticipated outcomes across diverse data sets. Additionally, having well-established processes to manage issues or inconsistencies is crucial for sustained dependability.
6. *Safeguard privacy*: Data regulations must be followed where data information is only utilized for intended and agreed-upon purposes. Organizations must respect consumers' privacy and not utilize data beyond intended and stated use to enable consumers to opt in and out of data sharing.

2.5 Potential Effects on Employment

Despite the number of limitations and concerns regarding AI adoption, integrating AI presents undeniable transformative potential. The rise of AI in various organizational processes raises questions regarding the future effects on employment. Researchers have

recognized AI's capability to redefine organizational structures, job roles, decision-making processes, and knowledge management processes (Kaplan, 2015; Danaher, 2017; Brynjolfsson et al., 2018).

However, the extent of AI's impact on employment and whether it will lead to job displacement, job creation, or both is an ongoing debate. While AI's potential to take on human tasks is evident, its effect on employment remains complex and many-sided. This shift involves a combination of tasks being automated by AI and the creation of new tasks that require human intervention or monitoring. This paradoxical situation can result in AI reducing some forms of human work parallel to creating new tasks that need to be addressed by humans (Malik et al., 2020; Arslan et al., 2021). Concerns pointed to the potential replacement of specific tasks by AI, especially those requiring high levels of analytical and rational knowledge processing (Ferrás-Hernándes, 2018). A survey by KPMG in 2019 showed that CEOs and HR managers have different views on whether AI will create more jobs than it eliminates. While CEOs believed that AI would create more jobs than it eliminates, HR managers seemed to have the opposite opinion. In a profound insight, Wilson et al. (2017) proposed three new categories of job roles emerging with AI adoption. These roles include:

1. *Trainers:* They hone AI systems by selecting the correct data, ensuring the machine learning components yield reliable results, thereby boosting tool efficiency.
2. *Explainers:* Their roles are to decode AI outputs and evaluate and clarify their reliability, which fosters trust in AI's decisions within the business sphere.
3. *Sustainers:* Tasked with ensuring AI's ethical and practical use, they mitigate potential mishaps, championing responsible AI applications, and reducing business risks.

2.5.1 Preparing Future Skillsets

As organizations navigate the uncertainty of AI's impact on employment, scholars and experts have emphasized the importance of preparing the workforce for the future. The potential for AI to transform jobs and tasks suggests that reskilling and upskilling initiatives will be crucial. With AI's potential to have transformative effects in the workplace, new job categories may emerge (Wilson et al., 2017; Daughtery et al., 2019). Therefore, it is necessary to invest in skills development and strengthen both the technical and non-technical areas (Malik et al., 2020; Arslan et al., 2021). Thus, training in AI usage might impact

employees' willingness to embrace the changes with AI adoption (Barro & Davenport, 2019). Fusion skills and AI literacy for employees and HR practitioners are necessary to build the ability to successfully govern human-AI interactions (Daughtery & Wilson, 2018; Budhwar et al., 2022).

Chowdhury et al. (2023) pointed out that to successfully adopt AI within the organization, it is essential to develop non-technical resources such as human skills, leadership, team coordination, organizational culture, and an innovation mindset. Malik et al. (2022) emphasize the need for HR practitioners to become digitally savvy and practice the skills in data science to engage in coaching managers and employees to manage the AI implementation successfully. Additionally, critical skills and training among HR managers regarding modern technology-enabled tools could help the effective integration of AI within the organization (Malik et al., 2020; Arslan et al., 2021; Chowdhury et al., 2023).

3. The Current Study

This study delves into the perspective of HR managers in Iceland regarding the intricacies of AI integration in HR processes. While previous studies have highlighted the pivotal role of trust in AI, there remains a noticeable gap in the literature surrounding the nuanced perceptions of trust among HR managers, especially in the context of specific HR tasks (Gilliath et al., 2021; Bankins, 2022).

Trust, as conceptualized by Mayer et al. (1995), is multi-layered and intricate. Therefore, this study seeks to unravel how Icelandic HR managers view and weigh trust when contemplating the implementation of AI technologies across various HR processes. Recognizing which tasks are considered suitable for AI intervention can shed light on the perceived strengths and limitations of AI tools from the perspective of HR managers. Additionally, understanding the nuances of trust in AI is vital to understanding and recognizing the readiness of Icelandic HR managers to integrate AI-powered tools into their decision-making processes.

While many organizations in Iceland have already implemented AI technologies to automate various processes (Government of Iceland, 2021), Iceland remains unexplored in research regarding AI's utilization and potential within the HR domain. Given Iceland's unique socio-economic landscape and small population size, general international findings might not align seamlessly with the Icelandic context. Therefore, this study intends to bridge

this knowledge gap by delving into the potential and prospects of AI tools within Iceland's HR sector.

Moreover, amid the growing discourse highlighting AI's potential to reshape employment dynamics, there is a noticeable gap in understanding the perspectives of HR managers on this matter remains relatively unexplored, particularly in the Icelandic context (Barro & Davenport, 2019; Deloitte, 2022a). With their hands-on involvement in the entire employment lifecycle, HR managers are well-placed to offer valuable insights. Their perspectives are pivotal for organizations attempting to harmonize technological evolution with human-centric concerns. Thus, Iceland, with its unique socio-economic landscape, is especially susceptible to economic variances (Government of Iceland, 2023). Therefore, the present study aims to illuminate the perceptions of Icelandic HR managers regarding the implications of AI on employment. This research is structured around the following research questions:

RQ1: *To what extent do HR managers trust AI when making decisions that affect the HR Sector?*

RQ2: *What potentials do AI tools have in HR solutions in Iceland?*

RQ3*: What are the potential effects of AI on employment?*

4. Methodology

4.1 Research Design

This qualitative study aimed to get insight into HR managers' perspectives on the usage of AI tools in the workplace. As interviews are a great way to provide researchers with the greatest possible insight into certain topics, this study conducted semi-structured interviews. Semi-structured interviews are in-depth interviews that allow the researcher to gain a more detailed understanding of the topic. Interviewees get to express their thoughts and feelings about a topic more openly than in structured interviews, which are more rigid, providing the researcher with a great insight into the researched matter (Esterberg, 2002).

