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Human Resource Perspective on the Use of Artificial Intelligence (AI) in the Workplace: A Qualitative Case Study of GG Bakery

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ABSTRACT

Artificial Intelligence (AI) has become an important driver of organizational transformation, particularly in Human Resource Management (HRM), by improving efficiency, supporting decision-making, and enhancing employee performance. While large organizations have increasingly adopted AI in various HR functions, studies focusing on its implementation in small and medium-sized enterprises (SMEs), particularly in the food and bakery industry, remain limited. This study aims to explore the use of AI in the workplace from a human resource perspective through a qualitative case study of GG Bakery. Specifically, it examines how AI is utilized in HR practices, employees' perceptions of AI adoption, and the opportunities and challenges arising from its implementation. This research employs a qualitative case study approach using semi-structured interviews with the business owner, managers, and employees, supported by direct observation and organizational documents. The collected data are analyzed using thematic analysis through open coding, axial coding, and selective coding to identify recurring themes and patterns. The findings reveal that AI contributes to improving administrative efficiency, facilitating employee learning, supporting communication, and assisting managerial decision-making. Employees generally perceive AI as a complementary tool that enhances productivity rather than replacing human roles. However, challenges such as limited digital literacy, resistance to technological change, and concerns regarding job security remain significant issues. This study concludes that successful AI implementation in SMEs requires not only technological readiness but also employee involvement, continuous training, supportive leadership, and an organizational culture that encourages innovation and adaptation.

Keywords: Artificial Intelligence, Human Resource Management, Employee Perspective, Qualitative Case Study, SMEs, GG Bakery.

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INTRODUCTION

Artificial Intelligence (AI) has become one of the most transformative technologies in the digital era, fundamentally changing how organizations operate, make decisions, and manage their workforce.

Advances in machine learning, natural language processing, and predictive analytics have enabled organizations to automate routine tasks, improve decision-making accuracy, and increase operational efficiency across various industries. In the field of Human Resource Management (HRM), AI has expanded beyond recruitment and employee selection to include performance management, employee engagement, workforce planning, learning and development, and strategic decision-making. Consequently, AI is increasingly recognized as a strategic resource that supports organizations in improving productivity while enabling employees to focus on higher-value activities (Pereira et al., 2023; Basu et al., 2023).

The integration of AI into HRM provides numerous benefits for organizations. AI-powered systems can process large volumes of employee data more efficiently than traditional methods, reduce administrative workloads, and assist managers in making evidence-based decisions. Furthermore, AI contributes to improving recruitment efficiency, identifying employee competencies, personalizing training programs, and enhancing employee engagement through data-driven insights. Nevertheless, despite these advantages, AI implementation also raises important concerns regarding employee privacy, algorithmic bias, transparency, fairness, and job security. These issues demonstrate that the successful adoption of AI depends not only on technological capabilities but also on effective human resource management practices that prioritize ethical considerations and employee well-being.

Recent studies have emphasized that AI should be viewed as a tool that complements rather than replaces human capabilities. A human-centered approach to AI implementation encourages collaboration between employees and intelligent systems, allowing organizations to combine technological efficiency with human creativity, critical thinking, and interpersonal skills. Consequently, the role of HR professionals has evolved from managing administrative functions to facilitating organizational change, supporting employee adaptation, and developing digital competencies required in AI-enabled workplaces. Organizations that provide adequate training, transparent communication, and continuous learning opportunities are more likely to achieve successful AI adoption while maintaining employee trust and organizational commitment.

Although research on AI and HRM has grown rapidly during the last few years, most existing studies focus on large organizations or multinational corporations and are predominantly conducted using quantitative approaches. Comparatively limited attention has been given to understanding employees' perspectives on AI adoption within small and medium-sized enterprises (SMEs), particularly in labor-intensive industries such as food production and bakery businesses. SMEs often face different organizational structures, resource constraints, and technology adoption challenges compared with larger companies. Therefore, understanding how employees perceive AI implementation in this context is essential for ensuring that technological innovation contributes positively to organizational performance and employee experience.

GG Bakery represents an interesting case for examining the implementation of AI from a human resource perspective. As a growing business operating in a competitive market, GG Bakery is required to continuously improve operational efficiency, service quality, and workforce productivity. The adoption of AI-based technologies has the potential to support production planning, inventory management, customer service, and administrative processes. However, the effectiveness of these technologies ultimately depends on employees' acceptance, readiness, and ability to adapt to technological changes. Exploring employees' experiences can therefore provide valuable insights into both the opportunities and challenges associated with AI implementation in everyday organizational practices.

