



ORIGINAL RESEARCH ARTICLE

Application of Meta-Synthesis Technique in Human Resource Educational Management Based on Artificial Intelligence

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ABSTRACT

The present study sought to identify human resource educational management based on artificial intelligence. The researcher analyzed the results and findings of previous researchers using a systematic review and meta-synthesis approach and identified effective factors by performing the 7 steps of the Sandelowski and Barroso method. Of 277 articles, 25 were selected based on the CASP method. The validity of the analysis was also confirmed with a kappa coefficient of 0.760. In this context, the kappa method was used to measure reliability and quality control, and its value was identified at the excellent agreement level for the identified indicators. The analysing of the data collected in the ATLAS TI software resulted in the identification of 48 initial codes in 9 categories. Based on the meta-synthesis technique, 9 categories were also categorized as employee recruitment and selection, training and development, performance management, employee retention and satisfaction, talent management, strategic decision-making, employee experience, change management, and ethical and privacy issues. According to the results, AI-based HRM not only increases the efficiency and productivity of organizations but also creates new opportunities for skill development and workforce advancement by improving strategic decision-making in the field of HR. The use of AI technologies can make traditional HR processes such as recruitment, performance evaluation, and professional development smarter and more accurate, and allow organizations to respond more quickly to environmental changes. However, the successful implementation of this transformation requires culture building, employee training, and coordination between AI and human factors to fully benefit from this technology. ©authors

1. Introduction

The future of artificial intelligence (AI) in global business and economy is incredible (Aboramadan et al., 2024). With the increasing advancements in technology and information, artificial intelligence (AI) has become one of the key elements in the business world (Tharkude, 2023). This transformation has had profound effects on all aspects of organizations, especially in human resource management. Human resource management, as one of the main pillars of organizations, is responsible for attracting, developing, and retaining talent (Rudra Kumar et al., 2022). However, several challenges in this area require new approaches. In this regard, using artificial intelligence can be considered an effective solution in human resource training management (Koshki Jahromi, 2021).

One of the main challenges in human resource management is the process of attracting and selecting employees (Raisch et al., 2021). Due to the increasing competition in the labor market and the increasing diversity in skills and qualifications required for different jobs, identifying the best candidates from a large number of applicants has become a complex task (Kozhemiakina et al., 2024). Artificial intelligence can help improve the recruitment and selection process by using advanced algorithms and machine learning (Scholz, 2017). For example, analyzing data related to applicants and predicting their performance can lead to a more optimal selection of candidates. Another challenge in human resource management is the retention and development of human resources (Berhil et al., 2020). Employee dissatisfaction and low levels of motivation can lead to job abandonment and reduced productivity. Artificial intelligence can help identify problems and needs by analyzing data related to employee behavior and emotions (Galán Hernández et al., 2024). AI-based tools can also play an effective role in training and skills development programs so that they can respond to the learning needs of each individual in a personalized way (Taddy, 2019).

In addition, the use of AI in human resource management can help improve strategic decision-making (Zhai et al, 2024). Big data and advanced analytics allow human resource managers to identify behavioral and performance patterns of employees and make better decisions based on them. This is especially important in conditions of rapid environmental and economic changes (Rammer et al, 2021).

However, the use of AI in human resource management comes with its own challenges. These challenges include ethical issues, privacy, and uncertainty about the accuracy of algorithms (Mehta et al., 2024). Also, the need to train and empower managers and employees in the use of new technologies is considered one of the important obstacles in this path (Nawaz, 2019). Finally, it can be concluded that artificial intelligence, with its unique capabilities, has a high potential for transformation in human resource management (Allal-Chérif et al., 2021). The correct and intelligent use of this technology can lead to improving processes, increasing employee productivity and satisfaction, and ultimately achieving the strategic goals of organizations. However, in order to make the most of these possibilities, it is of great importance to pay attention to existing challenges and create appropriate infrastructure. From another perspective, the use of artificial intelligence to increase the capability and productivity of human management can open up different perspectives on the horizon of organizations. Such cases are mentioned below (Liu et al., 2022).