4.2 Participants and Sample Selection

Interviews were conducted with a total of 10 participants. Among them, seven were female, and three were males. The participants' ages ranged from the late thirties to the early sixties. All participants were experienced professionals in the field of human resources, with their work experiences in the HR sector varying between 2.5 and 35 years, averaging 16 years of experience. Their work titles ranged from people culture partner to CFO with HR. Seven participants were employed in the tech industry, and three were associated with large organizations with a significant tech division and a strong dependency on technology. Table 1 shows the background information about each participant. Any additional details about the participants' backgrounds will be kept confidential to protect their identity.

In qualitative research, the sampling procedure depends on the aim of the research (Esterberg, 2002). Given the nature of the research questions, the preference was to get HR managers who were likely to provide insightful information and knowledge about AI. Therefore, the widely used method of purposeful sampling was chosen. In purposeful sampling, the researcher selects a "representative" sample that will likely provide the most in-depth information and insight into the studied matter (Vehovar et al., 2016; Shaheen & Pradhan, 2019). Although participants were not required to have specialized AI knowledge, the focus was on HR managers who worked in firms that were likely to be utilizing AI solutions within the workplace, such as tech firms or in larger firms with high reliance on technology that included large tech departments.

Table 1

Background Information of Participants

Identity	Gender	Age Range	Years of HR Experience	Interview Setting
Participant A	Male	40-49	14 years	Office
Participant B	Male	40-49	12 years	Teams
Participant C	Female	50-59	20 years	Teams
Participant D	Female	30-39	12 years	Café
Participant E	Female	40-49	2.5 years	Café
Participant F	Female	50-59	20 years	Teams
Participant G	Female	40-49	14 years	Teams
Participant H	Female	40-49	17 years	Teams
Participant I	Male	40-49	13 years	Office
Participant J	Female	60-69	35 years	Teams

Note. The table shows background information about the participants of the current study. To ensure anonymity and confidentiality, participants were represented with alphabetical characters, and their ages were presented in age ranges.

4.3 Procedures

A total of 18 HR managers were invited to participate in the study via email, out of which 10 agreed to participate. All participants received an information letter through their emails informing them about the purpose and nature of the study, the data processing, and the estimated time-length of the interview. Before the interviews, participants were assured of confidentiality and informed that they could stop the interview at any time. All participants gave their consent to an audio recording. The interviews were recorded using a phone, one of the most common methods of capturing data from an interview, as stated by Rubin & Rubin (2005). The average time length of the interviews was 21 minutes.

Six interviews were conducted through the video conferencing communication platform Microsoft Teams, while four were conducted in person. Although in-person interviews are considered the most optimal method for gathering interview data, video conferencing platforms can be a viable alternative for researchers to conduct interviews (Gray et al., 2020). All interviews were conducted in a quiet setting. The in-person interviews were

conducted in the participants' office or a quiet café (see Table 1). The first interview was conducted on June 17th, and the last on July 4th. In qualitative methods, data collection is continued until the researcher has reached saturation or until no new meaningful information is obtained (Miles & Huberman, 1994). For this study, saturation was reached when the 10th interview was conducted, as the participants had provided diverse perspectives on the studied matter, and it was clear that further interviewing would not add new meaningful data to the researched matter.

4.4 Measures

4.4.1 Interview Design

As in-depth interviews aim to understand the participant's reality better, they can provide insight into the thoughts and feelings of those studied. Therefore, the questions asked in the interview must be phrased in a way that opens up discussions rather than closing the discussion. The most effective way to open up discussions and allow the participant to speak more freely about the topic is to ask as many open-ended questions as possible (Creswell & Poth, 2016). Typically, an interview guide is prepared for these kinds of interviews to assist the interviewer in narrowing the focus of the conversation. Questions included in the interview guide can, for example, be about personal background, factual knowledge, experiences and behaviors, opinions and values, sensory experiences, and feelings (Esterberg, 2002).

For this study, an interview guide was prepared, which included questions about the participants' background and a list of open-ended questions related to the research questions, which the participants had the freedom to answer in their own way. The interview guide included three sections. The first section included questions about the participants' background, such as their age, gender, position within a company, and experience working in HR. The second section included questions about AI knowledge and work experiences with AI. The third section contained various questions about their perspectives on using AI tools within the workplace (see Appendix A).

4.4.2 Trust Measurements

The interview questions were carefully formed to measure participants' trust towards AI, with Mayer et al.'s (1995) foundational trust model in mind, encompassing ability, benevolence, and integrity. Although this model initially focused on interactions between humans, it can be applied to environments involving humans and non-humans, making it appropriate for studying human trust in AI decision tools (Schoorman et al., 2007; Glikson & Woolley, 2020). Additionally, this model is particularly effective in examining the interplay between trust and perceived situational risks, which is crucial when considering collaboration AI systems (Glikson & Woolley, 2020; Stuck et al., 2021).

For a more precise understanding, the key dimensions of Mayer et al.'s (1995) trust model were redefined in terms of AI. *Ability* can be seen as the users' perception of AI's capability to perform a given task. *Benevolence* can refer to how users trust an AI system if they believe it is programmed in the act of their best interests. *Integrity* can be seen as believing that AI will operate in a set of principles and values that the user finds acceptable. Mayer et al. (1995) state that a deficit in one of those dimensions can negatively affect overall trust, even if the other dimensions are perceived positively.

4.5 Thematic Analysis Approach

Qualitative data can be much more complex to analyze than quantitative data as they contain a greater range of complexity and diversity (Kiger & Varpio, 2020). For the current study, one of the most common methods for analyzing qualitative data, thematic analysis, was applied to analyze the data collected from the interviews (Kuckartz, 2019; Kiger & Varpio, 2020). The most common six-step frameworks from Braun and Clarke (2006) were followed for thematic analysis.

