

TRANSFORMING HR FUNCTION IN MOROCCO: DIGITALISATION AND AI

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Abstract: *The digital revolution has pushed companies to rethink their model, processes and strategies. However, it was just a first step towards a transformation of work practices, as organisations' focus is now on Artificial Intelligence (AI). In this regard, we conducted an exploratory qualitative study to understand the positioning of the HR function in Morocco, between Digitisation and AI, through the analysis of four HR dimensions: recruitment, training, performance management and compensation within twelve organisations. The results of our study show that Digitalisation is now well-established within the HR function in these firms. However, the deployment of AI remains in its early stages, even though HR managers are open to future adoption of this new technology. For the moment, they face challenges such as change management, ethical considerations and the need to possess adequate skills.*

Keywords: *Digitalisation, HR Function, Artificial Intelligence AI, Human Resource Management*

INTRODUCTION

The major change of this decade is undoubtedly the rapid evolution of technologies. In this regard, the emergence of Information and Communication Technologies and Artificial Intelligence (AI) in the world of work has transformed the role of human resources. As explained by Ben Hassel and Raveleau (2012) with Digitalisation, new tools such as intranets, integrated management software and also HRIS (Human Resources Information System) have appeared. HRIS is defined as “a system that allows for the acquisition, extraction, storage, manipulation, analysis, and distribution of relevant information concerning an organization’s human resources.”

Laval and Guilloux (2010) highlight three impacts of Information and Communication Technologies on HR function. The first impact is on administrative activities, which were automated after the emergence of HRIS. The second impact is transactional, as with the advent of e-HR, managers focus more on activities that involve managerial processes. The third and final impact, seen as transformational, is a shift towards activities that hold meaning and value. This transformation also involves organisational and managerial restructuring. Furthermore, according to Schneider and Leyer (2019), the computerisation of the HR function has led to improved productivity and the quality of service provided to the company and its employees.

On the other hand, the application of AI technology has become a significant trend in the future development of human resources management nowadays. Over the years, AI has been utilised in various fields, and one of its most promising applications is in human resources.

Indeed, the interaction between artificial technologies and human intelligence bases on algorithms that should help managers make the right decisions, generating a cultural drift in which a large number of data, connections and interactions become part of the standard management of organisations (Kahneman, Rosenfield, Gandhi & Blaser, 2016). These mathematical models simplify the work of managers. They have well catalogued and organised information sets, so much that previous research has even shown that in many situations, these models are more efficient than human decisions (Di Vaio, Palladino, Hassan & Escobar, 2020; Peretti, 2017). AI has the potential to optimise recruitment, selection, training and performance management processes.

AI can assist HR professionals in making faster, more accurate and fairer decisions in recruitment, selection, talent development and retention (Bailie & Butler, 2018). According to Bapna and Gupta (2019), AI algorithms can aid in evaluating candidates using objective criteria and predicting employees’ future performance. However, there are also concerns about its impact on HR dimensions. The article by Huang, Hu and Davison (2018) emphasises that

AI provides many opportunities to improve human resources management, but these opportunities must be evaluated while considering the challenges and limitations associated with this technology. Among the drawbacks and difficulties cited by the authors, we find the replication and amplification of existing human biases, as well as employees' reluctance towards the use of AI technologies, which can diminish their effectiveness when implemented.

The objective of our research is to explore the positioning of the HR function in Morocco, amidst the intersection of Digitalisation and AI. We aim to determine at which level this function currently stands, particularly considering that the country has already embraced a digital transformation policy driven by the new model of economic development in recent years.

We have observed a lack of documented studies on the subject because the use of new technologies in Morocco is only documented at the level of commercial and marketing functions, unlike HR. This motivated us to fill this research gap and conduct an exploratory study in the HR field to determine the position of the HR function in the context of Digitalisation and AI.

To address our research question, which is: what is the positioning of the HR function in Morocco between Digitalisation and AI?, the first part of this article will focus on the literature review pertaining to the Digitalisation of the HR function. This will involve studying four HR dimensions: recruitment, training, performance management and compensation management. Additionally, we will explore the integration of AI into the organisational strategy of human resources. Throughout this investigation, we

will maintain a focus on the same HR dimensions while synthesising various approaches and frameworks.

