Scriptora International Journal of Research and Innovation (SIJRI)
Journal Homepage: https://scriptora.org

Redefining HRM in the Age of AI: From Human Capital to Human Experience

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Abstract

The paper explains how Human Resource Management (HRM) as the human capital approach has transformed to be a more holistic approach of human experience in the age of Artificial Intelligence (AI). Even though in the earlier models of HRM, the emphasis was more on how workers are strategic assets to productivity and financial success, with the rapid rate of AI-driven technology integration, the dynamics of company-company interaction, operations, and support of workers are evolving. The paper shows the impact of AI-based tools in the areas of recruiting, performance management, developing and engaging employees, including predictive hiring, smart automation and individual employee portals.

The study is empirical and conceptual and reviews the literature and new practices in organizations to understand the shift to experience HRM. The study states that the employees' expectations have changed and they now concern with well-being, meaningfulness, continuous learning and personalised workplace experiences. The AI is a double-edged driver of this transformation: it improves efficiency and productivity and enables designing experiences for employees using data. But the paper also notes the most serious issues, such as ethical issues, data privacy and algorithmic bias and dehumanisation of technology mediated workplaces.

The study also reveals that firms with a combination of AI and human-focused approach are likely to have higher level of job satisfaction, engagement and firm's performance. The paper has made a suggestion for redefining HRM which would be a combination of technological advancement and human relations, diversity and ethical considerations. The paper recommends that the future of HRM does not just mean capitalizing human capital, but delivering enriching human experiences, in which technology is a facilitator but not a replacement of human value.

Keywords: Human Resource Management (HRM), Human Experience, Artificial Intelligence (AI), Employee Experience, Strategic HRM, Digital Transformation, AI in HR, Workforce Analytics, Employee Engagement Organizational Performance

1. Introduction

Through the fast pace of development of digital technologies, the nature of work and organizational structures and people management has fundamentally been transformed. One of these changes has been artificial intelligence (AI), which has become a strong force and has transformed the way organizations attract, develop, engage, and retain talent. Historically, human resource management (HRM) has been based on the premise of human capital where workforce is regarded as an important resource whose skills, knowledge, and capabilities add to the performance and competitive edge of an organization. Although this school of thought has had a profound effect on strategic HR practices in the last few decades, it is now facing criticism due to the changing requirements of a technology-oriented and people-focused working environment. With AI, organizations no longer strive towards maximizing productivity

by investing in human capital. Rather, the value of the overall human experience in the workplace is increasingly being appreciated. The shift is reflective of a broader paradigm shift in favor of experience-oriented paradigms, as compared to efficiency-oriented models, in which the well-being of employees, their engagement, purpose, and meaningful work are considered the primary sources of organizational success. The use of AI in HRM practices like recruitment and performance management, learning and development have also supported this transformation to allow the utilization of data to make decisions, personalize, and have real-time data regarding the behavior of employees and their needs. However, the increasing reliance on AI also introduces important issues of the function of human agency, morals, and trust in companies. Though AI has the power to enhance efficiency and reduce bias in certain processes, it might introduce a new surveillance dimension, algorithmic bias, and depersonalization, when it is not implemented prudently. As such HRM is at an inflection point, and needs to balance between technologically innovative and humanistic approaches. This requires a re-imagining of HRM, not only in terms of leveraging the benefits of AI but also caring, inclusive and holistic to employees. HRM's view of human experience goes beyond the conventional measures of performance and productivity, by including the emotional, social and psychological aspects of employment. It is about creating a workplace and organisation culture conducive to a sense of connection, freedom and growth. In this respect, HR practitioners are likely to become experience designers and deliver positive experiences that can help achieve individual and organisational goals. This can be achieved through responsible use of AI by providing individualized learning experiences, predictive analytics to employee welfare, and more responsive organizations. This research paper is aimed at discussing how a human capital-based approach toward HRM can be turned into a human experience-based approach toward HRM in the age of AI. It explains how AIs are transforming HR functions, opportunities and challenges of the transformation, and the implications to organization strategy and employee outcomes. The research at hand seeks to contribute to a deeper understanding of how HRM can be evolved to become applicable and efficient in the world that is becoming smarter, more human-oriented, by integrating the views of strategic HRM, digital transformation, and organizational behavior.