- Using artificial intelligence in the organizational recruitment system to increase the convergence of selection goals and the selected individual
- Making the performance evaluation system intelligent to identify the strengths and weaknesses of human resource performance
- Establishing a human resource talent management system and developing and empowering human resources

Despite this fact, many organizations still do not fully utilize the capabilities of artificial intelligence in their human resource management (Abraham et al., 2019). The main reason for this is the lack of models and sufficient readiness in organizations to transition to an

artificial intelligence-based human resource management system. Given this issue, the fundamental question is how to improve human resource management models and processes using artificial intelligence and implement an intelligent human resource management system in organizations. Therefore, it can be said that artificial intelligence will fundamentally change the way human resource management works (how they function and how they are managed). Artificial intelligence will also challenge the axioms and main assumptions of the innovation process and its management in the organizational environment. Therefore, creating the necessary readiness for the deployment of artificial intelligence in the organization requires change management. This research seeks to answer the question of what the status of human resource educational management is based on artificial intelligence.

2. Method

The present research is a qualitative study in terms of its overall approach, as it seeks to identify the factors and components affecting human resource educational management based on artificial intelligence based on the meta-synthesis approach. It was conducted with the library research method and the meta-synthesis technique in the field of business agility. Meta-synthesis is one of the types of methods under the meta-study category that systematically reviews sources to extract, evaluate, combine, and, if necessary, statistically summarize research that has previously been conducted on a specific subject area. In fact, in meta-synthesis, information and findings extracted from other studies with a related and similar topic are examined and analyzed. In this context, the data collected from these studies are qualitative and not quantitative. As a result, the sample for meta-synthesis is selected and formed based on their relationship to the research question. Meta-synthesis is not just an integrated review of the qualitative principles of the case or the analysis of secondary and primary data from selected studies, but also an analysis of the findings of these studies. In other words, meta-synthesis is the combination of interpretations of the primary data from the selected studies. ATLAS TI software was used for the analysis. The main steps of meta-synthesis according to Sandelowski and Barroso are as follows:

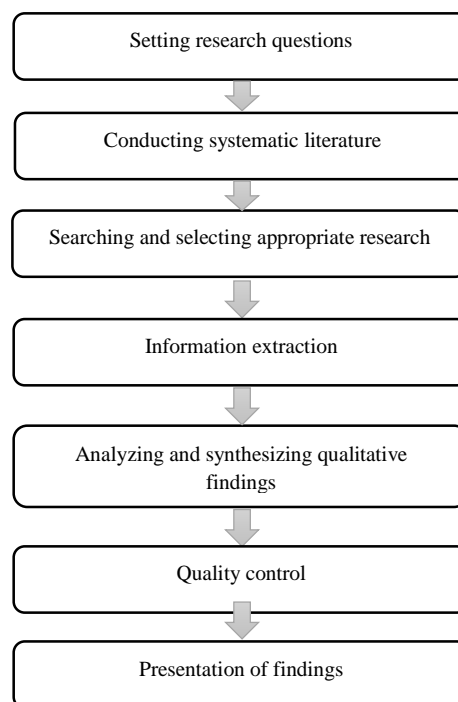


Figure 1. The process of conducting metasynthesis

3. Findings

As mentioned, metasynthesis analysis consists of seven steps. In this section, the results of each step of this analysis are presented separately.

Step 1: Setting the basic research questions The first step in Sandolowski and Barroso's method is to set the research questions. These questions can generally be set based on the four parameters of what, who, when, and how. After the research questions have been set based on the research objective, the systematic literature review stage begins.

Table 1 shows the answers to these basic and fundamental questions related to the metasynthesis method:

Table 1. Research Questions

Parameter	Research Question
What? (what)	Identifying Human Resources Educational Management Indicators Based on Artificial Intelligence
Who? (when) How? (How))	Reviewing Articles and Books Between 2000 and 2024
	Reviewing Articles Using the CASP Method with Related Formula

Table 2. Introduction of suitable keywords for performing the second stage of the meta-synthesis method

Persian
Human Resources Educational Management Based on Technological Developments
Human Resources Educational Management Based on Artificial Intelligence
The Role of Artificial Intelligence in Human Resources Developments

Second stage: Systematic Review of Texts

Secondary data called past documents are used to collect research data. As mentioned earlier, the research databases of interest were the two prominent databases Scopus and Web of Science, and in these two databases, special focus was placed on the following set of publishing databases: Emerald insight- Springer Link- Science Direct- Taylor & Francis Online- SAGE journals- Wiley Online Library In addition, in the field of Persian articles, the database of the Jihad Daneshgahi Scientific Information Center and the Comprehensive Humanities Portal were also considered.