Based on these considerations, this study aims to explore the human resource perspective on the use of Artificial Intelligence in the workplace through a qualitative case study of GG Bakery. Specifically, this research seeks to understand employees' perceptions of AI implementation, identify the perceived benefits and challenges of AI in supporting work activities, and examine how AI influences work processes and employee experiences within the organization. The findings are expected to contribute to the growing body of literature on AI in Human Resource Management while providing practical

recommendations for organizations, particularly SMEs, seeking to implement AI in a manner that enhances both organizational performance and employee well-being.

LITERATURE REVIEW

Artificial Intelligence (AI)

Artificial Intelligence (AI) refers to the capability of computer systems to perform tasks that typically require human intelligence, including learning from experience, recognizing patterns, understanding language, solving problems, and supporting decision-making. The rapid advancement of AI has significantly transformed organizational operations across various industries by improving efficiency, reducing operational costs, and enabling data-driven decision-making. AI technologies such as machine learning, natural language processing, and predictive analytics have become increasingly important in supporting organizational competitiveness and innovation (Pereira et al., 2023).

According to Pereira et al. (2023), AI is no longer viewed merely as an automation tool but as a strategic organizational resource that enhances workplace productivity and assists employees in performing more complex and value-added tasks. Instead of replacing human workers entirely, AI complements human capabilities by automating repetitive and time-consuming activities, allowing employees to focus on creativity, critical thinking, and interpersonal communication.

Artificial Intelligence in Human Resource Management

The adoption of Artificial Intelligence has substantially changed Human Resource Management (HRM) practices. AI technologies are increasingly utilized in recruitment and selection, employee performance evaluation, workforce planning, talent management, learning and development, and employee engagement. Through AI-powered systems, organizations can process large amounts of employee data more efficiently, improve decision-making accuracy, and reduce administrative workloads (Basu et al., 2023).

Pan and Froese (2023) argued that AI is transforming the strategic role of HR professionals. Rather than focusing primarily on administrative responsibilities, HR managers are increasingly expected to facilitate digital transformation, support organizational change, and develop employees' digital competencies. AI also enables HR departments to personalize employee training, predict workforce needs, and improve organizational performance through evidence-based decision-making. However, organizations should ensure that AI implementation remains transparent, fair, and aligned with ethical HR practices.

Employee Perspective on AI Adoption

Employee acceptance is considered one of the most critical factors influencing successful AI implementation in the workplace. Employees tend to perceive AI positively when the technology enhances work efficiency, reduces repetitive tasks, and supports career development. Conversely, employees may develop negative perceptions when AI creates uncertainty regarding job security, privacy concerns, or insufficient organizational support during technological change (Pereira et al., 2023).

Bujold et al. (2024) emphasized that responsible AI implementation should prioritize transparency, accountability, fairness, and employee trust. Organizations need to ensure that AI-based decisions are understandable and free from algorithmic bias. Furthermore, employees should receive adequate communication and training to improve their understanding of AI technologies, thereby reducing resistance to organizational change and encouraging greater technology acceptance.

Human Resource Perspective on AI Implementation

From a human resource perspective, AI implementation should focus on strengthening collaboration between humans and intelligent technologies rather than replacing employees. HR departments play an essential role in preparing employees for digital transformation by providing continuous learning opportunities, improving digital literacy, and establishing ethical guidelines for AI utilization. A human-centered approach ensures that technological innovation contributes not only to organizational efficiency but also to employee well-being and long-term organizational sustainability (Pan & Froese, 2023).

Moreover, Gong et al. (2025) suggested that future HR practices should integrate AI into strategic workforce planning while maintaining human judgment in critical managerial decisions. Organizations that successfully combine AI capabilities with human expertise are more likely to achieve higher employee engagement, innovation, and organizational performance. Therefore, AI should be viewed as a complementary technology that supports employees in achieving organizational objectives rather than as a substitute for human labor.