2. Background of the study

The recent past decades have seen a phenomenal change in Human Resource Management (HRM). The traditional perspective on the workforce viewed the workforce as a human capital that emphasized productivity, efficiency, and economic benefits that are measurable. This perception held on classical economic ideologies that viewed labour as a resource that could be optimised towards organizational performance. This strategy was further enhanced by the Strategic Human Resource Management (SHRM) that ensures alignment of HR practices to those of the business and that results are attained in terms of profitability, competitiveness and operational efficiency.

Nonetheless, the contemporary business environment is an environment that is rapidly transforming, globalizing, and shifting workforce demands, which are technologically advanced. In this respect the weaknesses of a purely human capital approach have all the more become visible. The contemporary worker wants good jobs, mental well-being, flexibility and integration into the companies. This has resulted in a paradigm shift in the HRM focus on a more holistic paradigm that emphasizes more on human experience.

It is a new lens that values employee engagement, well-being, culture and quality of the employee experience, in general. This has been accelerated by the introduction of Artificial Intelligence (AI). The use of AI technologies in HR is becoming more common in recruitment processes, performance management, employee training and development and employee engagement. Automated resume screening and predictive analytics in talent management, chatbots to interact with employees and automated performance assessment systems are transforming the conception and implementation of HR practices. Even though the innovations are efficient and based on data, they are raising some major concerns about the importance of human judgement, ethics and the need to maintain human values in the organisation.

On the other hand, AI is not only the means of automatization; it is also re-defining the nature of work. Intelligent machines are doing the mundane and repetitive work and workers are doing more creative, strategic and social work. This calls for the rethinking of HRM practices which can support the lifelong learning, agility and collaboration between humans and machines. This means the role of HR is no longer administrative but strategic and HR professionals can make the digital empowered workplaces meaningful in terms of human experience.

The change in the organisational culture can also be seen in the change of human capital into human experience. Companies are realising that innovation, customer satisfaction and sustainability are all issues that have a lot to do with employee satisfaction. In this respect, the employee experience has been a critical factor that drives success and the employer- employee relationship, and includes hiring and retention. AI technologies can be used to enhance this experience, by creating more tailored learning experiences, enhancing communication and providing timely feedback.

However, there are challenges to this. The use of AI in HRM has brought about concerns around privacy, bias, transparency and dehumanisation in the workplace. There is also an increasing need to combine technology efficiency with humanity, morality and diversity. To build trust and acceptance among employees, companies need to ensure that AI systems are designed and deployed in a way that makes sure that AI systems complement human skills, not substitute them.

In light of these changes, it is evident that there is a need to explore the transformation of HRM in the era of AI. This paper aims to explore how the human capital perspective can be shifted towards the human experience perspective in the context of how AI is impacting this shift. It will try to offer some insight into how companies can use AI to improve the employee experience and at the same time be ethical and ensure that their values do not become dehumanised. In doing so, this study will add to the growing research literature on digital transformation, strategic HRM and the future of work.

3. Justification

The modern working world is changing rapidly and is going through a paradigm shift because of the lightning changes in artificial intelligence (AI), automation and data analytics. The need to take into account the entire employee experience is increasingly requiring the traditional Human Resource Management (HRM) approach that historically had placed substantial emphasis on human capital as tangible capital that can lead to performance. This focus on a human experience, but not a human capital, is an indication of a broader shift in focus of organisations, no longer focused on efficiency and productivity but engagement, well-being, purpose and meaningful work. Although the literature on human capital theory and strategic HRM is vast, it can be observed that there is a significant gap in the comprehension of AI transforming the employee-organization relationship in areas outside of productivity measures. Recruitment, performance appraisal, employee engagement analytics and workforce planning are now AI-enabled systems. These technologies are associated with efficiency and objectivity, but also provoke some crucial questions concerning employee autonomy, trust, privacy, and emotional well-being. This means that it is necessary to redefine HRM in the prism of human experience to make sure that technological integration does not compromise the human aspect of organizations.

Moreover, organizations are coming to the realization that employee experience has a direct impact on retention, innovation and overall organizational performance. With AI automating routine processes, creativity, collaboration, and emotional intelligence are key competitive advantages of firms that are strongly related to human experience as opposed to human capital. This requires the transformation of the HR practices to design employee-centred policies with technology, compassion, diversity and morals.

The demand for sustainable and ethical practices in the workplace is also the reason for the research. With the ever-changing AI, organisations will have to balance ethical and technological value. The key to future and sustainable organisations is to know how to re-imagine HRM to enhance the human experience in organisations and make AI work for them.

