In This Era of Artificial Intelligence: Effects on Human Resource Management Practices and Intrapreneurship in MNCs in Cameroon

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Abstract: Artificial intelligence (AI) has created panic within organizations in various aspects of human resource management (HRM) practices and intrapreneurship. With the current and future dominance of AI in organizations, this paper aims to study the effects of artificial intelligence on human resource management practices and intrapreneurship. A qualitative approach with inductive reasoning was employed, targeting regional HR managers of multinational companies (MNCs) operating in Cameroon in different domains of activity. Three regional human resource managers participated in the interviews. The results were obtained through manual thematic analyses, as it showed great effects of AI on time economy in executing administrative tasks and workers' innovation by 75%, usage of human resource management software and workers' proactiveness (88.89%), and enhanced employee engagement and willingness to take calculated risks (93.34%). Besides these main factors, subsidiary factors came up too, influenced by AI, which are task-automation (94.45%) and procedure-digitalization (50%). This study is limited only to MNCs operating outside crisis zones in the country. Therefore, corporations should avoid making their workers overly dependent on AI, taking into consideration situations of AI breakdown, as many tasks necessitate human intelligence to maintain intellectual autonomy. Otherwise, we risk creating automated workers without "common sense."

Keywords: Human Resource Management Practices, Intrapreneurship, Artificial Intelligence, Cameroon

1. Introduction

The questions of who, where, and how are taking a different form due to the growing presence of Artificial Intelligence (AI), which has disrupted the work environment and the competitive nature of enterprises today (Ravin, 2017). We are living in a world where artificial intelligence is one of the threats to careers in human resource management, based on the perception that AI can assist anyone in managing any post of responsibility and equally perform any given task correctly in various fields such as engineering, medicine, agriculture, and human resource management. This implies that, in many modern organizations today, robots are executing more tasks than humans, especially when it comes to complex tasks that require precision.

As noted by Russell and Norvig (2016), the concept of artificial intelligence was confirmed in 1956 at a summer conference held at Dartmouth College in Hanover. Its features were underlined as a set of techniques that made it possible for personal computers to perform specific tasks that previously required human thinking skills (Salin & Winston, 1992) cited by Kaushal et al. (2023). In this current industrial age, most tasks execution are computer-assisted that is, the human part in task execution is becoming more and more concentrated on automated/robotic (Bondarouk & Brewster, 2016). Unlike in the past, when humans relied only on their human intelligence thanks to the abilities of creativity, logical reasoning, conscience and adaptability in the organization's environment these factors designate intrapreneurship. Specifically, in 1985, Pinchot introduced the term *intrapreneusrship*, referring to individuals within organizations, supported by Itzkovich et al., 2021. Here, the role of the individual was valued as one "who takes hands-on responsibility for creating innovation of any kind, within a business" (De Jong & Wennekers, 2008). Since then, this concept has been studied at both the enterprise and the individual levels. With the evolution of science, other synonymous concepts have emerged, such as *corporate entrepreneurship* (Azami, 2013*), internal corporate ventures* (Garrett et. al., 2015) and *internal intrapreneurship* (Ma, Liu & Karri, 2016).

Moreover, the practice of human resource management with its effects on the behaviors of the workers is assisted today by the artificial intelligence, as one of the most interesting patterns in this era and goes a long way to equally influence creativity in organizations as it is the focal point of this research work with the key aspect of integrated artificial intelligence (AI) in human resource management practices (HRMP) and human creativity. This current study is a result of the newest challenges faced by human resource managers in shaping human resource management policies. It should be noted that machine intelligence was created on the basis of the human level of intelligence, as it functions with a set of tools in the form of software packages and with the possibilities of an appropriate user interface properly designed and developed. Possibly, artificial intelligence (AI) will soon control the lives of organizations just like social media does today.

