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Transformation of Human Resource Management by Artificial Intelligence: A Study on PT Cisarua Mountain Dairy

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ABSTRACT

This study examines the role of Artificial Intelligence (AI) as a catalyst in transforming the strategic function of Human Resource Management (HRM) at PT Cisarua Mountain Dairy, a leading company in Indonesia's Fast-Moving Consumer Goods (FMCG) industry. The research addresses the growing need to understand how AI-driven transformation in HRM is implemented within the context of developing countries, where empirical evidence remains limited. Using a qualitative approach with an instrumental case study design, data were collected through semi-structured interviews, observations, and document analysis involving key stakeholders, including HR managers, IT specialists, and employees. The findings reveal two primary domains of AI adoption: (1) the optimization of talent acquisition through algorithm-based screening and candidate matching, and (2) the development of people analytics systems for predictive modeling of employee retention and development. These implementations contribute to improved efficiency, enhanced decision-making accuracy, and reduced bias in recruitment processes. However, the study also identifies significant challenges, including organizational resistance, gaps in digital literacy, and ethical concerns related to data privacy, algorithmic transparency, and accountability. This study contributes theoretically by offering a contextualized understanding of AI-driven HRM transformation in a developing country setting, while also providing practical insights for organizations in designing ethical and sustainable AI integration strategies in human resource practices.

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Introduction

It is The development of disruptive digital technology has marked a new phase in the evolution of business and organizational governance. This phenomenon, often associated with the Industrial Revolution 4.0, has significantly transformed not only operational processes but also strategic organizational functions, including Human Resource Management (HRM).

In the contemporary context, HRM has shifted from a traditional administrative function to a strategic business partner focused on value creation. This transformation is characterized by a transition from reactive and intuition-based practices toward data-driven, analytical, and predictive approaches (Marler & Boudreau, 2017; Minbaeva, 2021).

One of the primary drivers of this transformation is the rapid advancement of Artificial Intelligence (AI). AI enables machines to simulate human cognitive functions such as learning, reasoning, and pattern recognition, thereby enhancing decision-making accuracy and uncovering insights from large-scale data (Brynjolfsson & McAfee, 2014; Kaplan & Haenlein, 2019). In the context of HRM, AI applications span across multiple domains, including talent acquisition, talent management, and performance evaluation (Tambe et al., 2019; Strohmeier & Piazza, 2013).

Despite its potential, the adoption of AI in HRM is neither linear nor free from challenges. Prior studies highlight a gap between the promised benefits of AI and its practical implementation, often referred to as the "AI paradox" in HR (Bondarouk et al., 2020). Key challenges include technical limitations such as data quality and infrastructure readiness, human factors including resistance and digital skill gaps, and ethical concerns related to algorithmic bias, transparency, and data privacy (Strohmeier, 2020; Martin, 2019).

Furthermore, much of the existing literature on AI in HRM is dominated by studies from developed countries, leaving limited empirical understanding of how such transformations unfold in developing country contexts. This imbalance highlights the need for context-sensitive investigations that capture the socio-technical and institutional complexities of AI adoption in emerging economies.

In Indonesia, the adoption of advanced digital technologies such as AI remains uneven. While certain sectors have experienced rapid digital growth, many organizations continue to face constraints related to infrastructure, digital talent availability, and regulatory readiness. In addition, the post-pandemic landscape has intensified the urgency for digital transformation in HR practices, particularly in managing remote work, workforce analytics, and organizational resilience.

PT Cisarua Mountain Dairy, as a leading company in the Fast-Moving Consumer Goods (FMCG) sector, provides a relevant case for examining this transformation. Operating in a competitive environment with a large and diverse workforce, the company faces increasing pressure to enhance efficiency and optimize talent management through technological innovation.

However, there is still a lack of in-depth empirical studies that explore how Artificial Intelligence is implemented within HR functions in large Indonesian companies, particularly in terms of its operational impacts and associated challenges. This study aims to address this gap by examining the implementation of AI in HRM at PT Cisarua Mountain Dairy, focusing on its forms, impacts, and challenges.

This study contributes to the literature by providing an empirically grounded and context-specific analysis of AI-driven HRM transformation in a developing country setting, thereby extending current discussions beyond predominantly Western-centric perspectives. In addition, the findings offer practical insights for organizations in designing ethical, sustainable, and context-sensitive AI integration strategies in human resource management.

The Evolution of Human Resource Management

The evolution of Human Resource Management (HRM) reflects a shift from administrative and compliance-oriented functions toward a more strategic and value-driven role within organizations. Early HR practices primarily focused on personnel administration and industrial relations. However, the emergence of Strategic Human Resource Management (SHRM) emphasizes the alignment between HR practices and organizational strategy to achieve sustainable competitive advantage (Wright & McMahan, 1992).