4.5.1 The Six-Step Framework

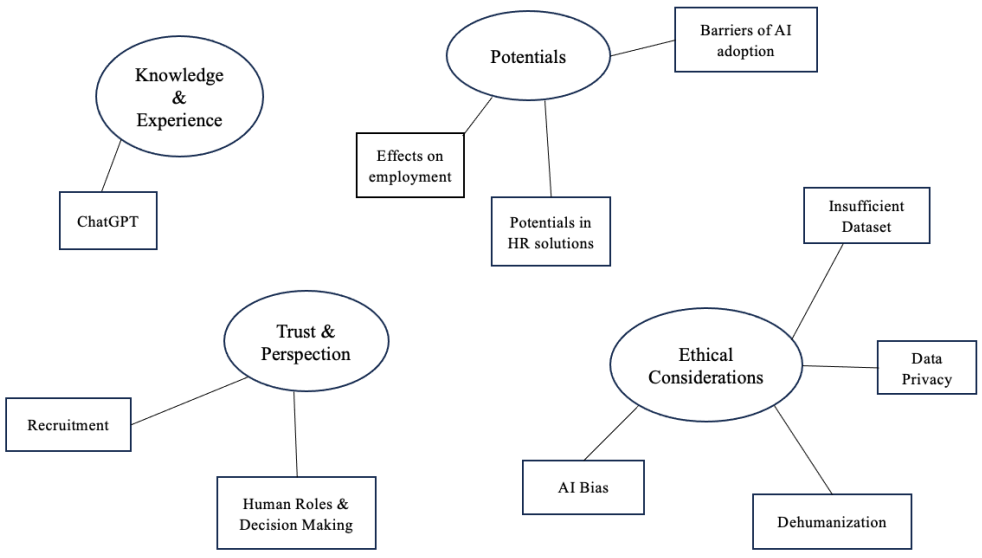
The first step of the thematic analysis is familiarization with the data set, which involves actively reading through the transcripts thoroughly and repeatedly. For this study, the audio recordings were transcribed to a document and reviewed multiple times for familiarization. Nuances and emotions are captured during this phase to identify potential codes.

The second step is to *generate and identify initial codes*, which involves generating the initial codes into well-defined, non-overlapping codes that fit within a larger coding template. Once the codes are identified, they are used throughout the whole data set to assist with identifying potential patterns that may provide guidance when developing themes. For this research, coding was done manually.

In the third step, when the entire data set is coded, the *codes are examined to identify potential themes* of broader significance. An inductive analysis was applied to this study, meaning that the themes were identified from the coded data. In inductive analysis, the themes should reflect the whole data set due to their close connection to the original data through the codes. During this phase, thematic maps can be helpful in creating and visualizing themes and the cross-connection between the themes, subthemes, and codes. The most important themes will be strongly connected to the key aspects of the research question. The thematic map should show the connections between the themes and represent the key aspects of the research questions. The thematic map for this study can be seen in Figure 3. The figure shows the four main themes, along with the subthemes within each theme.

Figure 3

Thematic Map of the Current Study



Note. This figure shows the themes and subthemes that emerged in the thematic analysis.

In the fourth step, *the coded data are reviewed and ensured to fit appropriately within each theme* based on their relation to the whole dataset. The researcher makes sure that all themes are distinguished with sufficient supporting data. Each theme needs to have coherent data and distinguish it from one another. Additionally, the researchers ensure that each theme significantly fits the data set and that the thematic map accurately represents the whole data set. To ensure the themes significantly fit the data set of this study, data within and between themes were constantly compared. Additionally, the original transcriptions were revisited to see if the themes represented its dataset.

The fifth step is *the definition and naming of the themes*. Themes should be named and defined to reflect the important aspects of the data set they cover. All themes should be connected yet contribute unique insights into the research matter. The themes and subthemes that emerged in this study can be seen in Figure 1. The sixth step is the last step of the analysis and involves *the production of the report,* including writing down the main results of the analysis and answering the research questions (Braun & Clarke, 2006; Kuckartz, 2019; Kiger & Varpio., 2020).

5. Findings

This study explored the perceptions of Icelandic HR managers on AI's role in HR processes, its potential in Iceland's HR sector, and the potential consequences for employment. Through an inductive approach, four themes emerged from the thematic analysis: "knowledge and experience", "trust and perceptions", "ethical considerations" and "potentials".

5.1 Theme 1: Knowledge and Experience

The first theme that emerged was knowledge and experience. This theme encompasses the depth and breadth of participants' understanding of AI technology, including the participant's acquired knowledge and hands-on experience of AI. One subtheme, "ChatGPT"**,** emerged within this theme.

Most participants had a basic understanding of AI's function, and most understood that it was a computer-related system that uses data to predict outcomes. However, almost all of them struggled to find a technical explanation to describe it. The most common words used when describing AI were: "model", "algorithm", "automation", "computer learning", "data

utilization", and "neural network". A few mentioned that the name "artificial intelligence" did not reflect AI's real function. One suggested that the name "augmented intelligence" would be more relevant and should be used instead.

Most participants had experience working in organizations that utilized or created some AI solutions. However, most of them claimed they had minimal experience utilizing AI or such tools within the HR department. Two participants had worked for organizations that utilized chatbots for customer service, and both of them described that it had positive outcomes, allowing the employees to manage their time more efficiently, avoid repetitive tasks, and focus on providing good service. A few had experience using the LinkedIn Recruiters platform or hiring firms that utilize AI tools as assistance. Additionally, one participant had experience in using tools such as Copy AI for text suggestions and Starcycle AI for finding suitable recruits.