2. Theoretical framework

2.1. Generalities of AI integration in organizational management of enterprises

According to Kaplan's definition of AI in his script "A Brief Chronicle of AI: on the Present, Past and Future", AI is defined as "a system's ability to interpret external data correctly, to learn from such data and to use those learning to achieve specific goals and takes through flexible adaptation" (Haenlein & Kaplan, 2019, Morgenstern et al., 2021 cited by Nawaz, 2024). Currently, in organizations as well as in society in general, AI is conditioning the mindset of people just as it has changed the principles of who, how, where, and when a job should be done (Ravin, 2017). Due to the technological innovations imposed on organizations today, industries are undergoing a rapid shift from the traditional to a modern, digitized system, which involves the integration of AI in decision-making processes to ensure a successful growth and registration of the organization (Varsha, 2023). In this light, organizations have new obligations to standardize the abilities of their workers so that they can generate competitiveness and increase the production level of the organization. In recent times, AI has been increasingly integrated into organizations for better competitiveness in the management of human resources and maximize the performance of the organization. All over the world, organizations are striving toward a common goal: to save time, reduce costs, and improve efficiency. Through these issues, the organizations put forward techniques to be in the change process with some competitive comfort as integrating the AI challenge, necessitates the combination of technologies close to the internet, machines, and knowhow to best tackle the challenges (Hemalatha et al.

2021). It is justified in organizations and the society at large that, when they welcome artificial intelligence, it boosts the satisfaction of both the workers and the customers, improves working conditions as work-life integration, and pushes forward the global productivity of the organization (Malik et al., 2021).

In recent years, the world, particularly Africa as a continent, has registered a number of hindrances that have compelled nearly all organizations to adapt their organizational lifestyles. These challenges include various crises, such as COVID-19 and inter-tribal wars, as well as the ongoing struggle with rapid technological changes. Besides these impediments, the organizations are constantly putting in place significant strategies to overcome the hard times like in the current situation of the imposing nature of the in this era of AI, as it intends to monopolies control of human resource management and equally on the valorization of internal talents within the organizations in optimizing problem solving generated within the organizations as it equally helps in cost reduction as to compare to hiring external experts. In other words, organizations are making available the necessary efforts to incorporate AI in the human resource management policies to overcome the challenges (George & Thomas, 2019). In the general sense, AI has lots of potential that is beneficial to enterprises if they are exploited, especially in situations where they are ready to stand the challenges; register transformation of their employees to be assisted by intelligent machines in the execution of their duties effectively and efficiently. Although some studies have shown that implementing AI can be time-consuming, it offers substantial advantages to the organization (Mathipriya et al., 2019). When challenges related to AI arise, companies shift their focus from performance to resilience, agility and strategic dominance. Moreover, with the assistance of AI applications, the talent and experience of workers are boosted, which positively affects the performance level of the organization (Garg et al., 2022). Going by the actual situation today, Cameroon is still at the early stage of adopting AI, as it can be seen occupying the 153rd position out of 193 countries in terms of the public sector, scoring 30.2 out of 100. While in the private sector, the status is still developing, as of now, only a few companies have implemented the basics of AI, such as chatbots in customer services, and one of the greatest difficulties is the absence of infrastructure, data privacy, and AI policies. These lapses justify the underdeveloped nature of AI integration in the functioning of organizations.

2.2. Human resource management practice towards artificial intelligence integration

Human resource management practice is a very important knowledge in management as its importance is based on human resources and according to the literature, it plays a very strong role in the processes of absorbing, transferring, sharing and creating knowledge within the organization (Chen & Huang, 2009). According to Jimenez-Jimenez & al. (2013), human resource management practice fosters the acquisition of knowledge, sharing, interpretation, storage and memorization. In this sense, knowledge is a tool that is at the center of the management of human resources. Even in the advent of AI, new knowledge acquisition concerning the specific context of application is required. It is for such a reason that AI plays a great role actually in human resource management, especially as it increases and transforms the ways in which HRMP is being handled. Practically, AI has been integrated gradually in several key areas of human resource management based on some data correlated to human resource management procedures, organizational operations as well as the management of workforce, their career management as well as the auto-calculation of their compensations. According to Votto et al. (2021), the aim of the integration of AI in the management of human resources is to improve organizational performance in competitive market.