Research Gap

Although previous studies have extensively discussed AI adoption in Human Resource Management, most existing research focuses on multinational corporations and large organizations using quantitative research methods (Pereira et al., 2023; Basu et al., 2023). Comparatively fewer studies have examined employees' perceptions of AI implementation in small and medium-sized enterprises (SMEs), particularly within the food and bakery industry.

In addition, limited qualitative research has explored how employees experience AI adoption in their daily work activities, especially in developing countries. Since SMEs have different organizational structures, resource availability, and technological capabilities compared to large enterprises, the findings from previous studies cannot always be generalized. Therefore, this study addresses this research gap by exploring the human resource perspective on the use of Artificial Intelligence through a qualitative case study at GG Bakery. The findings are expected to provide practical insights for SMEs seeking to implement AI while maintaining employee engagement, organizational effectiveness, and sustainable human resource development.

To provide a clearer overview of the focus of this study, the conceptual framework below illustrates the relationship between AI implementation, employee perceptions, the opportunities and challenges of AI adoption, and their implications for human resource practices at GG Bakery.

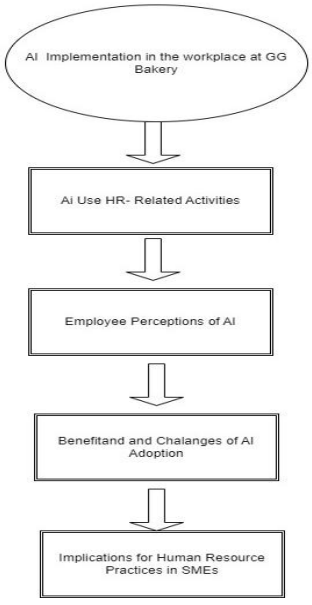


Figure 1. Research Model

METHOD

This study employed a qualitative research approach using a case study design to explore the human resource perspective on the use of Artificial Intelligence (AI) in the workplace at GG Bakery. A qualitative approach was considered the most appropriate because it allows researchers to gain an in-depth understanding of participants' experiences, opinions, and interpretations regarding a particular phenomenon within its real-life context. According to Creswell and Creswell (2023), qualitative research is suitable for investigating complex social phenomena where researchers seek to understand meanings, perceptions, and experiences from the participants' perspectives rather than testing hypotheses.

The case study design was selected because this research focused on a single organization, namely GG Bakery. A case study enables researchers to investigate a contemporary phenomenon within its actual organizational setting while considering contextual factors that may influence the implementation of Artificial Intelligence (AI). This approach provides rich and detailed insights into organizational practices that cannot be fully captured using quantitative methods (Creswell & Creswell, 2023).

The study was conducted at GG Bakery, a small and medium-sized enterprise (SME) operating in the bakery industry. In recent years, businesses in the food sector have increasingly adopted digital technologies to improve operational efficiency, customer service, and internal business processes. Therefore, GG Bakery provides an appropriate context for examining how AI is perceived and implemented from a human resource perspective, particularly regarding employee management, organizational readiness, and workplace transformation.

The primary informant in this study was the Human Resource (HR) representative of GG Bakery. The participant was selected using purposive sampling because they possess direct knowledge and practical experience regarding the company's human resource management practices, employee development, digital transformation initiatives, and the implementation of AI within the organization. Purposive sampling is commonly applied in qualitative research because it enables researchers to obtain rich and relevant information from participants who have extensive knowledge of the research topic (Creswell & Creswell, 2023).

Data were primarily collected through a semi-structured interview conducted online using Google Meet. The online interview method was chosen to provide flexibility for both the researcher and the participant while maintaining effective communication throughout the data collection process. Semi-structured interviews allow researchers to prepare guiding questions while remaining flexible to explore emerging issues and obtain more detailed explanations during the interview. The interview focused on several key topics, including the current implementation of AI at GG Bakery, the role of AI in supporting human resource management, employee adaptation to technological changes, perceived organizational benefits, implementation challenges, and future expectations regarding AI adoption.

During the interview, the researcher encouraged the participant to provide detailed explanations and examples based on organizational experiences. With the participant's permission, the interview was documented through written notes and supported by the Google Meet recording feature to ensure the accuracy of the collected information. The interview data were subsequently transcribed verbatim to facilitate a comprehensive analysis. In addition to interview data, relevant organizational documents and publicly available information about GG Bakery were reviewed to strengthen the credibility of the research findings through data triangulation.