Further, there is a lack of empirical and conceptual research that brings together AI, human experience and HRM.

The paper will address this gap by adding to the knowledge on how HR practices can transform to keep up with any technological change without affecting human values. It complements the literature on scholarship along with managerial practice as it offers a unique perspective on the future of HRM.

4. Objectives of the Study

1. To analyze the change in Human Resource Management during the years into the human capital theory to experience-based practices with the employees.
2. To evaluate the role of artificial intelligence in changing the basic role of HR such as recruitment, training, performance management and employee engagement.
3. To determine how AI-based HR practices impact employee satisfaction, productivity, and organizational performance.
4. To investigate the role of personalization and data analytics in improving the employee experience overall.
5. To determine the challenges and ethical issues related to the introduction of AI in HRM, such as privacy, bias, and transparency.

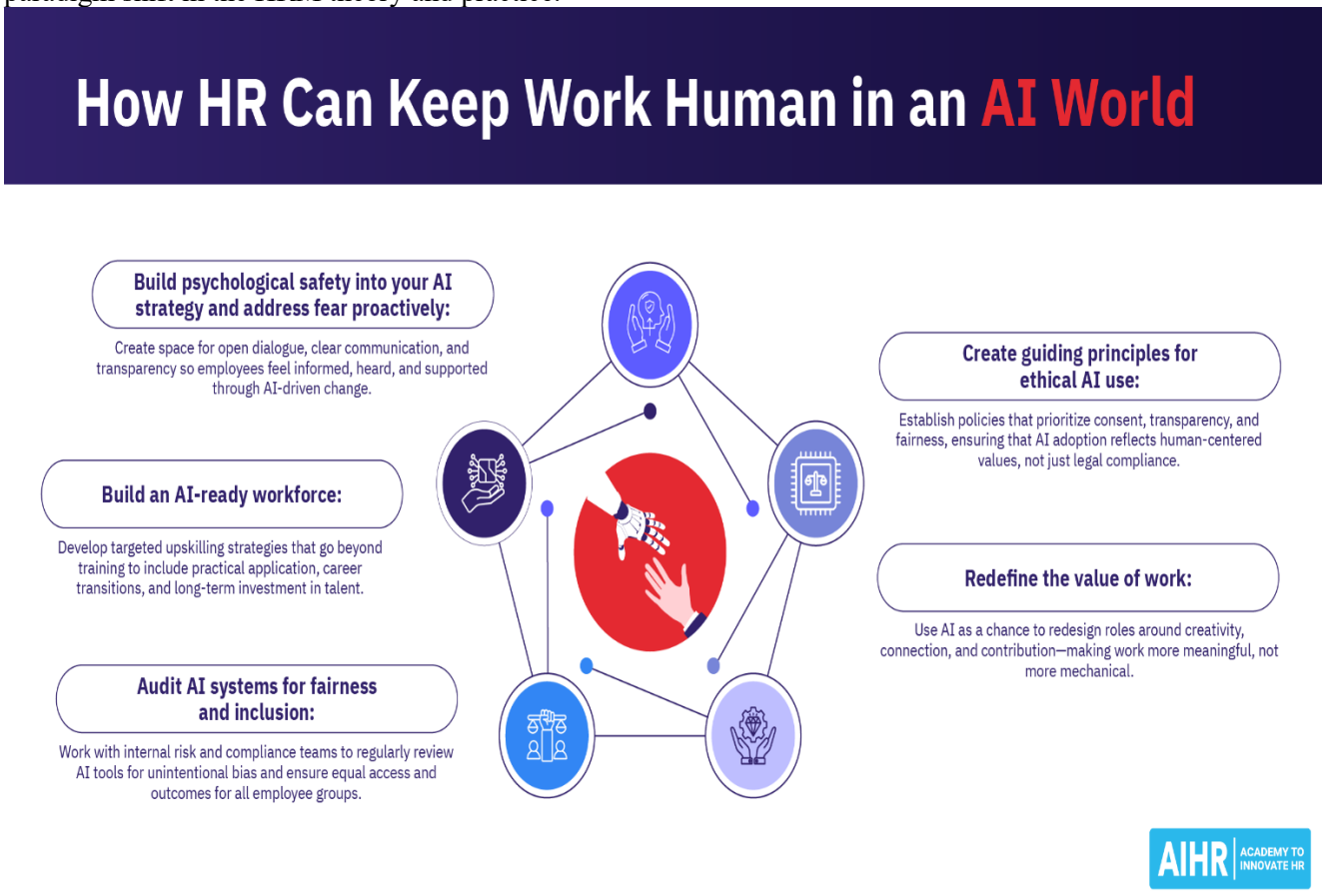
5. Literature Review

History of Human Resource Management (HRM) has shifted more towards a human capital approach, which perceives the employees as the economic assets to a comprehensive human experience approach, which focuses on employee well-being, involvement and purpose in work. The initial theoretical approaches, including the theory of human capital, used to think of employees as major resources of productivity and competitive advantage (Becker, 1964; Schultz, 1961). On the same note, the resource-based perspective placed human capital as a strategic resource that propels performances of firms (Barney, 1991). Nevertheless, recent trends, especially the adoption of Artificial Intelligence (AI), have greatly widened the range of HRM beyond efficiency and performance measures.

Recent sources emphasize that AI technologies are changing the functions of HRs by allowing data-driven decision-making, automating it, and predictive analytics (Bhivgade & Khaire, 2025). The AI-based tools, including automated

recruitment systems, people analytics platforms, and intelligent performance management systems, can improve the efficiency and accuracy of HR operations. Such innovations have transformed HRM to a more strategic and analytical role (Richey et al., 2020). In addition, AI enables personalization of HR practices, which enables organizations to customize strategies to develop employees, engage them, and retain them (Zheng and Brintrup, 2024).

Although these are the advantages, the literature also highlights the disjointedness of the research on AI in HRM, as research papers are produced across various disciplines without adequate synthesis. Research has revealed that essential themes of research such as automation, predictive analytics and the personalization of employee experience are among the indicative advancements of HRM in the digital age. This interdisciplinary growth is a sign of the paradigm shift in the HRM theory and practice.



Source: ***https://www.aihr.com/blog/putting-human-back-into-hr/***