The second section will be dedicated to the research methodology, which was based on a qualitative approach involving 12 semi-structured interviews with HR managers from various companies in Morocco. As for the final section, it will present the key data related to our exploratory study, which we will analyse in light of the existing literature. We will then discuss the limitations of the study and provide suggestions for future research.

THEORETICAL FRAMEWORK OF THE RESEARCH

In this theoretical section, we will address the issue of digital transformation in four key HR dimensions, which represent the core of the HR function: recruitment, training, performance management and compensation. Firstly, we will discuss the Digitalisation of these HR dimensions, and then in the second theoretical aspect, we will delve into the application of AI to the HR function through the aforementioned HR dimensions.

In this context, we will present the key concepts of our study, including the HR function, the notions of Digitalisation, and AI, in order to gain a better understanding of how these technologies can be applied by HR managers in Human Resources Management. The Human Resources function is a management field that focuses on the individuals working within an organisation. It is responsible for managing the entire employee lifecycle, from recruitment to compensation and benefits, as well as professional development and performance management (Table 1).

Table 1: Key Concepts

| | Digitalization | Artificial Intelligence |
|-------------------|---|--|
| Definition | The process of converting analog information into digital information. | Field of research aiming to create machines capable of mimicking human intelligence. |
| Objective | Store, process and share information more efficiently. | Create machines capable of learning, adapting and autonomously solving problems. |
| Technology | Uses digital technologies, such as the Internet, smartphones and computers. | Uses algorithms, data and machine learning techniques |

Digitalisation of the HR Function

In the processes of human resources management, computers and the internet have enabled HR managers to take on more strategic roles in contributing to operational outcomes. Recruitment, mobility, career management, compensation, training and development and individual

and collective performance management have been shifted to electronic systems, allowing for more efficient holistic approaches to managing these processes. Indeed, the Digitalisation of the HR function has empowered business leaders and HR managers to spend more time focusing on strategic matters rather than routine tasks.

E-Recruitment

Digital recruitment is based on the use of electronic tools to efficiently fill vacant positions within the company. E-recruitment can be conducted through social media platforms, allowing companies, to interact more easily with candidates and attract the best profiles. Electronic hiring appears to be an efficient and cost-effective process, where certain activities are carried out simultaneously, compared to traditional recruitment methods. Moreover, e-recruitment emerges as a swift solution for companies seeking to acquire a workforce that can bring added value in a short amount of time.

E-Learning

According to Zheng and Li (2010), e-learning can be defined as “a learning process through which individuals acquire new skills or knowledge using information and communication technologies.” This mode of learning is based on three fundamental criteria: Firstly, it involves a network through which information and knowledge can be stored, searched, distributed and shared collectively. Secondly, e-learning can be accessed through a computer or other technologies. And thirdly, its main goal is to lead to a certain level of learning.

On the other hand, online training or e-learning offers the advantage of providing great flexibility in terms of the location and time of choosing to undergo training.

Electronic Performance Management

Performance evaluation is an official system for assessing and appraising task execution, whether on an individual or team level (Chaintreuil, 2015). The development of information technologies has enabled the implementation of performance management and evaluation applications in a digital environment. Through electronic performance evaluation systems, all data related to performance reviews, comparisons, standards, objectives, error rates and time spent on tasks are stored in electronic data centres. The use of information technologies allows the performance evaluation system to ensure traceability, impartiality and continuity in a simple and fast manner (Mondy & Mondy, 2012).

E-Compensation

E-Compensation, which is referred to as an electronic compensation management system, is a concept that represents a web-enabled approach to an array of

compensation tools that enables an organisation to gather, store and manipulate employee’s compensation data. It has also been described as the process by which organisations use digital and emerging technologies to support compensation planning and administration by which employees are motivated and rewarded.

A major advantage of using e-compensation applications to manage compensation planning and administration is that e-compensation systems are used to reduce administrative costs and the amount of time needed for compensation planning. Ancarani, Di Mauro, and Mascali (2019), explained that organisations are using technology applications called e-compensation to assist the compensation process in three major ways: the automation of the payroll system; the design of the compensation system and its relationship to employee performance assessment; and communication and administration of compensation and benefits through employee self-servicing systems.

