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**University of Zagreb
Faculty of Economics & Business**



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*University of Zagreb, Faculty of Economics & Business, J. F. Kennedy Square 6, 10000
Zagreb, Croatia
phalar@efzg.hr*

Antonija Buljan

*University of Zagreb, Faculty of Economics & Business, J. F. Kennedy Square 6, 10000
Zagreb, Croatia
abuljan2@efzg.hr*

Jelena Kovač

*University of Zagreb, Faculty of Economics & Business, J. F. Kennedy Square 6, 10000
Zagreb, Croatia
jkovac@efzg.hr*

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Jullien Amara RAMIREZ

Vilnius University, Faculty of Economics and Business Administration, Lithuania
julier1442@gmail.com

Danuta DISKIENĖ

Vilnius University, Faculty of Economics and Business Administration, Lithuania
danuta.diskiene@evaf.vu.lt

Virginijus TAMAŠEVIČIUS

Vilnius University, Faculty of Economics and Business Administration, Lithuania
virginijus.tamasevicius@evaf.vu.lt

Michael CHRISTOFI

Cyprus University of Technology, Cyprus & Vilnius University, Faculty of Economics and Business Administration, Lithuania
michael.christofi@cut.ac.cy

Abstract

The rapid acceleration of digital transformation in Human Resource Management (HRM) has introduced AI-driven HRM systems as valuable tools for enhancing organizational communication, workforce engagement, and decision-making efficiency when effectively implemented (Fenwick et al., 2024). However, AI integration in HRM requires responsible governance to balance automation, ethical oversight, and workforce adaptability while addressing risks such as algorithmic bias, data privacy concerns, and employee resistance, which can undermine long-term workforce resilience and organizational trust (Ekuma 2024; Faheem et al., 2024; Lopez, 2021). HRM resilience, characterized by the ability to adapt to technological disruptions while maintaining workforce stability and engagement, is essential for sustaining organizational agility. Governance frameworks help align AI deployment with fairness, transparency, and ethical oversight, particularly in predictive analytics, automated feedback mechanisms, and decentralized workforce management. While AI improves efficiency, classification error rates of up to 34.7% for underrepresented groups highlight persistent algorithmic biases that may affect hiring, career progression, and workplace inclusion (Buolamwini & Gebru, 2018). These biases can also contribute to decision fatigue and psychological disengagement, further complicating AI's role in HR decision-making (Ifitri et al., 2024). Empirical studies highlight both advantages and limitations of AI-driven HRM adoption. While AI-driven recruitment and workforce analytics have streamlined decision-making processes, 25% of organizations' report improved screening efficiency and 22.5% experience expanded talent access. However, 26.5% cite digital skill shortages as a significant obstacle, reinforcing concerns over workforce adaptability and the need for upskilling initiatives (Mohamed, 2023). This underscores the paradox of AI-driven efficiency versus workforce resilience, requiring governance strategies that mitigate algorithmic biases while

ensuring ethical transparency and fairness in HR decision-making (Budhwar, 2022). These must be done alongside workforce development initiatives that enhance AI-driven adaptability and support organizational transformation (Park et al., 2024). This study examines the role of AI-powered HRM communication systems in shaping nonlinear feedback mechanisms, organizational trust, and paradoxical tensions, where efficiency and autonomy frequently conflict (Arslan et al., 2022). AI-driven productivity enhancements may reduce transparency and limit human agency in decision-making, affecting trust in AI governance, which is shaped by employee perceptions of fairness, ethical oversight, and alignment with human values (Scholz et al., 2024). Furthermore, benevolent paternalistic leadership (BPL) is explored as a key driver of workforce resilience, fostering trust, participative decision-making, and psychological safety as counterbalances to AI automation. This is particularly relevant in high-empathy contexts, where AI-driven management is perceived as less benevolent than human leadership, impacting employee trust and engagement (Li & Bitterly, 2024). By integrating paradox theory (Tilson et al., 2021), governance models, and digital transformation principles, this study proposes a resilient HRM framework that fosters technological innovation while maintaining human engagement (Yao & Hao, 2023). This framework aims to ensure that AI innovation aligns with workforce well-being, fairness and organizational adaptability (O'Neil, 2016). Organizations should consider developing robust AI governance models, adaptive leadership strategies, and digital upskilling initiatives to navigate HRM digital transformation effectively. The findings contribute to theoretical knowledge, discourse and practical HRM strategies, offering actionable recommendations for organizations seeking to enhance AI adoption while maintaining adaptability, fairness, and long-term workforce resilience (Lyytinen, 2022). Future research should empirically validate this framework through structural equation modeling (SEM), industry case studies, and longitudinal assessments, evaluating the long-term impact of AI governance, leadership integration, and workforce adaptation, on HRM resilience and organizational performance (Sarwar et al., 2024).

Keywords: AI-driven HRM, workforce resilience, benevolent paternalistic leadership, AI governance, paradoxical tensions