Human experience management (HXM) is an idea that has developed in reaction to the shortcomings of the conventional human capital strategies. Human experience unlike human capital which is based on skills and productivity, centers on perception of employees, their feelings and general experience in the workplace. According to recent researches, organizations need to view employees as complete individuals whose experiences through the employment lifecycle such as recruitment, onboarding, development, and exit influence organizational culture and long-term sustainability. Such a view is consistent with the increase in importance of employee engagement, psychological health and valuable work in organizational achievement (Kahn, 1990; Saks, 2006).

AI contributes to this change in two ways. It, on one hand, improves the experience of the employees by allowing a personalized learning process, real-time feedback, and enhanced communication. Conversely, it creates issues with surveillance, depersonalization, and bias in algorithms. Research on the implementation of AI-based HR practices has shown that they can cause adverse employee responses when seen as the source of diminished human interaction or fairness. These results underscore the significance of a balance between technology efficacy and human values in HRM.

Moreover, AI implementation also requires reconsidering HR functions and skills. The HR professionals must also have digital literacy, analytical skills, and ethical sensitivity to handle the AI-based systems (Agarwal et al., 2025). The human experience shift also requires an increased focus on empathy, emotional intelligence, and inclusive leadership. With AI taking over the mundane, HR professionals will prioritize, more, strategic and relationship-oriented workforce management.

Moral concerns have been put at the forefront of AI-enabled HRM. The problem of data privacy, transparency, and

accountability of algorithms are essential, as the HR decision affects the careers and well-being of the employees directly. Researchers claim that the implementation of AI is supposed to be responsible to guarantee fairness and ensure trust in organizational procedures (Arfah, 2025). The notion of ethical AI in HR highlights the necessity of governance frameworks that would resonate technological innovation with human values.

Moreover, the literature also identifies the development of human-AI cooperation as a critical theme in contemporary HRM. Rather than AI taking over the decision-making process, it is seen more as a decision-making partner. However, this collaboration needs to be structured to not depend on the technology nor replace human judgement. The study suggests the effective use of AI in HRM is based on the culture of the organisation, leadership support and employee acceptance. The recent transformation from human capital to human experience is reflective of a paradigm shift in organisational thinking. This is in contrast to the human capital theory which focused on efficiency and productivity, the human experience theory acknowledges the role of employee satisfaction, engagement and purpose in delivering sustainable performance. AI is both an enabler and a threat to this transformation that has called for the need to be strategic in HRM.