Third Stage: Search and Selection of Texts

Table 3 shows the steps taken to filter the extracted articles. Based on this table, four stages were taken to filter the articles extracted from the literature, the last stage of which was based on the opinions of 5 expert observers in this study. In order to assess the final quality of the articles based on the approach introduced below, these experts provided their opinions for each final screened article, and articles that scored lower than the applied threshold were eliminated from the process.

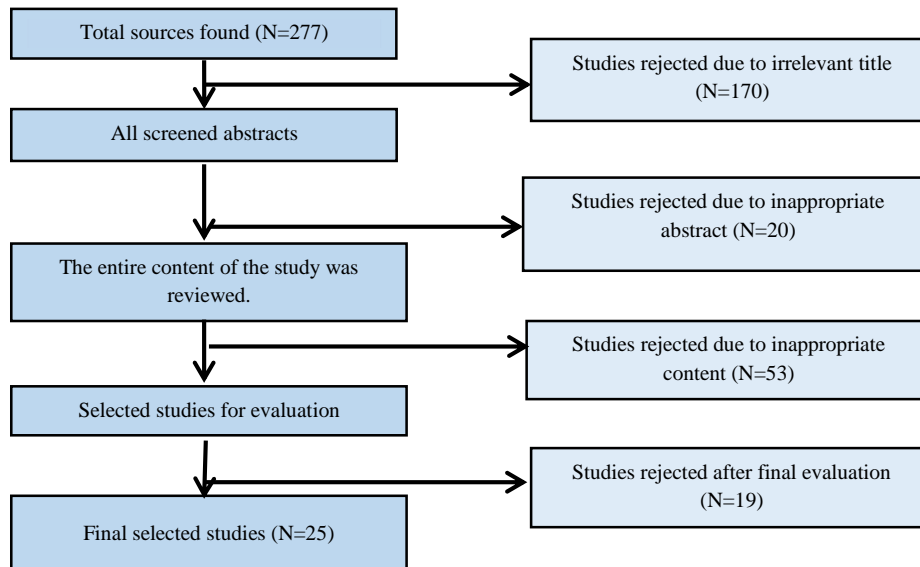


Figure 2. Review and Selection Process

After eliminating studies that are not relevant to the research objectives and questions, the researcher should assess the methodological quality of the studies. The goal of this step is to eliminate studies that the researcher does not have confidence in the findings presented in them. A commonly used tool for assessing the quality of initial qualitative research studies is the “Critical Evaluation Skills Program,” which helps determine the rigor, validity, and significance of qualitative research studies by asking ten questions. These questions focus on the following:

1. Research objectives
2. Methodological rationale
3. Research design
4. Sampling method
5. Data collection
6. Reflectivity (which refers to the relationship between the researcher and participants)
7. Ethical considerations
8. Rigor of data analysis
9. Clear and concise presentation of findings
10. Value of the research.

Table 3. Selected articles

CASP	Title	Article code
39	Exploring Human Resource Management Digital Transformation in the Digital Age	C01
37	Artificial Intelligence and the Challenges Ahead in the Interaction of Organizational Members	C02
42	Using machine learning software in the human resource recruiting process for candidates from Dubai Police Academy	C03
43	Analysis of Collaborative Driving Effect of Artificial Intelligence on Knowledge Innovation Management	C04
39	A machine learning-based human resources recruitment system for business process management: using LSA, BERT and SVM	C05
44	Challenges of Adopting AI Technology With Special Reference to HR Practices and Employees' Acceptability and Accountability.	C06
32	The Impact of Electronic Human Resources Management on Talent Management at the Iranian Space Research Institute	C07
32	Artificial intelligence in human resource practices with challenges and future directions	C08
37	Impact of IT Capability on Inventory Management: An Empirical Study	C09
42	Artificial Intelligence and Human Resource Management in Public Sector of Bahrain	C10
31	Technology and the Change in the Nature of Work. The Impact on HRM Practices: The Protean Career and Boundaryless Career	C11
33	Identifying the Applications and Requirements of Artificial Intelligence in the Recruitment and Hiring Process	C12
32	Investigating the Influence of Artificial Intelligence on Business Value in the Digital Era of Strategy: A Literature Review	C13
33	Acceptance of Artificial Intelligence in Human Resource Practices by Employees	C14
38	Artificial Intelligence and a Suitable Hybrid Algorithm to Increase the Accuracy of Human Resource Management Predictions	C15
39	Adoption of Artificial Intelligence in HR Practices: An Empirical Analysis	C16
37	Developing human resource data risk management in the age of big data	C17
41	Artificial Intelligence for Recruitment and Selection"	C18
40	Investigating the Effectiveness of Artificial Intelligence Systems in Human Resource Functions.	C19
37	An Analysis of the Challenges to Human Resource in Implementing Artificial Intelligence,	C20