The collected data were analyzed using thematic analysis following the coding procedures proposed by Saldaña (2021). The analysis began with data familiarization through repeated reading of the interview transcript to gain an overall understanding of the participant's responses. The researcher then conducted initial coding by identifying meaningful statements related to AI implementation and human resource management. Similar codes were grouped into broader categories, which were subsequently developed into themes representing the major findings of the study. Finally, the identified

themes were interpreted by connecting the empirical findings with previous literature on Artificial Intelligence and Human Resource Management.

To ensure the trustworthiness of the research findings, this study applied several qualitative validity strategies. Credibility was enhanced through source triangulation by comparing interview findings with relevant organizational documents and publicly available company information. Member checking was also conducted by confirming the interpretation of the interview results with the participant to minimize misunderstandings and ensure that the findings accurately reflected the participant's perspectives. Furthermore, the researcher maintained detailed documentation throughout the research process to improve the dependability and confirmability of the study (Creswell & Creswell, 2023).

Overall, this methodological approach enabled the researcher to obtain comprehensive insights into the implementation of Artificial Intelligence from a human resource perspective at GG Bakery. The qualitative case study design provided a deeper understanding of organizational experiences, employee-related issues, and strategic human resource practices associated with AI adoption within a small and medium-sized enterprise.

RESULTS

This section presents the findings obtained from a semi-structured interview conducted with the Human Resource (HR) representative of GG Bakery. The interview was designed to explore the participant's experiences, perceptions, and opinions regarding the implementation of Artificial Intelligence (AI) in the workplace, particularly within human resource management practices. Following the thematic analysis of the interview transcript, five major themes emerged: AI understanding in the workplace, AI utilization in human resource activities, perceived benefits of AI implementation, challenges of AI implementation, and employee readiness and future expectations. These themes collectively illustrate how AI has influenced HR practices and how the technology is perceived within the organizational context of GG Bakery.

Based on the thematic analysis of the interview data, five major themes were identified. A summary of these findings is presented in Table 1.

Table 1. Summary of Major Findings

Theme	Summary of findings
AI Understanding in the workplace	AI is understood as a supportive tool that helps employees complate tasks more efficiently
AI utilization in HR- related activitiees	AI is used to assist administrative tasks, communication, learning, and decision- making
Perceived benefits off AI implementation	AI improves efficiency, productivity, and access to information
Challenges of AI implementation	Challenges include limited digital literacy, resistence to change and job security concern
Employee readiness and future expectations	Emplyees are generally open to AI when supported by training, leadership, and organizational adaptional

AI Understanding in the Workplace

The findings indicate that the HR representative possesses a positive understanding of Artificial Intelligence (AI) and considers it an emerging technology that provides valuable support for daily work activities. The participant described AI as a technological tool capable of assisting employees in processing information, generating ideas, organizing data, producing written content, and automating repetitive

administrative tasks. Rather than viewing AI as a replacement for employees, the participant perceived AI as a complementary technology that enhances work effectiveness while preserving the essential role of human judgment.

The participant explained that AI has become increasingly relevant because many administrative tasks within the HR function require considerable time and attention. Activities such as document preparation, recruitment administration, drafting announcements, and developing job descriptions can be completed more efficiently with AI assistance. Consequently, AI allows HR personnel to allocate more time to strategic responsibilities that involve direct interaction with employees and organizational decision-making.

The findings also demonstrate that the participant recognizes AI as a technology that should be used responsibly. Although AI offers numerous capabilities, it is considered a supporting instrument rather than an autonomous decision-maker. Human expertise remains necessary to evaluate AI-generated information before it is implemented in organizational activities.

AI Utilization in Human Resource Activities

The interview revealed that ChatGPT is currently the primary AI application utilized by the HR representative in performing daily responsibilities. According to the participant, AI is primarily employed to prepare recruitment announcements, create job descriptions, improve the language quality of official documents, summarize lengthy documents, and generate references or ideas for HR-related activities.

The participant explained that AI significantly simplifies the document preparation process. Instead of preparing every document from the beginning, AI provides an initial draft that can be modified according to organizational requirements. This approach enables HR personnel to complete administrative work more efficiently while maintaining flexibility in adapting the content to company policies and communication standards.