Application of AI to HR Dimensions

Today, innovative technologies are dynamically reshaping the global landscape of Human Resources Management (HRM) (Marler & Parry, 2016). Indeed, with the accelerated development and widespread application of AI and other disruptive technologies, the interaction between companies, employees and customers is fundamentally changing and the automation of administrative components of HR activities and tasks is intensifying. Emerging research demonstrates that AI can bring significant benefits to businesses by improving HRM performance (Tambe, Cappelli & Yakubovich, 2019). On the other hand, some argue that businesses are not ready for AI in HRM due to a lack of expertise (Hutson, 2017).

AI and Recruitment

The recruitment process involves screening and evaluating resumes and then recommending appropriate positions to candidates. By using AI through optical character recognition and megadata methods, Ideal Corp. was able to reduce recruitment costs and increase recruitment efficiency. In this process, AI has the ability to screen candidates without bias (Lisa & Talla Simo, 2021).

In the field of recruitment, AI refers to intelligent machines and software that behave and act like humans without any human intervention (Jain & Li, 2011). Facial recognition techniques can be used to allow the recruiter (robot) to

authenticate the candidate (P. Matsa & K. Gullamajji, 2019). The use of natural language processing technology eliminates the need for typing, and the conversion of speech to text does not take much time, which will greatly improve the efficiency and accuracy of the recruiter's work. In addition, the system can also select a candidate based on the voice test method. Then, the megadata method is used to collect the information of applicants, filter the vacancies, match the interview results of applicants, analyse their personality characteristics, advantages, disadvantages and match the positions. Correspondents can be contacted following personality analysis and IQ/EQ tests.

AI and Training

The use of AI in the human capital development process has become a powerful avenue in organisations as learning and development programmes are more effective than traditional training programmes (Wolor, Khairunnisa & Purwana, 2010). Indeed, by using AI-based algorithms, learning programmes can be customised, which will allow the company to monitor and study the skills, attitudes and behaviours of different employees at different levels (Wang & Lin, 2020).

AI can help plan, organise, coordinate and develop training programs for all talents in a way that categorises them according to their skills. Besides, AI will also help the employer and employee to discover the gaps in their performance, knowledge and skills by providing feedback after the learning programs to improve their process of the work (Wamba et al., 2020).

Stated that organisational performance would increase when the company adopts AI-based human capital development tools to cope with the increasing volumes and changes in learning and development contents. This claim is supported because they stated that AI tools would improve organisational performance by providing employees with up-to-date skills.

AI and Performance Management

AI technologies facilitate the employee evaluation function and now allow for multiple factors to be considered. They mark a shift from direct, physical control by the employer to a remote control model based on data collection. HR uses a wide range of sources, such as sensors embedded

in smart devices, GPS tracking, sociometric badges and access control systems, to collect data on employees. This data includes their behaviour, location, relationships with co-workers, manager satisfaction, customer satisfaction and even their emotional state. This information is analysed by AI to assess their performance and productivity at work. As such, some systems could give managers the ability to measure, in real time, employee productivity. For example, managers could track: the amount of travel that employees have to do in the course of their work, the speed at which an employee processes files or even writes a document (Sima, Gheorghe, Subić & Nancu, 2020). As such, in the context of public administration, these uses of AI could fit well with the managerial practices associated with the new public management that emphasises performance measurement and evaluation (Lengnick-Hall et al., 2018).

AI and Compensation Management

AI-based electronic compensation programmes, such as Oracle's PeopleSoft eCompensation Manager Desktop, offer managers the ability to automate payroll options, manage salary values and monitor compensation cycles. These automated payroll systems manage employees' base salaries, commissions, overtime and bonuses. These systems are reported to reduce errors in compensation actions by 80% because they are designed to comply with stricter financial regulations (Veale et al., 2018).

The application of AI can help facilitate fairness in compensation management. BP neural network is a supervised AI technology based on biology, neurology, psychology and statistics. It can mimic the nervous system of the human brain, establish a regular computational model and integrate multiple neural network nodes (Nobre, 2020). The BP neural network system can be used to design an intelligent decision support system to train a fair salary evaluation system with the input of big data.