CASP	Title	Article code
37	Does e-HRM lead to better HRM service?	C21
35	Identifying the Necessary Platforms for the Digitalization of Human Resource Management Processes (Case Study: Asan-Pardakht Company, Tehran).	C22
45	Role of Artificial Intelligence in Re-inventing Human Resource Management	C23
39	Artificial Intelligence in Human Resource Management: Personnel Marketing and Recruiting	C24
43	Redefining HRM with Artificial Intelligence and Machine Learning.	C25

Step Four: Data Extraction

This step includes reviewing the remaining articles and extracting texts for coding in the next step. This step focuses on separating the results and outputs and interpretations of these outputs, along with the researchers’ final discussion and conclusion.

In this step, 25 articles were entered into the ATLAS TI software and, for the purpose of initial review, randomly and selectively selected parts of the study articles were randomly and randomly coded to familiarize the researcher with the available data. In this way, the researcher became familiar with the general nature of the discussion and the atmosphere that prevailed over it.

Step Five: Analyzing Qualitative Findings

During the analysis, the researcher searches for themes that have emerged among the existing studies in the meta-synthesis. This is known as (thematic review). Once the themes have been identified and defined, the researcher forms a classification and places similar and related classifications under the theme that best describes it. Themes provide the basis for creating explanations, patterns, and theories or hypotheses. In this study, first, all the factors extracted from the studies were considered as identifiers, and then, considering the meaning of each of them, the identifiers were defined in a similar concept; then, similar concepts were grouped into explanatory categories to identify the explanatory axes of the research indicators in the form of main and secondary research components. In Table 4, in the source column, each article is identified with the letter C and the article number.

Table 4. Main categories and related codes

Dimension	Concept	Index	Source
Recruitment and Selection	Using machine learning algorithms to analyze resumes and predict candidate performance.	Applicant Data Analytics	C5, C2,C19, C20,23,25,C7,C10,C17
	Using chatbots and AI-based tools to conduct initial interviews and assess skills.	Smart Interviews	C1, C10,C4,C6,C7,C9,C18,C22, C13, C12,
	Using natural language processing (NLP) technologies to analyze candidate comments and feedback in interviews and surveys.	Behavioral Analytics	C3,C4, C9, C14, C13, C8
	Implementing intelligent applicant management systems that automatically review and prioritize resumes.	Applicant Management Systems	C6, C10,C14,
	Identifying behavioral patterns and personality traits of candidates to predict their likelihood of staying in the organization.	Loyalty Prediction	C14, C15,C19, C20, C3, C7
	Using AI algorithms to reduce discrimination in the hiring process and attract diverse applicants.	Diversity and Inclusion Management	C5, C8, C17, C21
Training and Development	Using AI to identify individual training needs and provide appropriate training courses.	Personalized Training	C3, C9, C12, C21, C8
	Implementing e-learning platforms that use AI to deliver courses and training content.	Smart Learning Systems	C1, C6, C7, C10, C11, C13, C18 C19, C25,C16
	Evaluating employee performance data to improve learning and development processes.	Performance Analytics	C2, C3, C4, C7, C8, C9, C11, C15, C17,C18,C22, C24,C10, C19,
	Design development programs based on identified competency gaps	Competence Management	C1, C2, C5, C11, C14, C18, C9 ,C15, C20, C16, C17,
	Use simulation and virtual reality technologies to provide practical training experiences to employees	Simulation-Based Training	C2,C4,C6,C7,C8,C9, C12, C14,C18, C22, C10,
	Use artificial intelligence tools to strengthen the culture of learning and innovation in the organization	Creating a Learning Culture	C1,C5,C7,C8,C10,C15, C16, C22,C25
	Analyze employee data to identify appropriate career paths and plan for the development of necessary skills.	Career Path Management	C1,C3,C5.,C9,C10, C12, C14, C15, C17C18, C23, C27,C8