2.2.1. Automation of repetitive tasks

Today, thanks to the use of AI, organizations are able to automate their repetitive task and equally assist to plan for decision making thanks to the use of specific programs and algorithms (Parry & Battista, 2019). AI is easily integrated with its role being to give quick answers to common questions from the workers on their duty, or temporary, instantaneous acknowledgments of messages received. It equally steps up the worker's knowhow by putting together the performance of tasks and equally the feedback from colleagues within a given period, by merging them in performance view graph and equally creates a summarized planning for learning for the employees. It is currently very relevant for workers as it not only serves as a memory or procedural guide but it equally stands as an automatic assistant to their everyday task execution. At the same time, AI gives the ability to register and reproduce similar tasks to those already executed and memorized. Furthermore, there is a possibility that AI can reduce human errors and risks and give the most accurate results. By so doing, there is time saving, bias fee, workload reduction, and cost effectiveness (Hemalatha et al., 2021).

2.2.2. Human resource management software

So far, organizations have digitalized their system of human resource management within their organizations, yet AI still has greater contributions for an effective and efficient management of the human resources, as it is designed intentionally with the aim of profitability, human support and the reduction of monotonous responsibilities (Khatri & al., 2020). These opportunities are gained through time serving, focusing on activities such as developing staff strategies with the leaders in their respective ranks by human resource professionals, employing performance and satisfaction analyses, and implementing new strategies to improve employees' experience and to easily meet organization goals. At the same time, based on the possible combination of the worker's profile and abilities, the AI is capable of bringing out strategies for the execution of a given task confined to a worker, and it equally presents a simulation of the procedures for executing certain task. At this moment, the workers are required to have the interrelating and imitating skills to reproduce the simulated procedures and execute equally the tasks in an approximate way to attain the set objectives. Moreover, the combination of AI and human resource management, permits managers to easily control human resources and their performance in real time, ameliorating work quality and stepping up output (Li, et al., 2020).

2.2.3. Time economy in executing administrative tasks

The execution of administrative tasks requires step-by-step procedures, but with the use of AI, it automatically puts together information concerning a particular aspect of work, such as a job vacancy, by précising the different conditions to access the post and quick criteria to sort out the best candidate. According to Solek-Borowska & Wilczewska, (2018), AI-based human resource processes with abilities and the expertise of the human resource team can make more benefits in time reduction and cost reduction and the same time, AI provides the possibility for the organization to put together information on the organizations' culture and needed skills by the candidate in respect to the vacancy as well as a job description and functions (Gromov et al., 2018). In general, AI aids in the generation of information that is linked to common and repetitive tasks, minimizes human efforts and reduces time on routine tasks (Nawaz & Gomes, 2019).

2.2.4. Enhance employee engagement

AI has the ability to auto-generate features about employees' behaviors on duty within a given period of time, by generating a synthetic report on the evolution of a worker on duty, particularly in roles where tasks are assisted by computers or where relevant data about the employee is collected. Going by the characteristics of AI, it can investigate, execute a study

and equally carry out personalized operations as humans do (Khatri et al., 2020). By so doing, it serves as a form of extrinsic motivation to the worker as he or she feels important and valued in the organization and equally pushes to be more engaged on duty. With such data, the system can automatically make plans on how to address the lapses of individual employees. In general, intrapreneurs are proactive, innovative, and always willing to take risks since in general, they usually work under great pressure and at the same time, the face real circumstances since they are housed with high level of self-efficacy (the individual perception of their capacity to perform certain activities or tasks as they end up performing better, being persistent are able to stand situations of change (Bandura, 1977).

2.3. Intrapreneurship in the face of artificial intelligence in organizations

In an organization, intrapreneurs greatly influence the success and resilience of organization surrounded by the evolution of social dynamics and technologies as well as environmental care challenges. A review of the literature reveals a strong relationship between intrapreneurship and organizational performance like in customer satisfaction, internal problem-solving of organizations, and increasing market competiveness in respect to other competitors. Additionally, intrapreneurship contributes to growth in market share and overall company size (Antoncic & Histich, 2004). The presence of intrapreneurs in an organization helps the entity to attain its objectives, not leaving out the benefits of the intrapreneurs' presence in an organization, since they remain the main source of creativity, innovation, and implementation of new ideas. They encourage innovation in comportment and talent management and diversify cultural change within the organizations (Ferrier, 2015) cited by Mohedano-Suanes & Garzón (2018).