5.1.1 Subtheme: ChatGPT

Interestingly, while most participants claimed they had little or no experience in using AI tools to assist with work-related tasks when specifically asked about their experiences with ChatGPT, all had experience using it. Moreover, almost all of them implied they actively use ChatGPT as an assisting tool for various work-related tasks. The tasks ChatGPT had assisted with ranged from writing an organization's health policy to planning an office party.

Most participants had used the platform to get assistance with textual composition. ChatGPT has been used to compose, write, form, and edit various texts, policies, announcements, and articles. Two participants expressed how they use ChatGPT to become faster and better at communicating at work, describing that it lessens the cognitive strain of translating and composing professional texts. In contrast, their workplaces use the English language for internal communication. Participant F claimed to use ChatGPT to assist them in getting started with texts and overcoming "writer's block". A few used the platform for assistance with recruitment-related tasks, such as creating job descriptions or suggesting a set-up for appropriate interview tasks.

5.2 Theme 2: Trust and Perceptions

This theme encompasses participants' trust and perceptions towards utilizing AI tools in HR-related tasks. It includes the participants' perspectives and trust in AI's skills to make decisions and take on tasks that humans usually do. Two subthemes emerged**:** recruitment and human roles and decision-making**.**

5.2.1 Subtheme 1: Recruitment

The recruitment subtheme included participants' perceptions and trust regarding using AI tools to assist with tasks related to the recruitment process.

Most participants acknowledged AI's potential advantages in the recruitment process, such as automating repetitive tasks and increasing time efficiency, especially for organizations that receive many applicants for each job position. However, the participants' trust and willingness to integrate AI into recruitment processes varies widely. A few participants expressed genuine excitement and trust in using AI tools for recruitment, emphasizing its potential to provide a more objective assessment and reduce human bias. A few others were more cautious and skeptical using these tools and emphasized the importance of being cautious and skeptical and double-checking the results from AI tools. Participant A, who had used the LinkedIn Recruiters platform, explained that they document what they search for before using the tool to prevent making biased decisions.

A few others expressed genuine concerns about potential risks such as AI biases, the lack of the human aspect, and potential problems with the database. Some suggested that AI tools should be used in addition to other recruitment methods. Three participants explained how they would trust AI tools to reduce the sample of applicants, but they would never trust AI to hire or find the best applicant. Participant E expressed significant concerns and was entirely against the idea of entrusting AI with decisions in the recruitment process.

Six out of ten participants mentioned that although using AI tools in recruitment may be helpful for large firms in other countries, there are no prerequisites for that in Iceland as Icelandic firms receive fewer applicants for each advertised position. Participant J had experience using such tools to find top talent and described it as a "great tool, which required a lot of work, time, and manpower". They explained that despite its groundbreaking potential,

the organization did not get a return on investment, whereas when it came to training the algorithm, a systematic process of giving feedback to over 300 CVs was required, which they did not have the time and workforce for.

5.2.2 Subtheme 2: Human Roles & Decision Making

The subtheme, human roles and decision making, encompasses the participants' perspectives and trust towards AI taking on HR tasks that humans usually do and making decisions that affect the HR sector.

When participants were asked about thoughts of AI taking on human roles at work, two main perspectives emerged. One perspective was supportive of AI taking on human roles at work to automate and eliminate time-consuming tasks that humans usually work with. They advocated that AI can be more effective than humans and improve work efficiency and productivity. Additionally, humans would have more time for tasks requiring creativity and creating value. Participant C expressed that AI taking on human tasks was inevitable in AI's evolution. As long as ethical considerations are addressed, there is no reason to worry about that. The other perspective was more cautious and expressed worries about the potential ethical implications that might follow if AI took on interpersonal roles. They argued that great caution should be taken before granting AI such a complex and advanced role, which requires making decisions and judgments that can significantly affect people's lives. A few participants mentioned that they would trust AI to take on certain automated tasks, such as calculating wages and accounting.

Participant A claimed AI will never be able to take on tasks that require human reasoning, indicating that there will always be a need for the human aspect to ensure meaningful interpretations and applications of data. They pointed out that AI is not just a passive collaborator but a complicit one, making decisions based on data that individuals have accumulated from their own experiences. Even minor differences could become statistically significant with the vast amount of data available. Relying solely on data might lead to decisions that lack practical value.

Overall, when it comes to AI decision-making, most participants expressed cautiousness, describing how they would rather AI act as an assistant or a tool while humans make the final decisions. While some felt that it depended on the complexity of the decision,

claiming that AI could potentially make better decisions than humans in certain situations, such as when the electricity goes out, the majority expressed cautiousness, stating that humans should always monitor and review decisions to ensure security.

5.3 Theme 3: Ethical Considerations

This theme expresses participants' ethical concerns in adopting AI tools in the HR sector. The subthemes that emerged within this theme were "AI Bias", "Dehumanization", "Data Privacy", and "Insufficient datasets".

Overall, the central perspective from the interviews expressed caution and skepticism yet excitement. The ethical considerations the participants had regarded privacy, human rights, and copyright ownership. They expressed fears about the potential loss of the human element, creating a mechanized staff, inappropriate data utilization, potential AI bias, privacy considerations, and human rights.

> When do you own intellectual property, and when do you not? As an artist working for a company, you do not own the copyright in anything you do. You have the right to send it according to the copyright law, but if you start using such a tool, they own the copyright. I can't use this if I ensure the copyright of everything I do (Participant J).

5.3.1 Subtheme 1: AI Bias

Four participants expressed concerns about the potential bias AI might have. They acknowledged how it is programmed and trained by humans who are likely to inject their biases into the system. They worry about AI's potential to carry out discrimination and inequity in job recruitment and other areas that contain important decision-making processes. They all agreed that AI is currently very biased, especially regarding genders, which, if not addressed, potentially leads to socially unsustainable decisions based on gender, race, or other prejudice.