	Use chatbots and artificial intelligence tools to provide support and advice to employees in the areas of training and development	Smart Support and Consulting	C1, C5, C8, C11,C19,
Performance Management	Use AI tools to provide immediate and effective feedback to employees	Smart Feedback	C6,C9,C10, C11,C14, C21, C25, C22,
	Provide immediate and timely feedback to employees through artificial intelligence tools	Real-Time Feedback	C7, C9, C11, C12, C19, C25,
	Evaluate the performance of teams and groups in order to identify effective collaborations and interactions	Group Performance Analytics	C7, C8, C9, C10, C11, C19, C20, C23,
	Design reward and incentive systems based on data analysis and actual employee performance	Smart Reward and Incentive Systems	C10, C16
	Design data-driven performance models to identify key success criteria in each job role	Performance Modeling	C7,C15, C19, C17, C9, C23,
	Predict performance results based on historical and current data	Performance Prediction Analytics	C23, C12,
Employee Retention and Satisfaction	Identify employee concerns and needs through survey and social media data analysis.	Sentiment Analytics	C19, C20
	Using social network analysis to examine and improve internal communications and employee interactions	Internal Communication Analytics	C11, C15, C18,C22,C19, C10
	Using AI technologies to collect and analyze job satisfaction surveys and employee feedback	Employee Satisfaction Data Analytics	C3,C4, C17
	Identifying warning signs of employee turnover and designing intervention strategies	Attrition Prediction	C3,C4,C12, C19, C22
Talent Management	Using AI to predict future needs and identify potential successors	Succession Planning	C2,C18
	Using AI technologies to identify and promote best practices in talent management	Creating a Talent-Driven Culture	C6
	Developing internal programs to nurture and develop talent among employees to reduce the need for external recruitment	In-house Talent Development	C4,C5
	Analyzing employee data to identify and nurture talent within the organization	Talent Identification	C9-C21
Strategic Decision Making	Using Big Data to provide deep insights and statistics related to organizational performance	Big Data Analytics	C1-C2-C6,C15, C19, C23
	Use AI analytics to identify and promote diversity and inclusion in strategic decision-making	Developing Inclusion and Diversity Strategies	C10-C17, C19, C21, C25, C22
	Evaluate the costs and benefits of different strategic options using analytical data and AI algorithms	Cost-Benefit Analysis	C1-C2-C5-C9, C16, C19, C20
	Strengthen a culture of data-driven decision-making using AI technologies to provide strategic recommendations and solutions	Data-Driven Decision Making	C13-C16-C22
	Create intelligent information systems to collect and analyze information related to employee performance, satisfaction, and talent	Using Information Systems	C18
	Design analytical models to predict future trends in human resource management.	Advanced Modeling	C18, C19, C10, C11
Employee Experience	Use AI to provide a more positive experience to employees in everyday interactions	Improving Interactions	C13-C16, C17, C19, C20,C23, C21
	Use analyzed data to design training, career development, and services tailored to each employee	Personalizing the Experience	C1-C13-C17
	Use AI technologies to collect and analyze data related to employee experiences, including surveys, feedback, and assessments.	Analysis Empirical data	C4, C9, C10, C18, C20, C21, C17
	Data analysis to improve organizational culture and working conditions.	Responsiveness to employee needs	C1-C2-C6, C18, C13
Change Management	Provide AI-based training programs to prepare employees for organizational change.	Change management training	C6-C8-C16
	Using analyzed data to identify the causes of employee resistance to change and provide appropriate solutions to reduce this resistance	Anticipating and identifying resistance	C19-C21-C20-
	Creating simulation models to predict the various consequences of organizational changes and assess their impact on human resources.	Scenario modeling	C5, C19
	Evaluating employee reactions to change and optimizing management strategies	Change acceptance analysis	C4-C8-C18
	Planning and allocating the resources needed to implement changes using artificial intelligence analytics.	Resource management	C16, C20,
Ethical Issues and Privacy	Ensuring employee privacy and ethical use of collected data.	Data management	C12, C18
	Evaluating and eliminating any racial, sexual, or social discrimination in the algorithms used.	Discrimination identification	C17
	Promoting the responsible use of artificial intelligence in human resources processes and creating a balance between productivity and respecting employee rights.	Sustainable development and social responsibility	C9, C14, C16, C25, C32,