METHODOLOGY

Our exploratory study is part of constructivist epistemological stance based on an abductive mode of reasoning. In this empirical study, we have targeted a sample of 12 companies, operating in different sectors of activity in Morocco.

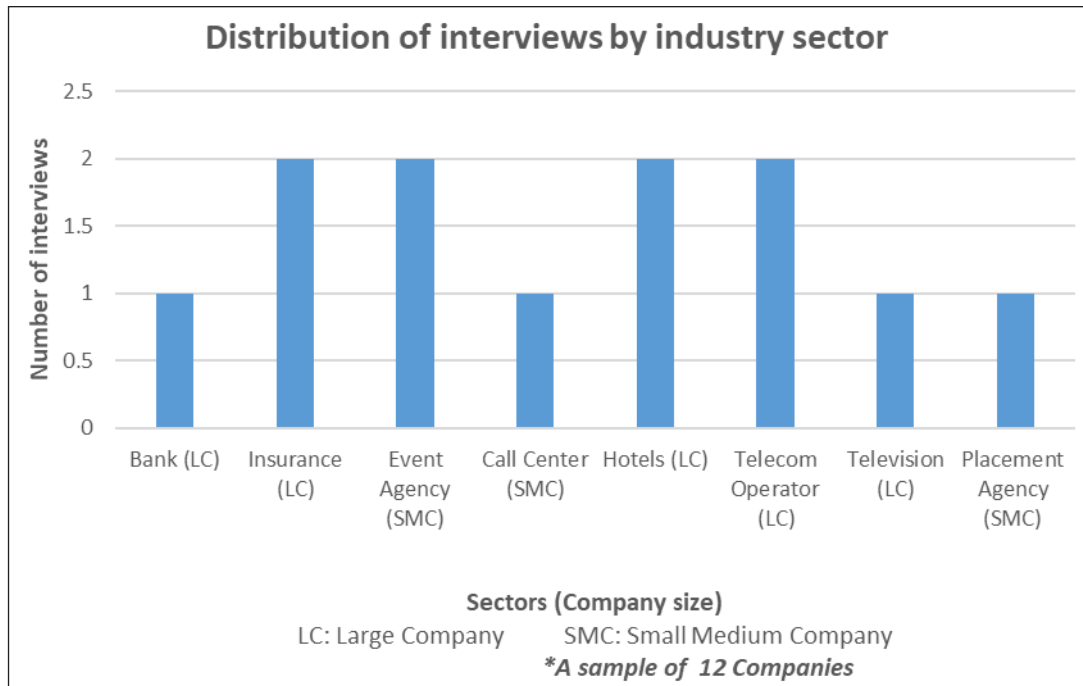


Fig. 1: Distribution of Interviews by Industry Sector

The selection of a convenience sample of 12 service companies for our study on the positioning of HR function between Digitalisation and AI is based on several methodological considerations. By opting for semi-structured interviews, our goal is to achieve data saturation, where new significant information is no longer generated, and thereby ensuring substantial depth of analysis. This qualitative approach allows us to delve into the varied perspectives of companies regarding the integration of emerging technologies into their HR strategy. Furthermore, the selection of this sample aligns with available resources, ensuring a thorough study while meeting logistical requirements. This approach has enabled us to capture a diversity of practices and viewpoints in the service sector, providing a nuanced and contextualised understanding of the topic under study.

Based on the literature review, we focused our data collection on four dimensions of human resources: recruitment, training, performance management and compensation management. Practically, we constructed our interview guide around these four dimensions to provide a coherent structure

for discussions with HR managers. We then supplemented the guide with open-ended questions to allow participants to freely express their experiences regarding the use of Digitalisation and AI in each of these dimensions.

The HR managers of service companies have been selected as key participants in this study due to their specific expertise and central role in implementing digitalisation and AI technologies. Their position enables them to offer profound insights into the challenges, opportunities and HR strategies in response to these technological advancements. By interviewing these stakeholders, our aim is to obtain detailed and contextualised information on current HR policies, prevailing practices and future directions in the service sector. This approach ensures a diverse representation of HR strategies across various organisational contexts, thereby enhancing the relevance and depth of the findings from our qualitative study.