Participant D highlighted the importance of cautiousness when training AI due to the inherent biases of humans who train them. They stressed that biases in AI could amplify over time if the AI continually learns from skewed data, pointing to gender inequality and racial discrimination as significant concerns. The participant cited an incident with Google Photos

as an example of such biases manifesting in AI, which they described as "blatantly racist". They emphasized the urgency to address these biases in the recruitment context, fearing that AI would perpetuate and exaggerate them further without proactive efforts to counteract these prejudices.

5.3.2 Subtheme 2: Dehumanization

One of the main concerns was the potential for AI to take on or replace human roles. Many participants worry about the potential loss of humanity and personalization in the workplace if AI tools take on specific processes.

Participant E expressed several concerns about the dehumanization of company communications when AI tools are used to write announcements. They fear that continuous reliance on AI tools could lead to content that, despite being technically great, lacks the unique touch and individuality a human might bring. This might result in homogenization, where different organizations begin to sound alike, lacking distinct characteristics and cultures. They fear that employees who utilize these tools for communication will become disconnected from their colleagues and the broader workplace atmosphere, leading to the company's true spirit being diluted. They emphasize the value of human imperfections, such as spelling mistakes or offbeat jokes, adding to the organization's character.

5.3.3 Subtheme 3: Data privacy

Several participants expressed concerns about how the data was managed and about data privacy and protection. Participant A expressed concerns about monitoring employees and collecting their data, fearing it would lead to dehumanization. Participant D also highlighted the importance of protecting personal data. Participant E claimed that AI tools have not necessarily filtered out personal matters and expressed concerns about personal data being leaked by the algorithm. Participant H highlighted the importance of protecting personal data.

5.3.4 Subtheme 4: Insufficient Datasets

Several participants highlighted concerns about the quality and sufficiency of the datasets used in AI. Some participants raised doubts about the validity of data used in AI systems. They emphasized the risks associated with relying on incorrect or misleading data.

Additionally, concerns were raised about programming efficiency to ensure that AI tools read and interpret data correctly. Participant F pointed out the need for continuous updates of the datasets and how AI tools need to be fed with recent and relevant data to remain effective.

A few raised worries about how AI systems process and work with the data, questioning the validity of AI outputs based on the datasets. Participant J expressed concerns about potential system failures. They explained that if the data is insufficient, it could cause the algorithm to take control.

5.4 Theme 4: Potentials

The theme, "potentials", accounts for both the potential effects AI will have on employment, the future of work, and its potential in HR solutions in Iceland. The subthemes that emerged within these themes were "effects on employment", "potentials in HR solutions", and "barriers in AI adoption".

5.4.1 Subtheme 1: Effects on Employment

Most participants agreed that some job positions will be automated, but they don't think it will drastically affect unemployment. Most think manual and administrative jobs will be taken over by AI, resulting in fewer hours spent on those tasks. However, new jobs would be created to cater to the new demands posed by AI. They think jobs require more challenging, nuanced, and creative tasks requiring interpersonal communication skills that go beyond manual labor. Participant D claimed that technology advancements will change jobs a lot, and those who don't train their skill sets will be left behind if AI takes over their jobs.

A few participants thought AI would reduce the number of employees, causing fewer people to work. However, most emphasized that this would not happen suddenly but gradually as more jobs would be created to accommodate the increasing use of AI. A few participants also mentioned that some personal connections within the workplace will be lost as AI takes over the roles. Two participants also thought that as AI would do more of the repetitive tasks, it would lead to people having more time to focus on more creative and complex tasks, which would lead to those with mobility impairments receiving more opportunities and companies focusing on building connections and co-working instead.

5.4.2 Subtheme 2: Potentials of AI in HR solutions in Iceland

All participants noted that implementing AI tools into the workplace would have advantages that could be used to increase workplace efficiency. Most pointed to its potential to increase speed by assisting with decision-making and simplifying work. Regarding assistance of decision making, the main benefits expressed were its ability to acquire and provide information in real-time, objectively analyze large data sets and therefore eliminate potential human error, and shorten the time of specific processes such as recruitments and onboarding. A few participants also mentioned AI's potential to take on repetitive tasks and administrative work that requires little creativity and a lot of time and manual labor, such as onboarding, scripting, and coding, leaving employees with more time to focus on being a strategic partner as for working on tasks that create value to the company.

> This loosens up a lot of time that can be used in more complex processing and leaves more bandwidth to do what people are good at. Taking away from us repetitive tasks and admin tasks that don't create any value, I think in the end, we will be better at creating and creating space for creativity. (Participant D)

Others mentioned that AI could be useful for discovering what drives the company, detecting trends or patterns in employee sentiments and workplace analysis, and providing HR managers with access to HR solutions.

> There is all kinds of knowledge about human resources, and no one is encountering something for the first time. There is someone who has encountered a similar situation before, and to be able to access it would facilitate access to available information. It's kind of like Google on steroids. (Participant D)

One participant also pointed out the potential for AI tools to be used to summarize information about what is happening in the outside world in the HR category and send it out to the managers through educational packages or short videos. Participant A believes that if used properly, implementing AI tools in the workplace could provide an opportunity to reduce the number of daily working hours.

> I believe that if we get really smart and use our technology right, we can shorten our workday even more, down to 6 hours, 4 hours, I don't know, and get closer to being

> more human because you're creating value, automating, improving quality, and even with lower cost in production. Why not just use them and, at the same time, improve people's quality of life? (Participant A)

However, the majority of participants suggested that AI's potential in the recruitment process was limited due to Icelandic firms due to the small number of applications for each advertised job position.

5.4.3 Subtheme 3: Barriers of AI Adoption

Several participants raised concerns about the challenges of incorporating AI tools into the workplace. Some highlighted the lack of clear strategies for AI adoption. They questioned how AI tools are effectively integrated into the organization and where the responsibility for AI should reside.

Additionally, many emphasized the importance of training employees and employers in AI tools, indicating how proper education plays a role in effective AI utility. Participant A pointed out that AI adoption and data collection require much work, and each organization wants to work with its own data. Participant H had concerns about the task of selecting the right AI solution. Given how AI tools represent a significant investment, finding a reliable vendor is crucial. They mentioned having heard of instances where companies oversell the capabilities of their AI products.