Establishing ethics committees to review and assess issues related to privacy and the use of artificial intelligence.	Accountability and monitoring	C4, C6, C10, C13, C19, C21, C24, C18
Ensuring that employees give their informed consent before data is collected and that they are provided with sufficient information about how the data will be used.	Informed consent	C1, C3, C8, C11, C19, C6, C9

Sixth stage: Quality control of outputs

In this study, researchers have also used comparison of their opinions with another expert to control the extracted concepts of the studies under review. For this purpose, a 48-question questionnaire consisting of the identified indicators was designed. Then, the data obtained were analyzed through SPSS version 23 software and the transcript index. The results of the calculations are shown below, the value of the kappa index was 0.745, which is at the level of valid agreement.

5. Discussion

The research aimed to identify the educational management of human resources based on artificial intelligence. Based on the meta-synthesis technique, 9 dimensions, and 48 indicators were identified. The 9 categories are employee recruitment and selection, training and development, performance management, employee retention and satisfaction, talent management, strategic decision-making, employee experience, change management, and ethical and privacy issues.

In educational human resources management, using artificial intelligence (AI) in the recruitment and selection process has created a tremendous transformation. Artificial intelligence can help identify the best candidates by analyzing big data and behavioral patterns. This technology can use machine learning algorithms to review resumes and automatically identify people with the necessary skills and experiences.

Also, artificial intelligence can help in conducting initial interviews through chatbots and conversation-based systems. These methods not only reduce the time required for interviews but can also help identify the personality traits of candidates and their fit with the organizational culture. Akbari and Tahmasebi (2023) confirmed that the use of artificial intelligence tools in the recruitment and selection process can help reduce racial and gender discrimination. By analyzing data impartially, artificial intelligence systems can provide more objective decisions and help human resource managers select individuals based on their competencies and capabilities. However, to achieve maximum efficiency from artificial intelligence in recruiting and selecting employees, organizations must carefully design algorithms and prevent biases in the data. Finally, artificial intelligence as a complementary tool can optimize the recruitment and selection process alongside human expertise and help organizations find the best talents. In human resource training management, using artificial intelligence (AI) in the training and development process of employees has led to fundamental changes in the way they learn and improve their skills. By analyzing data related to employee performance, AI identifies their training needs and designs personalized training programs that help improve employee efficiency and motivation. Aboramadan et al (2024) showed that AI systems can provide training content at the right time and place. Using online learning platforms and automated learning tools, employees can access training courses according to their working conditions and free time. This flexibility makes learning a continuous and ongoing process.

Also, AI can help analyze the impact of training programs on employee performance. By collecting data and providing analytical reports, human resource managers can be aware of the effectiveness of training courses and improve training strategies based on it. To maximize the use of AI in training and development, organizations should emphasize the importance of human interaction. Combining AI with traditional training approaches and human consultations can create a better learning environment. In general, AI as an efficient tool can help improve the skills and capabilities of employees, and ultimately lead to increased productivity and innovation in organizations. In human resource training

management, AI plays a significant role in improving employee performance management. Liu et al (2022) showed that this technology helps organizations to better understand the strengths and weaknesses of their employees and improve evaluation processes by analyzing performance data, behaviors, and work results. Using advanced algorithms, AI can help identify performance patterns and provide accurate predictions of future results. In this way, managers can plan more effectively to develop the necessary skills and take corrective actions by being aware of weaknesses.

6. Conclusion

As argued in the present study, AI systems can provide continuous and personalized feedback to employees. This type of feedback can help improve employee motivation and commitment and encourage them to continuously improve their performance. AI can help managers set performance goals and criteria. By analyzing past data and identifying achievable goals, organizations can set specific and measurable goals for their employees, thus making the performance management process more structured.