In terms of data analysis, we structured our dataset based on the four dimensions identified in the literature and organised them by company, as shown in Table 2

Table 2: Interview Guide

| | |
|--------------------------|--|
| Dimension 1: Recruitment | Can you describe the digital technologies that your company currently uses for the recruitment process? How have its tools impacted your recruitment process? Do you use AI in your recruitment process? If yes: - How much has recruiting been influenced by technology? What are the tools of that technology? If no: What are the barriers to adopting this practice? |
|--------------------------|--|

| | |
|--------------------------------------|--|
| Dimension 2: Training | <p>How does your company use digitalization for employee training?</p> <p>What are the main tools or platforms used for delivering digital training?</p> <p>Have you experimented with AI in training? If yes, what are your observations?</p> <p>In your opinion, how could AI contribute to the development of human capital?</p> <p>Do you have a preference between AI-based learning programs and traditional ones? Which do you believe your employees would prefer?</p> |
| Dimension 3: Performance Management | <p>Do you use digital platforms or AI tools to collect employee performance data?</p> <p>What would be the impact of this use on the employee evaluation process?</p> |
| Dimension 4: Compensation Management | <p>How is digitalization integrated into compensation management within your organization?</p> <p>Is your company presently utilising AI for compensation management?</p> <p>If yes: What factors influenced your decision to incorporate this new technology into your compensation processes?</p> <p>If no: How do you envision the future of AI in compensation management, and what steps is your company taking to prepare for this shift?</p> |

Regarding data collection, we conducted 12 semi-structured interviews with HR managers, which were recorded and transcribed. Concerning the coding of our data, we initially opted for an open coding approach, which involves identifying concepts and categories. This entails breaking down the data into units and assigning labels to each category.

Once the open coding has generated a set of labels, we employ axial coding by examining similarities and differences to establish links and relationships between these categories. This process aims to uncover how concepts are interconnected, ultimately leading to the development of broader categories. For data analysis, we organised our corpus according to the four dimensions of the HR function identified in the literature and classified them by company. Our analysis took a horizontal form by dimension and a vertical form by company.

ANALYSIS OF EMPIRICAL STUDY

Recruitment

Based on the collected responses, we generally observe a strong presence of Digitalisation in the encountered companies, manifested through the use of digital platforms for online recruitment, applicant tracking software and recruitment through social media. However, we notice a low adoption of AI in the recruitment process, as described in the literature. Indeed, only placement agencies utilise AI tools for recruitment, while other companies all opt for e-recruitment. Some companies are laying the groundwork for potential application of this new technology by transitioning from Digitalisation to the automation of the recruitment process, while others are not yet considering the deployment of AI and prefer to remain at the Digitalisation stage due to the size of the company or its culture. These observations are supported by the following verbatims:

“Our company opts for e-recruitment, and we have observed that the timelines have been shortened, the quality of hired candidates has improved, and recruitment expenses have decreased.” (HR Manager, telecommunications sector)

“At our company, recruitment was heavily influenced, especially during the COVID crisis. We increasingly use digital methods to attract, select, and hire candidates. The tools of this technology include:

Online Recruitment Platforms: These sites allow us to post job offers and receive applications directly online.

Social Networks: We use platforms like LinkedIn, Facebook, and Twitter to search for candidates, post job offers, and communicate with candidates.

Applicant Tracking Systems (ATS): These tools manage online applications, sort CVs, track application status, and communicate with candidates.

We use e-recruitment, but our company is not yet ready for the integration of AI. Also, our company culture is not suited for this type of technology.” (HR Manager, audiovisual sector)

“Our agency has expanded the horizons of Affinity Recruitment through the Matching 4K technology, namely:

Identifying the prominent personality traits of each candidate,

Identifying the values that drive each candidate,

Modeling company culture,

Designing a “Matching” technology between all of this,

Synchronising the results and using AI to recommend ideal candidates and opportunities.” (HR Manager, service sector)

Training and Development

The majority of interviewed managers confirm the adoption of e-learning, which represents a modern and flexible transformation of training compared to the methods offered to employees in the past. On the other hand, among our sample, two companies solely provide traditional physical training as a mode of learning, as some employees, particularly seniors, are not yet ready to embrace this digital approach and resist digital solutions.