6. Discussions

6.1 Perceived Trust in AI

RQ1: *To what extent do HR managers trust AI when making decisions that affect the HR Sector?*

Participants hold a complex and multifaceted perspective toward AI decision-making within their domain. The findings suggest that their trust in AI is not monolithic but varies depending on the task. Participants trust AI for tasks where AI's power to compute is undeniable, such as calculating wages and processing large amounts of data. However, a notable skepticism arises when it comes to trusting AI with nuanced decisions that often require human judgment, intuition, or an understanding of cultural or social settings. As

described by the participants, the recruitment process offers a spectrum of perspectives on AI's involvement.

The acknowledgment of AI's potential to automate repetitive tasks and increase time efficiency indicates trust in AI's capabilities for specific functions. However, this trust appears to be task-specific. While AI is trusted to filter through a large number of applicants, the final decision to hire an individual still largely rests on human judgment. This aligns with the literature, which suggests that trust is often conditional and influenced by the complexity and sensitivity of the task. Furthermore, the concerns related to AI biases and potential risks showcase a skepticism that underscores the need for transparent and ethically designed AI tools in recruitment. The hesitation among some participants to fully entrust AI with recruitment also resonates with the broader discourse on AI's readiness to handle intricate human processes.

The perspectives on AI taking over human roles and decision-making in HR further explain the nuances in trust. While some participants emphasized AI's efficiency and viewed AI's involvement as an inevitable progression, others expressed reservations about the ethical implications of such a transition. There seems to be a shared point of view that while AI can be a beneficial tool, the "human touch" remains irreplaceable, especially in tasks that require empathy, cultural understanding, and nuanced judgment. Such findings mirror the literature's stance that while AI can enhance the HR sector's functionality, its adoption should be complemented by human roles, not a replacement.

Participants' ethical concerns, ranging from biases to data privacy, highlight the prerequisites for trust in AI. Concerns about AI's potential biases, particularly regarding gender and race, underscore the importance of designing AI systems that are both transparent and accountable. The concerns that revolve around dehumanization and the potential loss of human touch in organizational processes align with the literature's claim that the integration of AI should not compromise the human essence intrinsic to HR functions. Additionally, the data privacy issues further emphasize the need for robust ethical standards and regulations when employing AI tools. Participants' concerns over insufficient datasets indicate a deeper issue of trust rooted in the validity and reliability of AI-generated outputs. Trust, in this context, requires accurate AI processes and a comprehensive and up-to-date dataset upon which to base decisions.

Overall, the extent of trust HR managers place in AI is contingent, multifaceted, and varies across different HR tasks. While there is recognition of AI's ability to revolutionize certain processes, there exists a clear desire for a symbiotic relationship where AI tools work alongside humans, leveraging the strengths of both. The reservations highlighted by the participants, particularly those related to ethics and AI's readiness, underline the need for a deliberate and thoughtful integration of AI in the HR sector, resonating strongly with the literature's emphasis on AI's ethical and humane adoption.

These findings strongly resonate with Mayer et al.'s (1995) three dimensions of trust. The varied trust in AI's *ability* aligns with the task-specific nature of trust. The contradiction in perceptions towards AI *benevolence*, which revolves around the potential elimination of human bias and the potential perpetration of AI bias, also supports the model's proposition. Additionally, concerns regarding AI's *integrity* underscore the importance of trustworthiness in establishing trust. This underscores Mayer et al.'s argument that a deficit in one dimension can affect overall trust. Moreover, these findings resonate with Glikson and Woolley's (2020) insights regarding the role of ethical concerns and the nature of tasks in trust formation. The participants appear to exhibit greater trust in AI for tasks related to computations or sifting through extensive data sets, as opposed to tasks that necessitate social acumen and human judgment.

6.2 Potentials for AI tools in HR solutions in Iceland

RQ2: *What potentials do AI tools have in HR solutions in Iceland?*

AI's implications in the realm of HR are profound. The findings from the interviews elucidate the vast potential of AI to reshape and enhance the HR solutions landscape in Iceland. The following opportunities and challenges were presented:

1. **Strategic HRM Potential**: When mundane and repetitive tasks are automated through AI, HR managers can focus on the strategic aspects of their roles, such as fostering a conducive work environment for creativity and quick decision-making. This would allow the HR managers to become critical partners and adapt more to the strategic role of enhancing the organization's competitive edge.
2. **Knowledge sharing and Learning Potential**: AI could streamline knowledge sharing and collaborative learning. Given the amount of HR knowledge, AI can be an

easily accessible storage for collective knowledge in HR. Additionally, AI could assist in curating content for training, such as short video updates on current HR topics, making the learning process more dynamic and engaging.

3. **Inclusivity Potential:** AI has the potential to greatly benefit those with disabilities, including visual and auditory impairments, marking a significant step toward a more inclusive workplace. AI can enhance efficiency, particularly in areas with much manual labor or data processing. With AI handling repetitive tasks, it has the potential to redesign jobs to cater better to individuals with mobility issues or other challenges, leading to more inclusive workplaces. AI integration has the potential for increased diversity and creativity in the workplace.
4. **Employment Engagement Potential:** AI could identify employees who might be disengaged or not interacting with training platforms. AI could also provide HR with predictive analysis, such as if there is a noticeable increase in sickness within a department. AI could help analyze potential reasons, whether management styles, overall employee well-being, or other factors. With vast data, AI could also identify trends and assist HR managers with informed decision-making.
5. **Recruitment Potential**: AI can streamline recruitment, reducing the human intervention required. AI could take on specific operational tasks that require much manual work within the recruitment process. This is particularly relevant for tasks that could be more varied and creative, such as record-keeping and maintenance.