Finally, to get the most out of AI in performance management, organizations need to emphasize the importance of human interaction and direct feedback. Combining AI with traditional performance management approaches can help improve the quality of employee performance and increase job satisfaction, ultimately leading to organizational success.

In human resource training management, AI can effectively play a role in improving employee retention and satisfaction. By analyzing data and behavioral patterns, this technology helps identify factors that affect job satisfaction and the reasons why employees leave their jobs.

One of the key applications of AI is predicting employee dissatisfaction and turnover. By analyzing data related to employee performance, interactions, and surveys, AI systems can predict which employees are likely to seek other job opportunities. This allows HR managers to take timely measures to prevent employee turnover, including improving working conditions, increasing benefits, and improving organizational culture. AI can serve as a tool for personalizing the employee experience. Using data, organizations can design development and benefits programs that respond to the specific needs and desires of each individual. This type of approach increases the feeling of value in employees, which in turn increases their satisfaction.

In addition, AI tools can help create an effective feedback environment. By providing continuous feedback channels, employees feel that their opinions are valued, which can lead to stronger internal communications and increased job satisfaction. Effective use of AI in employee retention and satisfaction can help improve overall organizational performance and reduce costs associated with employee turnover.

In human resource training management, the use of artificial intelligence (AI) has created a significant transformation, especially in talent management and strategic decision-making. AI can help identify and develop key talents by analyzing existing data about the organization's performance, skills, and future needs. Using advanced algorithms, AI can help identify high-potential employees and determine suitable career paths for them. This not only increases employee motivation and satisfaction but also allows organizations to make the most of their talents.

In the context of strategic decision-making, AI can analyze market data and predict future trends. By accurately analyzing internal and external data, managers can make better decisions that help the organization grow and develop. By identifying complex patterns and providing accurate insights, AI can help managers assess existing risks and opportunities. Also, using AI in the decision-making process can help reduce human errors and increase the speed of decision-making. This technology can allow managers to focus on strategies and innovations instead of focusing on manual information. Overall, integrating AI into talent management and strategic decision-making not only helps

improve organizational performance but also creates a culture of innovation and flexibility. These changes can help organizations achieve long-term goals and compete in the market. In HRM, artificial intelligence (AI) can have a profound impact on employee experience, change management, and ethical and privacy issues. Using AI to improve employee experience is possible by providing personalized tools and resources. This technology can help identify employee needs and expectations and enhance their overall experience by providing training programs, development opportunities, and even real-time feedback. This improvement in employee experience can lead to increased satisfaction and loyalty to the organization.

On the other hand, change management with AI can make organizational change processes faster and more accurate. AI can help managers design and implement effective strategies by analyzing data and predicting reactions to changes. This can help reduce resistance to change and facilitate transition processes. However, the use of AI in HR also brings challenges in the areas of ethical and privacy issues. The collection and analysis of employee data should be done in compliance with ethical principles and privacy laws. Organizations should ensure that employees are aware of how their data will be used and have expressed their consent in this regard. Therefore, organizations should adopt a balanced approach in which improving the employee experience and managing change is done along with respecting privacy and observing ethical issues. This approach will not only help to improve the organizational culture but will also lead to building trust and positive interactions between employees and management. In line with the educational management of human resources using artificial intelligence, the following can be considered as five practical suggestions:

- Using AI algorithms, organizations can identify the training needs of each employee and design training programs tailored to their skills and career goals. This personalization can increase employee motivation and productivity.
- Implementing AI chatbots in human resource systems can allow employees to easily ask questions and access the information they need. Also, these chatbots can provide real-time and continuous feedback that helps improve the employee experience.
- Using big data analytics, organizations can identify employee performance patterns and identify individuals with high potential. This information can be used in planning for their professional development and advancement.
- Using AI predictive models can help identify employees who are at risk of leaving the organization. By identifying these risks early, managers can take steps to increase employee satisfaction and retention.
- Implementing AI-based platforms that allow employees to easily submit their ideas and suggestions can help increase engagement and innovation in the organization. These platforms can collect and analyze data from employee opinions and ideas, helping managers make strategic decisions.

Declaration of Competing Interest

The author declares that he has no competing financial interests or known personal relationships that would influence the report presented in this article.

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