The development of digital technologies has further transformed HRM into Electronic Human Resource Management (e-HRM), defined as the application of information technology to support HR processes and interactions (Strohmeier, 2007). The evolution of e-HRM can be categorized into three phases: efficiency, service improvement, and transformation (Lepak & Snell, 1998). In this study, the transformation phase of e-HRM serves as a key analytical lens to examine how AI reshapes not only HR processes but also decision-making structures within organizations.

The emergence of HR Analytics marks a further shift toward evidence-based HR practices, where data and statistical models are used to support decision-making (Marler & Boudreau, 2017). AI, particularly Machine Learning, enhances this capability by enabling predictive and prescriptive analytics in HRM. Therefore, this study positions AI-enabled HR Analytics as a critical mechanism through which HRM transitions from operational support to strategic intelligence.

Artificial Intelligence in Organizational Contexts

Artificial Intelligence (AI) refers to the ability of systems to interpret data, learn from it, and use that knowledge to achieve specific goals (Kaplan & Haenlein, 2019). In organizational contexts, AI is primarily operationalized through Machine Learning techniques that enable prediction and pattern recognition.

AI applications in HRM can be broadly categorized into talent acquisition, talent management, performance management, and HR service delivery (Tambe et al., 2019). In this study, these categories provide a framework to classify the forms of AI implementation observed in the case organization, particularly in recruitment and retention analytics.

From a strategic perspective, the Resource-Based View (RBV) explains how AI can become a source of competitive advantage when combined with unique organizational resources such as proprietary HR data and organizational routines (Barney, 1991; Teece, 2007). This study applies RBV to interpret how AI adoption contributes to value creation through enhanced decision-making and workforce optimization.

In addition, the Technology Acceptance Model (TAM) and Theory of Planned Behavior (TPB) provide insight into user acceptance of AI systems. These theories emphasize perceived usefulness, ease of use, and social influence as key

determinants of technology adoption (Davis, 1989; Ajzen, 1991). These frameworks are used in this study to analyze variations in acceptance and resistance among HR professionals and employees toward AI-based systems.

Organizational Change and Technology Adoption

The implementation of AI in HRM represents a complex organizational change process. Kotter's (1996) change model highlights the importance of leadership, vision, and structured change processes in ensuring successful transformation. In this study, Kotter's model is used to interpret how organizational actors initiate and manage AI-driven transformation within HR functions.

Rogers' Diffusion of Innovation (DOI) theory explains how new technologies are adopted at different rates across groups within an organization (Rogers, 2003). This study uses DOI to understand variations in adoption levels among employees, ranging from early adopters to more resistant groups.

Actor-Network Theory (ANT) offers a socio-technical perspective by viewing both human and non-human elements as actors that interact within a network (Latour, 2005). In this study, ANT is particularly relevant in explaining how AI systems, HR professionals, managers, and organizational policies interact to shape the outcomes of digital transformation, including resistance, adaptation, and negotiation processes.

Conceptual Framework

Based on the integration of the above theories, this study conceptualizes AI-driven HRM transformation as a socio-technical and dynamic process. The transformation is driven by strategic imperatives, enabled by digital technologies, and shaped by human and organizational factors. This framework guides the analysis of how AI is implemented, how it generates organizational impact, and how challenges emerge within the specific context of a developing country organization.

Method

This study employs a qualitative approach using an instrumental single case study design. The qualitative approach is appropriate for exploring complex social phenomena in depth, particularly the transformation of Human Resource Management through Artificial Intelligence within a real organizational context (Creswell & Poth, 2018; Yin, 2018). The case study is instrumental in nature, where PT Cisarua Mountain Dairy is selected not merely as a unique case, but as a representative example to provide broader insights into AI-driven HRM transformation in large organizations.

Research Site and Participants

The study was conducted at PT Cisarua Mountain Dairy, a leading company in Indonesia's Fast-Moving Consumer Goods (FMCG) sector. The selection of this site was based on purposive sampling, considering its active engagement in digital transformation initiatives, including the adoption of AI in HR functions.

Participants were selected purposively to capture diverse perspectives across organizational levels, including top management, HR managers, IT specialists, and employees. The number of informants (approximately 8–12

participants) is considered sufficient for a qualitative case study, as it allows for in-depth exploration while ensuring data saturation, where no new significant insights emerge from additional data collection.

Data Collection

Data were collected through methodological triangulation to enhance the depth and credibility of findings (Denzin, 1978). The techniques included: 1) In-depth interviews: Semi-structured interviews were conducted with key informants to explore experiences, perceptions, and challenges related to AI implementation in HRM; 2) Observation: Non-participant observations were conducted to understand the organizational context and the use of AI systems in HR processes; and 3) Document analysis: Internal documents such as HR policies, reports, and digital system records were analyzed to complement primary data.