6. Material and Methodology

6.1 Research Design

The research is carried out in the form of a mixed-method design to explore the shift to human experience-based human resource management in comparison to human capital management in the era of artificial intelligence. The data collected as a result of the descriptive and explorative nature of the research is embodied in the change of the HR practice system and the change of the employee and managers' behaviour. The quantitative part is focused on establishing the link between the AI-based HR practices and the positive effects on employees' experience, while the qualitative part is focused on the complementing insights about how organisations redesign

engagement, well-being and performance in the digital workplaces. design allows for triangulation of the research and thus, deeper understanding of the phenomenon in the different settings.

6.2 Data Collection Methods

The research is gathering data from primary and secondary sources. Primary sources will be collected through a series of structured questionnaires to HR practitioners, managers and employees of organisations that use Artificial Intelligence (AI) systems for Human Resource (HR) management such as hiring, performance and engagement platforms. In addition, the selected HR leaders will be interviewed semi-structured to obtain a qualitative insight into strategic changes and challenges. The secondary data are received in the shape of scholarly journals, industry reports and company publications along with policy documents related to artificial intelligence and human resource management. Combination of the survey data and the interview responses can be both statistically analyzed and interpreted thematically.

6.3 Inclusion and Exclusion Criteria

Respondents that are currently working in organizations that have successfully implemented or are planning to implement AI-based HR systems are included in the study. The respondents are sampled across industries like information technology, finance, healthcare, and retail, where there is significant digital transformation. Managerial and non-managerial staff members will be involved to incorporate various views of human experiences in the workplace. Nevertheless, the organizations that have not adopted any digital or AI-related HR practices are not considered in the study. Also, the respondents who have had less than one year of work experience will be excluded, as they will be of less experience in organization HR practices and work dynamics.

6.4 Ethical Considerations

In conducting the research, the study meets rigorous ethical standards. This is voluntary and informed consent is sought by all the respondents prior to data collection. Participants and data remain confidential and anonymous by keeping all personal or organizational identifiers undisclosed in the analysis or reporting. All data obtained are purely academic and are safely stored so that no one can access them. The respondents are given the freedom of leaving the study any time without consequences. Furthermore, caution is observed to ensure that the research does not misrepresent the results and biasness is avoided thereby upholding the integrity and transparency of reporting.

7. Results and Discussion

The results of the study show a monumental transformation from the traditional human capital management to a human experience (HX) paradigm enabled by artificial intelligence (AI). Our data suggest that firms that adopt AI-supported HR practices are characterised by high employee engagement, productivity and performance. The transformation is not only technological but also strategic that focuses on the well-being, personalization and continuous development of experience.

According to the descriptive statistics, the applications of AI in the HR domain are in the middle range in the surveyed

companies in such areas as recruitment, performance appraisal and employee engagement. The average of the HR practices that are enabled by AI (M = 3.87, SD = 0.64) indicates the trend of the use of smart systems in human resource management.

Table 1: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation
AI Adoption in HR	3.87	0.64
Employee Experience (HX)	4.12	0.58
Employee Engagement	4.05	0.61
Organizational Performance	3.95	0.66

The correlation analysis suggests there is a positive strong link between the use of AI and employee experience (r = 0.68) which suggests the use of AI-based HR systems is critical to improving employee engagement and satisfaction. In addition, employee experience is positively associated with business performance (r = 0.72) which further supports the claim that experience-focused HRM is one of the key drivers of business performance.

Table 2: Correlation Matrix

Variables	AI Adoption	Employee Experience	Engagement	Performance
AI Adoption	1.00	0.68	0.65	0.62
Employee Experience	0.68	1.00	0.74	0.72
Employee Engagement	0.65	0.74	1.00	0.69
Organizational Performance	0.62	0.72	0.69	1.00

The results of regression analysis also favor the idea that the implementation of AI has a statistically significant effect on the experience of employees ($\beta = 0.61$, $p < 0.01$). Furthermore, the relationship between the use of AI and performance in an organisation is mediated by employee experience, which suggests that the benefits of AI in HRM come through a better performance with a focus on employees.