In the general sense, it has been underlined that intrapreneurs are readily engaged and committed in their organization, always objective, coherent in their work and are always ready to learn from others (Govindarajan & Desai, 2013) cited by Mohedano-Suanes & Garzón (2018). More so, they are required to have a good mastery of the environment of the enterprise, that is both internal and external in which the organization operates. In addition to the above characteristics, they are also highly committed, have visions and a good mastery of their environment, they are also sincere as they usually acknowledge the efforts of everyone, especially in a team or project. With the presence of these, there is an increase in trust and possible coalition with team members (Morris, 2010). In relation to the role theory, it states that an organization should push the employees to acquire the knowledge of intrapreneurship through their recognized talents, it will be of great benefit to the organization's economy and competitive values. In an organization, in absolute situations, the promotion of intrapreneurship can only be done by an intrapreneur leader who serves as a figurehead (Peyravi et al., 2021).

2.4. Role played by AI in human resource management practice and intrapreneurship

The presence of AI in the management process of human resources is inevitable today, thanks to the different benefits that it presents; going a long way to reduce physical creativity to robotic configuration through which, with a simple click, the system automatically generates the necessary information. By so doing, there is a gain in time, an increase in efficiency, and coherency, making the work of the workers more easily and perfect, leading to a greater level of performance as a whole. Again, the presence of the AI has greatly modified the manner in which human resource procedures are executed as it is integrated in almost all the key areas of human resource management, aiming to maximize the work output (Votto et al. 2021). Organizations today can easily access a high level of skilled workers thanks to the integration of AI, and this leads to an effective and efficient process of recruitment (Meshran, 2023) and or auto training of workers. Thanks to the

advantages of AI, it has granted a new approach to human resource management practices by increasing the general performance of the enterprise and equally providing a diversity of opportunities for performance management (Hemalatha et al., 2021; Khaled et al., 2023). As AI continues to shape our workplaces, there is a great need to train workers. This training helps workers develop the skills they need to explore the options provided by AI, ultimately enhancing their professional profiles (Chen, 2022). Besides, Chowdhury et al., (2023), stated that the increasing adoption of AI in human resource management gives the ability to grow values for customers, employees as well as the organization in general.

In general, organizations have an obligation to take into account both the structural and cognitive dimensions of the organizational environments, in order for the organization to function smoothly; just as enterprise resilience (Ntemen, & Biloa Fouda, 2023), and faced with constant technological innovations. Building strategies and facing the competitive nature of the technological environment gives organizations an upper hand to stand strong in the competitive market as well as being performant. From the above theories, they have been proven through our empirical study in correlation with our objective which is to evaluate the effect of human resource management practice and intrapreneuship in the midst of artificial intelligence. To attain this objective, we forwarded our research proposal on human resource management software, workers' proactiveness, time economy in executing administrative tasks, and workers' innovation and enhanced employee engagement and willingness to take calculated risks, all of which are influenced by the presence of artificial intelligence. In contrast, our competitor's research proposal states that human resource management software and workers' proactiveness, time efficiency and innovation in executing administrative tasks enhanced employee engagement and willingness to take calculated risks are not the only factors that are conditioned by the affluence of artificial intelligence (Bernard & Barbosa, 2016, Biloa F. C., 2021). The research proposal has been schematically represented as follows:
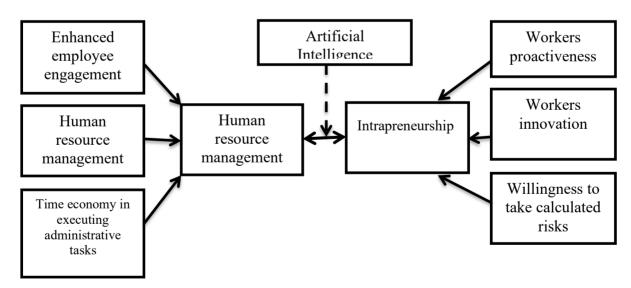