Data Analysis

Data were analyzed using thematic analysis following the interactive model of Miles, Huberman, and Saldaña (2014), which involves data condensation, data display, and conclusion drawing. Open coding was conducted to identify key themes, followed by categorization and pattern identification.

To ensure the trustworthiness of the analysis, several validation strategies were employed, including data triangulation across sources and methods, as well as member checking with selected participants to verify the accuracy of interpretations. The analysis process was iterative, allowing continuous refinement of themes and alignment with the theoretical framework.

Results

The findings of this study indicate that the adoption of Artificial Intelligence (AI) in Human Resource Management (HRM) at PT Cisarua Mountain Dairy is currently partial but strategically focused on high-impact functional areas, particularly talent acquisition and employee retention analytics. Rather than implementing AI across all HR processes simultaneously, the organization adopts a selective approach by prioritizing functions characterized by high data volume and operational urgency. This targeted implementation reflects an incremental transformation strategy, where AI is introduced in areas that can deliver immediate operational and strategic value.

In the domain of talent acquisition, AI has been integrated into the recruitment process through an automated system embedded within the Human Capital Management platform. This system is primarily utilized for high-volume recruitment, such as hiring production operators, warehouse staff, and sales representatives. The use of Natural Language Processing (NLP) enables automated CV screening and candidate matching, allowing the system to process large numbers of applications efficiently while maintaining consistency in evaluation criteria. In addition, asynchronous video interviews are analyzed to assess both verbal and non-verbal indicators, contributing to a more standardized and scalable recruitment process.

Beyond recruitment, AI is also applied in employee retention through the development of a predictive analytics system. This system integrates multiple sources of internal data, including attendance records, performance indicators, training participation, and employee engagement metrics. By analyzing patterns within these datasets, the system generates predictive insights regarding the

likelihood of employee turnover. These insights enable HR professionals and line managers to implement proactive interventions, thereby shifting HR practices from reactive responses to more anticipatory and data-driven strategies.

As summarized in Table 1, AI implementation in HRM at PT Cisarua Mountain Dairy is concentrated in two primary domains, each with distinct applications and organizational impacts.

Table 1. AI Implementation in HRM Functions

HR Function	AI Application	Description	Organizational Impact
Talent Acquisition	CV Screening (NLP)	Automated screening and candidate-job matching	Faster processing and consistent evaluation
Talent Acquisition	Video Interview Analysis	AI analysis of verbal and non-verbal candidate responses	Standardized and scalable assessment
Retention	Predictive Analytics	Identification of employees at risk of turnover	Proactive intervention and workforce planning

The process of AI adoption within the organization involves multiple actors and unfolds through a structured yet adaptive approach. Top management plays a central role by initiating digital transformation and establishing a cross-functional task force consisting of HR, IT, and business units. While this collaborative approach supports implementation, the introduction of AI also generates varying degrees of resistance among employees. Concerns are particularly related to job displacement and trust in algorithm-based decision-making. To address these challenges, the organization adopts an augmentation approach, positioning AI as a tool that supports rather than replaces human judgment.

The implementation of AI produces several observable impacts on HRM practices. One of the most significant outcomes is the improvement in operational efficiency, particularly in recruitment processes, where the time required for candidate screening is substantially reduced. In addition, the use of standardized algorithms enhances consistency in evaluation, minimizing subjective variation among recruiters. At the same time, the role of HR professionals undergoes a notable transformation, shifting from routine administrative tasks toward more analytical and strategic responsibilities.

These changes are further illustrated in Table 2, which compares HRM practices before and after the implementation of AI.

Table 2. Transformation of HRM Practices Before and After AI Implementation

Dimension	Before AI Implementation	After AI Implementation
Recruitment Process	Manual and time-consuming	Automated and time-efficient
Decision Making	Intuition-based	Data-driven and predictive
HR Role	Administrative	Strategic and analytical

Despite these benefits, the findings also reveal a range of challenges and risks associated with AI implementation. Ethical concerns emerge as a critical issue, particularly in relation to algorithmic bias. The organization identifies that initial models may unintentionally favor certain candidate profiles due to biases embedded in historical data. In response, corrective measures are implemented, including periodic bias audits, refinement of training datasets, and the introduction of algorithmic constraints to promote fairness and diversity. Additionally, disparities in digital competency among employees present another challenge, as varying levels of technological readiness influence the effectiveness of AI adoption across the organization.

Overall, the findings demonstrate that AI-driven transformation in HRM is not merely a technological shift but a multidimensional process involving organizational adaptation, workforce transformation, and continuous learning. The successful implementation of AI depends on the organization's ability to balance technological capabilities with human and ethical considerations.