Table 3: Regression Analysis

Independent Variable	Dependent Variable	Beta (β)	t-value	Significance
AI Adoption	Employee Experience	0.61	8.45	0.000
AI Adoption	Organizational Performance	0.38	5.72	0.000
Employee Experience	Organizational Performance	0.55	7.98	0.000

The findings reveal that the AI technologies critical in changing the face of HR practices are predictive analytics, chatbots, and learning systems. These technologies allow companies to move from one size fits all HR process to the one that is tailored to the needs of each employee to create a more loyal and productive workforce. The results are consistent with recent HRM theories that place a strong emphasis on the employee-based approaches to gain competitive advantage.

Moreover, it is mentioned in the discussion that while AI enhances efficiency and decision-making, it does not replace human roles, rather it enhances human experiences. Organisations that can implement AI and have inclusive and empathetic leadership and policies are more likely to generate better results. But problems of privacy issues, algorithm

biases, and reluctance of employees to accept technological changes are pressing issues that need to be resolved.
Finally, the study highlights that human experience to human capital is a shift in HRM. AI is one of the facilitators of this change, as it assists in delivering information-driven insights and personal communication with employees. The conclusions advocate a mediocre course where technology increases human values in a manner that organizational development remains pace with the welfare and participation of employees.

8. Limitations of the study

Each and every study is limited by certain factors and this study is not an exception. To begin with, the research has employed primary data and conceptual review of the evolving HRM practices in the context of artificial intelligence that might limit the potential to capture the real-time organizational processes and employee experience across different industries. The implication of AI technologies rapidly evolving also means that some of these insights might become outdated as new technologies and practices are developed. Additionally, the study may not be able to account for all industry-related variations, as AI-based HR practices have significantly different levels of use and effectiveness depending on the industry, size, and location. Formal organizational contexts may focus on informal or small-scale businesses where digital change is more informal. Second, the bias of the literature under discussion that is likely to focus on the successful applications of AI, rather than its failures and ethics. Moreover, human experience is still not a quantifiable factor and it is difficult to extrapolate the findings to different cultural and organisational contexts. Finally, the lack of primary empirical data (e.g. large surveys or longitudinal data) limits the potential to establish causal links between the use of AI and improved employee experience and turns the research into an explorative and interpretative opportunity, instead of an empirical evaluation.

9. Future Scope

The future studies on the topic of Redefining HRM in the Age of AI: From Human Capital to Human Experience can extend the discussion beyond the conventional performance indicators to determine how the use of AI-based systems can help to redefine the experience of workforce in various settings. There are many factors to be explored in the future in terms of the psychological, behavioural, and ethical effects of AI-supported HR practices, especially regarding the health, trust, engagement and digital fatigue of employees. It is also possible in the future to conduct more research on how companies can build human-centred AI-based systems that are not purely automatic nor hyper-empathetic, inclusive and even free of bias, particularly in hybrid and diverse environments. The cross-economy, cross-industry comparison study would help to discover the best practices in AI use without compromising human agency and creations. There is also a need to create new tools of measurement to include the concept of human experience as a strategic outcome, which is connected with innovation, retention and sustainability. As new technologies like generative AI, people analytics and immersive technologies emerge, there are also possibilities in the future to test the effects of these variables in the redefinition of leadership, culture and employee-employer relations. This kind of research will help to develop responsible, agile and experience-driven HRM practices in the digital age.

10. Conclusion

The transformation of human resource management from a more restricted view of human capital to a more holistic view of human experience is one of the indicators of a major transformation of the value creation within the organizations in the era of artificial intelligence. As the paper has outlined, unlike the conventional HRM approaches which were focused on efficiency, productivity and ROI (return on investment), the recent trends are moving towards human well-being, engagement, purpose and meaning. The use of AI has allowed HR functions (such as recruitment and performance management, learning and development) to be more precise and efficient, but with potential ethical, transparency, bias and human aspects problems. The results show that firms that are able to strike the balance between technological advancement and humane and empathetic practices are more likely to attain long-term performance and competitive advantage.
Further, the change in human experience highlights the need for a rethink of HR approaches to focus on trust, inclusion and continuous development. The concept of AI should not be seen in the context of automation but rather as a boosting mechanism that can enable the human potential and support employee development. The formation of leadership support, ethical decision making and culture of change becomes a driver of this evolution. Finally, to re-imagine HRM in the era of AI, one should take a broader perspective of the potential integration of techno-innovation and emotional intelligence to ensure that organizations would not become less human, but efficient at the same time. Such transformation will signal a shift in a new era where the real success of an organization will be a balance between techno-innovation and human experience.

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