Figure 1: Schematical representation of research proposal
Source: *From literature review*

3. Research methodology adopted

According to Garvard Perret et al. (2012), research methodology is defined as the study of methods of building knowledge as it gives reasons for data collection and the investigation methods defined for this study (Biloa, 2021). For the empirical development of this research work, the qualitative approach was retained with the inductive reasoning approach to better comprehend the problem under study here and to attain our research objective.

3.1. Data collection and treatment methods adopted

No scientific work can be conducted without the use of either primary or secondary data. Therefore, data collection is an important step, as it is the foundation of research work. It is upon this foundation that clarity is achieved and directions are established. For this study, the instrument used for the collection of data was the interview guide, with open-ended questions administrated in face-face sessions with participants, assisted by an audio-recorder to facilitate data recording and ensure accurate transcription of the results. The transcription of the data was done manually and simultaneously after each interview and it should be noted that, our respondents were both English and French speakers, so we had to translate carefully the French responses to English to have a full and logical comprehension of their messages. With the use of thematic analysis (Biloa, 2021) we were able to examine the collected data from our participants closely (from December 23rd 2024 to March 12th 2025), so as to bring out identical themes, topics, ideas and meanings that came up just solely or repeatedly (Braun and Clerk, 2019). We reached saturation after using the abductive method of data collection, ultimately focusing on three cases (enterprises) each represented by one participant, a human resource manager. We believe that the individuals selected for this study possess adequate and relevant information, taking into consideration their longevity, experience, and the positions they hold in their organizations. Below is a summary of their qualifications:

Table 1. Recapitulative table of interviewees interviewed

Interviewee's code	Sector of activity	Function	Experience	Duration of interview
AEPP	Agriculture	Customer relation manager	8 years	15mins 42seconds
IAIM	Insurance	ICT manager	11 years	12mins 53seconds
RKCM	Restaurant	General manager	4 years	19mins 17seconds

Source: field work

3.2. Presentation and validation of the studied population and sample

Our population of study is made up of human resources in the different Multinational Companies in Cameroon and our sampled populations are those human resources whose job executions are computer-assisted. Knowing that, it is typically difficult to find an enterprise today, no matter its type, which functions without computer assistance; the sampled population has already witnessed the effect of AI or has knowledge of what it is, so they are better placed to answer our research questions. Therefore, this group of individuals who are Information and Communication Technology (ICT) assisted are better placed to understand, as well as feel and see, the effects of AI in the execution of their tasks.

The sampled populations were obtained through the multiple holistic cases sampling technique. Our targeted population was made up of three multinational companies obtained through recommendations and their availability. This assisted the research in mastering the current issues with respect to the context of study (Biloa, 2021). At the same time, this technique granted the possibility to underline identical characteristics and idiosyncratic so as to reach a theory granting a proper ability for the generalization of analyses (Cusin, 2009). There are several factors that motivate the choice of our sampling as today; the MNCs are one of the organs that easily import technology from their mother countries to the host countries or branch organizations so as to make the organizations to remain competitive to a maximum and equally keeping their organization culture of origin at base before integrating the national culture of the host country. So, it is interesting for us to understand how these organizations practice human resource management, the effects of the

human resource management practices, and intrapreneurship in the advent of artificial intelligence, coupled with the speed at which it is imposing itself in the daily life of organizations. The sampled population was representative since it represented a diversified domain of activities permitting the generalization of the results. In accordance with Kinyamba (2008), this subset of the population was constituted from a practical impossibility of personally questioning the whole population, where the researcher was interested and the possibility for the statistics to paint a picture of the whole by the retained fraction of the population.