While the potential is manifold, the challenges, especially ethical concerns, are crucial to address. Issues of AI biases, dehumanization, data misuse, and reliance on inadequate datasets highlighted by participants demonstrate the importance of addressing them. These concerns underscore the importance of ethical AI development and deployment. AI tools, while powerful, should be designed with a human-centric approach, ensuring that they augment human capabilities. By ensuring that AI solutions are unbiased, human-centric, protective of personal data, and reliant on quality datasets, AI can be effectively integrated, and its potential can be explored. Additionally, findings highlight the importance of providing employees and employers with appropriate training and education on AI tools to reach their fullest potential.

Additionally, considering the Icelandic context, where Icelandic organizations usually receive fewer applications for each job position, the traditional recruitment models may not

be as effective as in other countries. Findings suggest that Iceland's unique HR landscapes may call for more tailored AI solutions for the recruitment process.

In conclusion, while AI offers significant potential to redefine HR solutions in Iceland, its successful implementation hinges on addressing unique local challenges and ethical considerations. Tailored solutions, strategic focus, and adequate training are essential to harness AI's full capability and ensure that Iceland's HR practices are practical and responsible.

6.3 Potential Effects on Employment

RQ3*: What are the potential effects of AI on employment?*

The evolution of AI is believed to have transformative effects on employment in the future. These transformative effects center around job displacement and shifts in job roles caused by increased automation. However, they do not believe this to cause any drastic effects on employment but rather happen gradually as new job roles and opportunities emerge.

However, they are not expected to cause drastic effects on employment but rather happen gradually as new job roles and opportunities emerge. Some roles were considered more vulnerable and at more risk of automation than others. The roles considered as most vulnerable include manual and administrative roles, which often include time-consuming and repetitive tasks. Additionally, with increased advancements in AI technology, white-collar tasks such as data analysis, customer support, and even some decision-making roles could also be vulnerable to automation. This does not necessarily lead to job losses but a shift in work positions. The essence of many job roles, particularly those built around human interactions, are considered irreplaceable by machines. Although AI might take over the front-end responsibilities like data retrieval, other roles that necessitate discussions, human interactions, and other human touches will likely continue within the human domain.

Additionally, in many scenarios, organizations might not diminish their workforce but instead change their roles toward different tasks, which could be more value-driven. Emphasizing the enhancement and streamlining processes rather than paring down cost organizations will help organizations harness AI's full potential. As recognized by one

participant, if an organization is seeking to cut down employment costs by integrating AI, it will miss the real benefits of its adoption. It is essential to retain experienced employees as they offer valuable insight into the transitions and could play pivotal roles in successful AI adoption.

The findings suggest that most participants believe the emergence of new roles will accelerate increased AI adoption within organizations. Roles that demand human intuition, creativity, and personal skills will rise. Although AI could automate mundane tasks, human elements such as creativity, judgment, and decision-making remain unchallenged. The increased AI adoption will also create roles that revolve around AI system management, oversight, and ethical deliberation. As AI takes on repetitive and administrative tasks, employees might have more time and freedom to engage in meaningful work that brings more value to the organization, such as tasks requiring human creativity, critical thinking, and empathy. This could lead to more fulfilling job roles where employees are driven by purpose and passion rather than mundane tasks.

For a smooth transition, there is an underlined importance of continuous learning and upskilling. As noted by one participant, those who fail to adapt and evolve their skill will be left behind. The employment transitions highlight the importance of reskilling and creating new opportunities. This stresses the importance of proactive educational initiatives at organizational and individual levels to prepare the workforce for an AI-augmented future.

In conclusion, AI's effects on employment are multifaceted, with both challenges and opportunities on the horizon. While there is no denying the transformative power of AI, its successful integration into the employment ecosystem requires foresight, adaptability, and an emphasis on human values and continuous education.

The findings resonate with the literature that the transformative effects AI will likely have on employment are likely to cause both job displacement and the creation of new roles (Malik et al., 2020; Arslan et al., 2021). Wilson et al. (2017) further emphasized this by identifying emergent roles in the AI landscape: Trainers, Explainers, and Sustainers. The findings resonate with this, emphasizing roles centered on human interaction and value-driven tasks. Furthermore, the emphasis on reskilling and upskilling aligns with prior research which posits that AI may transform the workplace and introduce new job categories(Daughtery & Wilson, 2018; Malik et al., 2020; Arslan et al., 2021; Budhwar et al.,

2022). Additionally, the findings agree with the literature on the importance of continuous learning, reskilling, and restructuring roles following AI implementation.

6.4 Summary

The extent of trust HR managers place in AI is complex, multifaceted, and depends on various factors. Although there is excitement about AI's potential, there is also caution, demonstrating the importance of human oversight, ethics, and contextual understanding in HR decisions. This suggests that the complete adoption and trust will require a more integrated approach, where AI tools complement human judgment rather than replace it. AI tools need to be perceived not just as a tool of efficiency but a tool that aligns with the humane principles essential in HR practices.

While AI offers significant potential to redefine HR solutions in Iceland, its successful implementation hinges on addressing unique local challenges and ethical considerations. Tailored solutions, strategic focus, and adequate training are essential to harness AI's full capability and ensure Iceland's HR practices are practical and responsible. AI's effects on employment are multifaceted, with both challenges and opportunities on the horizon. While there is no denying the transformative power of AI, its successful integration into the employment ecosystem requires foresight, adaptability, and an emphasis on human values and continuous education.

7. Conclusions

The rise of Artificial Intelligence (AI) and its intersection with Human Resource (HR) functions heralds an era of transformative potential. However, with it come the challenges and nuances unique to every cultural, economic, and geographic context. This study, centered in the Icelandic landscape, has illuminated the multifaceted perspectives of HR managers on AI's implementation in HR processes, its potential, and its impacts on employment.

The findings resonate with existing research while also adding layers of specificity, especially regarding trust dynamics and the Icelandic context. As AI continues to shape HR processes, understanding these nuanced perspectives becomes paramount. It's evident that the future of HRM with AI is not just about leveraging technology but also understanding human-AI dynamics and ethically harnessing AI's capabilities.