Furthermore, AI is also utilized as a reference tool when searching for ideas or alternative solutions to administrative problems. Although AI provides useful recommendations, the participant emphasized that every AI-generated output is reviewed carefully before being officially implemented. This review process ensures that the final documents remain accurate, relevant, and consistent with the operational context of GG Bakery.

Perceived Benefits of AI Implementation

The interview findings demonstrate that AI has generated several positive impacts on HR activities at GG Bakery. The participant identified improved work efficiency as the most significant benefit. Administrative tasks that previously required substantial time can now be completed more quickly because AI assists in generating drafts, organizing information, and improving document quality.

The participant also reported that increased efficiency contributes directly to higher productivity. Since repetitive administrative work requires less time, HR personnel are able to dedicate more attention to strategic responsibilities, including employee communication, recruitment planning, onboarding activities, and coordination with management. This indicates that AI not only accelerates administrative processes but also supports more effective allocation of human resources.

Another important benefit identified during the interview concerns the quality of work outputs. AI contributes to producing more structured documents through improved grammar, clearer sentence construction, and more professional language. The participant explained that AI frequently provides useful references and alternative ideas that stimulate creativity during document preparation. As a result, HR personnel perceive AI as a valuable assistant that supports both efficiency and work quality.

Overall, the findings suggest that AI has become an important supporting technology within HR operations because it facilitates routine activities while allowing employees to focus on tasks requiring interpersonal interaction and organizational judgment.

Challenges of AI Implementation

Despite the numerous advantages associated with AI utilization, the participant also identified several challenges that require careful consideration. One of the primary issues concerns the relevance of AI-generated information. According to the participant, AI occasionally produces responses that are too general and do not adequately reflect the specific organizational context or operational conditions of GG Bakery. Consequently, AI-generated recommendations cannot be adopted directly without further modification.

The participant emphasized that every AI-generated response requires verification to ensure its accuracy and suitability before implementation. Human evaluation remains essential because AI may occasionally provide outdated, incomplete, or less relevant information. Therefore, employees are expected to critically assess every recommendation produced by AI instead of relying entirely on automated outputs.

Another challenge relates to responsible AI utilization. The participant believes that employees should understand both the strengths and limitations of AI technologies. While AI is capable of accelerating administrative work, the responsibility for organizational decisions ultimately remains with human employees. Consequently, AI should function as a decision-support tool rather than an independent decision-maker.

Employee Readiness and Future Expectations

The findings indicate that the HR representative demonstrates a positive attitude toward AI adoption and considers technological development an opportunity to improve organizational performance. The participant believes that AI should complement human capabilities instead of replacing them. Although AI may automate repetitive administrative work, competencies such as communication, empathy, leadership, negotiation, and complex decision-making remain uniquely human capabilities that cannot easily be replicated by technology.

Regarding employee readiness, the participant explained that digital literacy and critical thinking have become increasingly important competencies in the modern workplace. Employees are expected to understand how AI works, evaluate AI-generated information critically, communicate effectively, and solve workplace problems collaboratively. These competencies are considered essential to ensure that AI can be utilized responsibly and effectively within organizational activities.

The interview also revealed that GG Bakery has not yet implemented formal AI training programs for employees. Most AI-related knowledge has been acquired independently through online learning, practical experience, and discussions among colleagues. The participant suggested that structured organizational training would significantly improve employees' understanding of AI applications and help maximize the benefits of digital transformation.

Looking ahead, the participant expressed optimism regarding the future implementation of AI within GG Bakery. AI is expected to support broader administrative processes, improve organizational data management, enhance operational efficiency, and contribute to better decision-making. However, successful AI implementation should be accompanied by clear organizational policies, continuous employee development, and appropriate data security measures to ensure responsible and sustainable AI adoption.

Overall, the findings demonstrate that AI is positively perceived within the HR function at GG Bakery. AI is regarded as a valuable supporting technology that improves efficiency, productivity, and work quality while maintaining the indispensable role of human expertise in organizational decision-making. The interview also highlights that the successful implementation of AI depends not only on technological capabilities but also on employee readiness, organizational support, and responsible governance.

Discussion

The findings of this study demonstrate that Artificial Intelligence (AI) has been positively perceived by the Human Resource (HR) representative at GG Bakery. AI is regarded as a supporting technology that assists HR professionals in improving administrative efficiency, enhancing document quality, and increasing productivity without replacing the essential role of human employees. These findings are consistent with previous studies emphasizing that AI is increasingly becoming an important tool in modern human resource management rather than a substitute for human decision-making.