4. Presentation and analysis of research results

Enough data was collected in relation to the above concepts from our different interviewees. Their perspectives have been invaluable in helping us understand the realities of the field through various analyses, particularly regarding current practices in human resource management and the innovative nature of the workers, taking into account the leading and imposing nature of artificial intelligence in the management of organizations as well as their competitive nature. Below, we present a summarized overview and analysis of our findings related to the different topics under investigation:

Human resource management software and workers' proactiveness

Respondent **AEPP:** "…I have a particular software that I use to manage my workers with, like to register every transactions that flows between our enterprise and the said worker be it punishments, advancement on salary, commissions just that at times, we forget to involve the deductions or increase in salary on time during the calculation of the monthly take home which is not good, in fact, we are functioning manually in a computerized system, of which every transaction would have been automatic as we intend to do in the days ahead… everything will be done automatically and any addition or deduction will be applied automatically, talk less of managing the carrier of the workers, it will be bias free as everyone will grow equally and at this time, there will be some professionalization in our accounting services by our accountant, thanks to some skills acquired.

Respondent **IAIM**: "Yeah! We have workers of different categories, such as permanent, temporary, or seasonal who are found at different levels be it as agents on the field to sell our products and satisfy our customers, evaluate risks and compensations and the rest. At the end of the month, they need to be rewarded accordingly. Others have a fixed salary, others are based on commission, for instance, so it is extremely difficult for a common man to do all of these and do it well, only intelligent units can do these jobs effective, precisely and over a short time. It is true that we have a series of applications harmonized in one, but with a simple click, you can have all you want in details and up to date so it is impossible for use to function right now without it not forgetting, it has taken us lot of time and resources to reach at this level, we are now benefiting from the great skills from our workers we put on training over these periods of time…really is nothing to them to manipulate the system."

Respondent **RKCM**, "Applications are very important for we cannot do without, they are very useful in the management of human resources for reasons that they are used often as it permit to operate operations that would have been very difficult for human resource to do, we have for example Excel that is used when we want to study the graphic of evolution of human resource, performance or still…we have an application such as excel that permit use to carryout operations, permit to have a good visibility of which we have at hand an application "logiciel de paie" which helps to pay and calculate the payment of workers, is same for application for the writing of administrative documents or personal documents, to it is not possible to do without and we have to evolve with technology

software are frequently used in the management of human resources the their operations is thanks to the good training our workers had from the mother company."

Time economy in executing administrative tasks and workers' innovation:

Respondent **AEPP:** "…with artificial intelligence, there is no loss of time, nahhh! Everything is sharp sharp, tick tack! You already have it done with a simple few clicks and with precision, hein!... At this point, there is no need for innovation from the workers for they only have to reproduce just what have been programed already by respecting the procedure, so the operator has nothing to create there but has to only respect the manual …you see that is one of the limits of artificial intelligence to independent people."

Respondent **IAIM**: "…for example, in a day, we can treat the salary of all the workers in the company including all their benefits and deductions and equally develop individual reports on job appreciations...this functioning system gains time and does a perfect work, it grants us the possibility to treat a mass of data within a very short time, imagine working with thousands of insured daily on different activities successfully, then you can imagine how power artificial intelligence is…so is really timely and less stressful since the operators of the applications do not need to think on strategies on how to go about with a task the system already have everything programed is just for the user to respect the steps involved to realize what is needed…no stress calm mind except in situations that the user don not know what to do, then will face the challenge of lack of skills."

Respondent **RKCM**: "The execution of tasks with artificial intelligence is a process that is greatly developed because without artificial intelligence there is a need to sit and rethink for a very long time on the different sense to give to information, to different treatment, different decision-making processes. With artificial intelligence, it is very fast and artificial intelligence gives different options of choice because with the different data bases that AI consults online, it gives different possibilities the surrounds the resolution of a problem concerning human resources So we can see that with AI, we have several possibilities of choices of a better solution that human intelligence could not present easily in an immediate thinking process. With AI, task execution is very fast, as it permits to gain great time as the computer, AI does the whole job and we just make a better choice of the results based on which better suites us in respect to the options so there is no need to stress on what or how to do something with human intelligence."