7.1 Key Findings

The research delved into the implications of AI within the HR sector of Iceland by focusing on three primary dimensions:

1. **Perceived Trust in AI**: The HR managers hold a conditional trust towards AI, which is primarily task-specific. While they acknowledge AI's strengths in computational tasks like wage calculation and data processing, there is substantial skepticism when AI's involvement spans tasks requiring human intuition or cultural understanding, especially in recruitment. Ethical concerns, including biases and data privacy, also influence this trust, emphasizing the need for AI tools to be transparent, accountable, and ethically designed.
2. **Potentials for AI Tools in HR Solutions in Iceland**: AI promises to revolutionize HR in Iceland by:
    - Elevating strategic HRM by automating mundane tasks.
    - Streamlining knowledge sharing and facilitating dynamic learning.
    - Promoting inclusivity, especially for individuals with disabilities.
    - Enhancing employee engagement through predictive analytics.
    - Transforming the recruitment process.

    However, realizing this potential demands an ethical and human-centric approach to AI development and deployment tailored specifically to Iceland's unique HR challenges.
3. **Potential Effects on Employment**: The advent of AI is poised to transform employment, primarily by automating repetitive and specific white-collar tasks. This does not necessarily equate to job loss but rather a shift in job roles. The human essence of roles that revolve around creativity, judgment, and interaction is irreplaceable by AI. As AI takes on more tasks, new roles centered on AI management and ethical considerations will emerge. For employees, adaptability and continuous learning are pivotal in navigating this evolving landscape.

In essence, the implementation of AI in the Icelandic HR sector holds vast potential, marked by opportunities, challenges, and the overarching need for thoughtful, ethical integration.

7.2 Practical Value of The Study

This study explores the potential impact of AI applications in Iceland's HR sector. As the participants hold substantial HR expertise and significant exposure to the tech industry, they provide valuable insights into the challenges and opportunities of implementing AI in HR practices. Their feedback helps shape a clear path for developing AI tools that are not only technologically advanced but also ethically sound, trustworthy, and compatible with Icelandic HR practices.

Their views on the ethics and trustworthiness of AI highlight key areas for improvement and focus on future AI tool development. This knowledge is invaluable for businesses, as it can be used to create tailored training modules to integrate AI tools into HR processes efficiently. By understanding the concerns and perceived risks identified by HR managers, organizations can proactively develop strategies to address potential challenges associated with AI integration.

7.3 Limitations and Future Research

Though the research sheds essential insights, it comes with its limitations. The sample, which included only ten participants, limited the findings' generalizability to the broader Icelandic HR community. The method of purposive sampling could carry self-selection bias. There is a possibility that HR managers with stronger opinions or experiences concerning AI were more inclined to participate. There is also a lack of diversity among participants, where a significant portion hailed from the tech industry. This specific concentration means that the findings might not resonate with or be representative of HR managers across different sectors in Iceland. Additionally, this research captures the perceptions of the HR managers at a specific time, which could even be "critical times" due to AI's rapid advancements. The evolving nature of AI implies that participants' perceptions could change quickly, potentially rendering these insights "outdated" soon.

Considering these limitations, it is crucial to contextualize the findings as a component of an ongoing dialogue about AI in HR, especially in the Icelandic context. Future research should include quantitative methods, such as surveys, to attain more generalizable findings and facilitate statistical analysis of emerging trends. Furthermore, it would be interesting to conduct case studies among organizations that have successfully integrated (or failed to

integrate) AI into their HR functions. Such studies would offer rich context and learning opportunities. Additionally, as AI becomes a pivotal tool in HR, there is a need to understand the training requirements of HR managers. Research in this area can guide the development of relevant courses or training programs. Finally, it is essential to understand the sentiments of the workforce in Iceland. Literature indicates potential employees fear potential job losses due to AI's growing prominence. Given Iceland's unique demographic profile, comparing these perceptions with larger nations would be interesting.

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Appendix A: Interview Guide

1. Bakgrunnsupplýsingar
Aldur:
Kyn:
Staða í fyrirtæki:
Starfsreynsla:

2. Inngangsspurningar:
1. Hvernig myndir þú lýsa gervigreind?
    - Hvað veist þú um gervigreind?
    - Hvað fellur undir gervigreind?
2. Hver er þín reynsla af gervigreind á vinnustaðnum þínum?
    - Hver er þín reynsla af því að nýta gervigreind varðandi ráðningar? +

3. Viðhorf:
1. Hver er þín skoðun á aukinni notkun gervigreindar á vinnustaðnum?
    - Hver er þín skoðun á aukinni notkun gervigreindar í ráðningarferlinu
        - En við að finna hæfustu einstaklingana?
2. Hvað heldur þú að myndi breytast á vinnustaðnum þínum með (aukinni) innleiðingu gervigreindar?
    - Hvernig heldur þú að gervigreind gæti breytt vinnustaðnum þínum?
    - Hvernig gervigreindarlausnir myndir þú nýta þér?
3. Hvernig heldur þú að aukin notkun gervigreindar á vinnustaðnum myndi hafa áhrif á starfsmannamálin?
    - Starfsmannaveltu? Vinnustaðarmenningu? Samskipti?
4. Hver heldur þú að siðferðisleg álitamál með innleiðingu AI á vinnustaðnum gætu verið?
5. Hver er þín skoðun á því að gervigreind taki í auknum mæli við mannlegum hlutverkum?
6. Hvað þætti þér um það ef gervigreind myndi sjá um ákvarðanatöku í mannauðsferlum?
    - Hvernig er traust þitt gagnvart gervigreind?
7. Hverja telur þú helstu kosti þess að innleiða gervigreind á vinnustaðnum þínum?
8. Hverja telur þú helstu galla þess að innleiða gervigreind á vinnustaðnum þínum?
10. er eitthvað annað sem þig langar að bæta við að lokum?