Discussion

The findings of this study indicate that the adoption of Artificial Intelligence (AI) in Human Resource Management (HRM) at PT Cisarua Mountain Dairy is currently partial but strategically focused on high-impact functional areas, particularly talent acquisition and employee retention analytics. Rather than implementing AI across all HR processes simultaneously, the organization adopts a selective approach by prioritizing functions characterized by high data volume and operational urgency. This targeted implementation reflects an incremental transformation strategy, where AI is introduced in areas that can quickly demonstrate tangible value for organizational performance.

In the domain of talent acquisition, AI has been integrated into the recruitment process through an automated system embedded within the Human Capital Management platform. This system is primarily utilized for high-volume recruitment, such as hiring production operators, warehouse staff, and sales representatives. The use of Natural Language Processing (NLP) enables automated CV screening and candidate matching, allowing the system to process large numbers of applications efficiently while maintaining consistency in evaluation criteria. In addition, the implementation of asynchronous video interviews allows candidates to respond to standardized questions, which are then analyzed by AI to assess both verbal content and non-verbal indicators such as tone and facial expressions. This approach significantly reduces the time required for initial screening and enhances the standardization of recruitment procedures across different units.

Beyond recruitment, AI is also applied in employee retention through the development of a predictive analytics system. This system integrates multiple sources of internal data, including attendance records, performance indicators, training participation, and employee engagement metrics. By analyzing patterns within these datasets, the system generates predictive insights regarding the likelihood of employee turnover within a specific time frame. These insights are presented through an interactive dashboard, enabling HR professionals and line managers to identify high-risk employees and implement proactive interventions. As a result, HR practices shift from reactive responses to employee turnover toward more anticipatory and data-informed strategies.

The process of AI adoption within the organization involves multiple actors and unfolds through a structured yet adaptive approach. Top management plays a central role in initiating the transformation by establishing a cross-functional task force consisting of representatives from HR, IT, and business units. This collaborative structure facilitates coordination between technical and functional perspectives, ensuring that AI implementation aligns with organizational needs. However, the introduction of AI also generates varying degrees of resistance among employees, particularly among those who perceive AI as a threat to their professional roles or question the reliability of algorithm-based decisions. To address these concerns, the organization adopts an augmentation approach, positioning AI as a tool that supports rather than replaces human judgment. This approach helps to maintain a balance between technological efficiency and human oversight.

The implementation of AI produces several observable impacts on HRM practices. One of the most significant outcomes is the improvement in operational efficiency, particularly in recruitment processes, where the time required for candidate screening is substantially reduced. In addition, the use of standardized algorithms enhances consistency in evaluation, minimizing subjective variation among recruiters. At the same time, the role of HR professionals undergoes a notable transformation. With the reduction of routine administrative tasks, HR staff are increasingly engaged in analytical and strategic activities, such as interpreting data insights, advising management, and designing targeted interventions for workforce development.

Despite these benefits, the findings also reveal a range of challenges and risks associated with AI implementation. Ethical concerns emerge as a critical issue, particularly in relation to algorithmic bias. The organization identifies that initial models may unintentionally favor certain candidate profiles due to biases embedded in historical data. In response, the organization implements corrective measures, including periodic bias audits, refinement of training datasets, and the introduction of algorithmic constraints to promote fairness and diversity. Additionally, disparities in digital competency among employees present another challenge. While some individuals readily adopt AI tools, others experience difficulty in understanding and trusting the system, leading to varying levels of acceptance across the organization.

Overall, the findings illustrate that AI-driven transformation in HRM is a multifaceted process that involves not only technological implementation but also organizational adaptation, cultural negotiation, and continuous learning. The organization's experience suggests that the successful adoption of AI depends on its ability to integrate technological innovation with human capabilities and organizational values, while simultaneously addressing emerging ethical and operational challenges.

Conclusion

This study concludes that the transformation of Human Resource Management (HRM) through Artificial Intelligence (AI) at PT Cisarua Mountain Dairy is a complex socio-technical process that extends beyond technological adoption. AI has been strategically implemented in talent acquisition and employee retention, resulting in improved efficiency, more accurate decision-making, and a shift toward proactive and data-driven HR practices. This

transformation also redefines the role of HR professionals from administrative actors to strategic and analytical contributors.

Theoretically, this study contributes by providing a context-specific understanding of AI-driven HRM transformation in a developing country setting. It also proposes a cyclical model that extends existing linear frameworks by incorporating ethical reflection as an integral component of the transformation process.

Practically, the findings highlight the importance of balancing technological innovation with human capability development and ethical governance. Organizations should invest in data infrastructure, digital literacy, and transparent AI practices to ensure effective and responsible implementation.

This study is limited by its single-case design and qualitative approach, which may affect generalizability. Future research is recommended to involve multiple cases, apply mixed methods, and explore longitudinal perspectives.

In conclusion, successful AI-driven HRM transformation depends not only on technological capability but also on the organization's ability to integrate technology with human values and ethical considerations in a sustainable manner.

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