The first finding indicates that AI is understood as a technology that supports employees in completing routine tasks more efficiently. The participant described AI as a tool that assists in processing information, generating ideas, drafting documents, and automating administrative activities. This finding supports the systematic literature review conducted by Pereira et al. (2023), which concluded that AI positively influences workplace outcomes by improving work efficiency, supporting decision-making, and reducing repetitive workloads. Similarly, the interdisciplinary review by Pan and Froese (2023) argued that AI has transformed human resource management from traditional administrative practices toward more strategic and technology-supported functions. These studies suggest that organizations increasingly perceive AI as a complementary technology that strengthens human capabilities rather than replacing employees.

The interview also revealed that ChatGPT has become the primary AI application used by the HR representative in performing daily responsibilities. The participant explained that AI is mainly utilized to prepare recruitment announcements, develop job descriptions, improve written documents, summarize lengthy information, and generate ideas for HR-related tasks. This finding aligns with the review by AI-Based Human Resource Management Tools and Techniques: A Systematic Literature Review (2023), which reported that generative AI applications are widely adopted to support recruitment activities, document preparation, communication, and administrative functions. The study highlighted that AI enables HR professionals to complete repetitive work more efficiently while maintaining flexibility in adapting outputs to organizational needs.

Another important finding concerns the benefits of AI implementation. The participant reported that AI significantly improves work efficiency and productivity by reducing the time required to complete administrative tasks. As a result, more attention can be devoted to strategic HR responsibilities, including employee communication, recruitment coordination, and organizational planning. These findings are consistent with Basu et al. (2023), who emphasized that AI enables HR professionals to shift their focus from routine administrative responsibilities toward higher-value strategic activities. Pereira et al. (2023) also found that AI contributes to improved organizational performance through faster information processing, increased productivity, and better allocation of human resources. Therefore, the findings of this study reinforce previous evidence that AI creates value by supporting, rather than replacing, human resource professionals.

Despite these positive outcomes, the participant identified several challenges associated with AI implementation. AI-generated responses were considered useful but occasionally too general and not always consistent with the specific context of GG Bakery. Consequently, all AI-generated outputs require verification and modification before implementation. This finding supports the arguments presented by Bujold et al. (2024), who highlighted that responsible AI implementation requires continuous human oversight to ensure fairness, transparency, and contextual accuracy. The review emphasized that although AI improves operational efficiency, organizations should establish governance mechanisms to minimize risks related to inaccurate information, algorithmic bias, and inappropriate decision-making. Likewise, Ekuma (2024) argued that AI should function as a decision-support system, while final organizational decisions should remain under human responsibility.

The findings also reveal that human competencies remain essential despite increasing AI adoption. The participant believed that communication, empathy, leadership, critical thinking, and decision-making cannot be replaced by AI technologies. This perspective is strongly supported by Pan and Froese

(2023), who argued that successful AI implementation depends on balancing technological capabilities with uniquely human competencies. Similarly, Ekuma (2024) emphasized that future human resource development should prioritize digital literacy, critical thinking, problem-solving, and interpersonal skills to enable employees to collaborate effectively with AI systems. These findings suggest that organizations should not only invest in AI technologies but also continuously develop employee competencies to maximize the benefits of digital transformation.

Another important issue emerging from this study is organizational readiness. The participant explained that GG Bakery has not yet implemented formal AI training, and employees mainly acquire AI knowledge independently through online learning and discussions with colleagues. This finding is consistent with Basu et al. (2023), who argued that organizational support, continuous learning, and employee development are critical determinants of successful AI implementation in human resource management. Pereira et al. (2023) similarly emphasized that organizations should invest in structured training programs to improve employees' confidence, digital competencies, and readiness for technological change. Therefore, although AI has already provided practical benefits at GG Bakery, structured organizational support remains necessary to optimize its implementation.

Finally, the participant expressed optimistic expectations regarding the future of AI adoption while emphasizing the importance of responsible implementation. AI is expected to contribute to broader administrative activities, improve data management, and enhance organizational efficiency. However, these expectations are accompanied by concerns regarding data security, organizational policies, and ethical AI utilization. These findings are in line with Bujold et al. (2024), who stressed that responsible AI governance should become a strategic priority in HR management. Ethical principles, employee trust, transparency, and data protection should accompany technological advancement to ensure sustainable AI adoption.