On the other hand, regarding the implementation of AI in training, although the interviewed managers are aware of the significant role this technology could play in the human capital development process by personalising training according to individual learners' needs, AI remains almost absent from the learning models across all the interviewed companies. This preference is reflected in the following verbatims:

“We use e-learning and not AI in training, but we would like to integrate it into our learning methods in the future because the difference will lie in updating the conveyed data, the volume of information processed, and the flexibility to meet the specific (individual) needs of each learner. Also, future generations will be more inclined to use AI as a training method. Personally, I believe that AI technologies will be more abundant and effective.” (HR Manager, telecommunications sector)

“At our company, training programs are traditional; we have not reached the stage of e-learning yet, so the path towards AI-driven training is still long. Our employees generally show resistance to new technologies and prefer traditional training programs.” (HR Manager, audiovisual sector)

“Personally, I would lean towards a hybrid training approach that combines e-learning and traditional methods since human interaction remains of paramount importance for effective knowledge assimilation.” (HR Manager, service sector).

Performance Management

We have observed that in addition to e-evaluation, which is already present in the HR landscape through electronic software for managing employee time, attendance and mobility, as well as digital solutions dedicated to assigning a performance score to each employee, AI is starting to be integrated into performance management within the companies that were the subject of our exploratory research.

Indeed, this new technology has allowed HR managers to consolidate and analyse a large amount of information regarding employee performance based on the requirements of each position, resulting in an objective evaluation.

According to the interviewed HR managers, AI is used in performance evaluation in several ways and has a positive impact not only on the company but also on the employees. Among the highlighted possibilities of AI usage are:

Data Analysis and Skills Evaluation: AI is used to process data related to employee performance, such as production data, sales data, customer satisfaction, etc. AI can analyse this data to identify trends, correlations and patterns that help understand employee performance and identify skills that require development through tailored training. These observations are supported by the following verbatims:

“We use AI for HR performance evaluation, which allows us to make more informed talent management decisions and reduce recruitment biases. We rely on the Feel Good report of the 4K personality test, on which the 4K technology is based, to know in advance if the candidate will naturally thrive within the company and therefore be performing even before being integrated.” (HR Manager, service sector)

“We use a time management and access control system, a GPS system for the mobility of drivers and technical teams on the move, in addition to E-evaluation based on multiple criteria to attribute a scoring for each employee. From exploring this data, we receive, in record time, an analysis of existing shortcomings, which allows us to direct the employee towards a specific training program, propose redeployment, or plan support for the employee in question.” (HR Manager, service sector)

Compensation Management

All the interviewed HR managers opt for electronic compensation management, which is considered very reliable and efficient. However, these managers confirm the absence of AI applications in compensation management for two main reasons:

The High Cost of this New Technology: As a result, all companies limit themselves to Digitalisation and implement software that is considered sufficient, effective and less expensive.

Preserving Human Discretion: HR managers do not wish to entrust this crucial function entirely to an intelligent machine and prefer to maintain a human element in compensation management.

Regarding the future of AI in compensation management in Morocco, opinions are mixed. Some believe that its deployment is imminent and favourable for ensuring future salary equity, while others resist this new technology and prefer to automate processes while retaining human control over this HR dimension. These insights are based on the following verbatims:

“Even if we use web-based software that includes all HR functionalities, our top management prefers keeping human intervention in compensation management.” (HR Manager, service sector)

“The compensation software we use is more than sufficient, and we do not plan to mobilise AI in this area.” (HR Manager, audiovisual sector)

“We do not use AI but rather simple digital tools for salary management, considering our company’s size and the significant cost involved in implementing AI.” (HR Manager, restaurant sector)

DISCUSSION

Regarding the first HR dimension, which is recruitment, author Lee (2005), describes e-recruitment as an efficient, fast and cost-effective process, where certain activities are carried out simultaneously compared to traditional recruitment methods.

On the other hand, the literature discusses the use of AI in recruitment, starting from identifying vacant positions, sorting and selecting candidates and even conducting interviews through intelligent machines without any human intervention, using various tools such as big data, facial recognition and voice testing. Researchers (Nobre, 2020; Suen, 2019) have also addressed the consequences of applying AI to this HR function, namely the accuracy, efficiency and fairness of the recruitment process.

In our field exploration, we observed limited adoption of AI in recruitment as described in the literature, except for one specialised placement company we encountered that utilises AI in their recruitment process. However, the Digitalisation of recruitment is widespread within these large companies, with a growing interest in adopting AI in the future to standardise candidate selection criteria and optimise costs.

By comparing the literature with our findings, we conclude that recruitment is currently in the Digitalisation stage, and the application of AI in this function is still in its early stages compared to what the authors have described. Its actual implementation depends on several conditions, notably its

compatibility with the company’s values, followed by its size and culture.

Regarding employee training, it can be conducted through traditional physical learning or online through e-learning, which involves acquiring new skills or knowledge through information and communication technologies, offering great flexibility in terms of location and training schedule. Alternatively, training can be based on AI, allowing HR managers to organise and develop personalised training programmes for all employees based on their individual skills. Additionally, authors (Nobre, 2020) consider AI-based learning programs more effective than traditional programs.

Regarding this, our study reveals a lack of AI usage in training, as all the companies we encountered opt for either e-learning or traditional training methods. Although some HR managers we interviewed express interest in integrating AI into their training processes in the future due to the advantages offered by this technology, others prefer a hybrid learning model that combines traditional training centred on human presence with e-learning. We conclude that Digitalisation plays a significant role in the HR training process in Morocco, and the field is still fertile for the deployment of AI in training.

As for the third HR dimension studied, which is performance management, the literature confirms that using information technologies in performance evaluation ensures traceability, impartiality and continuity in a simple and rapid manner through e-evaluation. Additionally, authors [27] consider AI-based employee evaluation methods to be easier, faster and more efficient. By analysing various data collected from sources such as access control systems, sensors integrated into smart devices, GPS, etc., AI can analyse employee behaviours in their professional environment, track their movements, measure customer satisfaction and that of their superiors. We observe the same application in the studied companies, as they have moved from Digitalisation through e-evaluation to the deployment of AI in their performance management system.

Finally, we move on to the area of compensation management, which, according to the literature, becomes more reliable and cost-effective when adopting electronic compensation programmes and fairer when using AI-based programs thanks to neural network systems. However, the companies we encountered do not mobilise AI in compensation management because they prefer to retain a certain level of human control over this critical HR function. They limit themselves to automating the compensation management process using digital platforms or software deemed sufficient for functional and financial considerations.

CONCLUSION

In conclusion, our study has demonstrated that the HR function is undergoing a remarkable digital transformation in Morocco. However, AI is still struggling to find its place in managerial processes, especially those related to HR. Despite this gap, managers have shown openness to the potential introduction of AI in their development strategies. Nevertheless, it would require first developing an organisational culture that fosters autonomy, agility and openness to new management tools that address social and cultural challenges. Hence, the need to train employees, involve them more, and rally them around AI to avoid the resistance observed in some companies and achieve operational excellence while respecting the values and privacy of employees.

Our research, which aimed to understand the positioning of the HR function in Morocco between Digitalisation and AI, was not without limitations. Indeed, we analysed the role of the HR function based only on four HR dimensions: recruitment, training, performance management and compensation. However, we believe that in the future, and for complementary insights, it would be interesting to expand our study to other HR dimensions such as internal communication and workforce planning and competencies.

The second limitation of this work lies in its cross-sectional nature. Although our study managed to identify the positioning of the HR function and specify the degree of Digitalisation and AI implementation in Moroccan organisations, it would be more insightful to conduct a longitudinal research to track the evolution of this strategic function in the digital age and the emergence of new technologies.

Finally, with a view to expanding our research, we plan to conduct a multi-sector exploration to broaden our field of study and incorporate other sectors of activity. This would allow us to gain a more comprehensive view of the transformation of HR functions through digitalisation and AI, by comparing practices, challenges and opportunities across different sectors. By including a variety of sectors, the study could identify cross-sector trends and best practices that could be applicable to various organisational contexts, thereby providing a more thorough understanding of the impact of digitalisation and AI on human resources.

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