Overall, the findings of this study indicate that AI has become an important supporting technology for human resource management at GG Bakery. The interview confirms that AI contributes positively to administrative efficiency, productivity, and work quality while maintaining the indispensable role of human expertise in organizational decision-making. Consistent with previous studies, this research demonstrates that the successful implementation of AI depends not only on technological capability but also on employee readiness, organizational learning, ethical governance, and continuous human involvement. These findings provide practical implications for small and medium-sized enterprises seeking to integrate AI into HR practices while maintaining a human-centered approach to organizational development.

CONCLUSION

This study aimed to explore the Human Resource (HR) perspective on the use of Artificial Intelligence (AI) in the workplace through a qualitative case study conducted at GG Bakery. The findings indicate that AI has been positively perceived as a supporting technology that enhances administrative efficiency, improves productivity, and assists in producing higher-quality work outputs. In particular, AI applications such as ChatGPT have been integrated into daily HR activities, including preparing recruitment announcements, developing job descriptions, improving document quality, and generating ideas for various administrative tasks. The findings suggest that AI enables HR personnel to reduce the time spent on routine activities, allowing them to focus more on strategic responsibilities that require communication, coordination, and decision-making.

Despite these benefits, the study also identified several challenges associated with AI implementation. AI-generated information is not always fully aligned with the organization's specific context, requiring human verification and critical evaluation before being applied in practice. Furthermore, the absence of formal AI training within the organization indicates that employees currently rely on self-directed learning to develop their digital competencies. These findings highlight

that successful AI adoption depends not only on technological capability but also on employee readiness, organizational support, and responsible AI governance.

Overall, this study concludes that AI should be regarded as a complementary technology that supports, rather than replaces, human resources in the workplace. Human competencies such as critical thinking, communication, empathy, and decision-making remain essential in ensuring the effective and ethical use of AI. Therefore, organizations, particularly small and medium-sized enterprises (SMEs), should invest not only in AI technologies but also in employee training, digital literacy development, and clear organizational policies to maximize the benefits of AI implementation while minimizing potential risks.

Although this study provides valuable insights into AI adoption from the HR perspective, it is limited by its focus on a single case organization and one key informant. Future research is encouraged to include multiple organizations, broader participant groups, and comparative analyses across different industries to provide a more comprehensive understanding of AI implementation in human resource management.

Recommendations

Based on the findings of this study, several recommendations can be proposed to support the effective and responsible implementation of Artificial Intelligence (AI) in Human Resource (HR) management.

First, organizations, particularly small and medium-sized enterprises (SMEs) such as GG Bakery, should develop structured training programs to improve employees' AI literacy and digital competencies. Although the findings indicate that employees have independently learned to utilize AI applications such as ChatGPT, formal training would help employees better understand the capabilities, limitations, and ethical considerations of AI. Such initiatives would also increase employees' confidence in integrating AI into their daily work activities.

Second, organizations should establish clear policies and guidelines regarding AI utilization in the workplace. AI-generated outputs should always be reviewed and validated by employees before being implemented to ensure their accuracy, relevance, and consistency with organizational objectives. In addition, organizations should develop data privacy and information security policies to minimize potential risks associated with AI adoption and to ensure compliance with ethical standards.

Third, organizations are encouraged to position AI as a complementary technology rather than a replacement for human employees. AI should primarily be utilized to automate repetitive administrative tasks, allowing HR professionals to dedicate more time to strategic responsibilities such as employee engagement, talent development, organizational planning, and decision-making. Maintaining a balance between technological innovation and human expertise will contribute to more sustainable organizational development.

Finally, future researchers are encouraged to expand this study by involving multiple organizations, participants from different organizational levels, and various industrial sectors. Comparative studies between SMEs and large organizations may provide a broader understanding of AI implementation across different organizational contexts. Future research may also employ quantitative or mixed-methods approaches to examine the relationship between AI adoption, employee performance, organizational productivity, and long-term business sustainability.

Overall, the successful implementation of AI in Human Resource Management requires not only technological advancement but also continuous employee development, organizational commitment, ethical governance, and a human-centered approach. These recommendations are expected to assist organizations in maximizing the benefits of AI while ensuring that human values remain central to workplace practices.

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