Enhanced employee engagement and willingness to take calculated risks:

Respondent **AEPP:** "Enormous …a good number of our customers are surprised by the sudden change of the quality output of our workers. The workers are able to serve a large number of customers within a short time. We have recorded a drastic drop of complains from farmers on wrong prescriptions or modes of usage of their farm products commanded or those who needed such information… meaning our workers are more serious on their duty than before. With the presence of this new system of assistance, they do not intend to go back to the old method since they do not longer have trust of their own self intelligence, they prefer not work if the system suffers a breakdown since they do not want to take any of such risk as in the past…"

Respondent **IAIM**: "Truly we work only and the machine reasons for us because we are like feeling in only the blank spaces and the machine does the rest, with this, the workers performance are exactly what is expected from them there is a great time reduction in task execution error free, acquisition of new talents and possibility of variation of working methods on the other hand, there is almost no independence on initiatives and promotion of laziness in a worker especially as no one is ready to execute a task without the assistance of the artificial intelligence as they are already have the habits of error free."

Respondent **RKCM**: "…the performance of the workers have doubled since the integration of the usage of AI it true that at the beginning the effect of the non-mastery of tools the results were not really that good but since the usage of the AI by the workers, heir performance has really increased in the general sense it has really doubled especially in time gain and even the productivity has really increased now the observations that have been made unfortunately is that the workers solely depend on AI there is a sort of dependence on the tool which could in the future affect their intrinsic performance but in the circumstance of the enterprise performance AI has contributed greatly for the enterprise performance but the workers are no more into taking personal initiative as AI does everything already."

Table 2. Recapitulative table of factors of HRMP and intrepreneurship in the era of artificial intelligence

Category	Rubrics	Topics	Relative values (%)
HRMP and intrapreneurship in the era of AI	Human resource management software and workers proactiveness	Professionalization of workers	100
		Usage of specialized software	100
		Promotes meritocracy	66.67
	Time economy in executing administrative tasks and workers innovation	Absence of individual innovation	100
		Diversity of options for decision taking	66.67
		AI Functions independently	33.33
		Workers' adaptation	100
	Enhanced employee engagement and willingness to take calculated risks	Customers satisfaction	100
		Absence of personal initiative	100
		Promotion of laziness	100
		Time gain in task execution	100
		Workers have given total confidence to AI	66.67
	Task-automation	Worker solely depends on AI	100
		Easy for simulation	100
		Computer assisted task execution	100
		Auto-procedure verification	66.67
		Auto-training assistance	100
		Auto-acknowledgments	100
	Procedure-Digitalization	Paperless job	66.67
		auto-manual consultation	33.33

Source: Extraction from our interview

As indicated in the summary table above, the analysis of collected data in relative values give us different scores on how artificial intelligence affects the practice of human resource management and intrapreneurship in multinational companies. As per our results, our empirical study has three categories of respondents as presented in our sample, and data collected was classified under five rubrics with several topics developed per rubric represented by their relative scores based on their frequency of ideas. We discovered that in the first category, in general, 88.89% of the respondents confirmed that AI has a great impact on human resource management software and workers' proactiveness. This is

because of its advantages recorded through the integration of specialized software in the execution of specific tasks and by so doing, the workers are required to have an absolute mastery of the exportation of the application to yield the required results. In the second rubric, 75% of the respondents affirmed that they have registered a great time economy in executing administrative tasks and workers' innovation. Some of the reasons for this are that AI already has every procedure integrated and the workers only need to adapt themselves through the mastery of its functionality, exploitation of its multitudes of options before decision-making. In the third rubric, 93.34% shows a significant improvement in the enhancement of employee engagement and willingness to take calculated risks in the organization. Some of the reasons for this is that, the workers are computer assisted as they produce just what is expected leading to an increase in customers satisfaction but on the other hand, in has affected negatively the human intelligence aspect as it promotes laziness, limit in taking initiations by the workers even though, there is great time gain in task execution. In the fourth, 94.45% confirms the presence of task-automation as it helps the workers to automatically carryout simulations and task execution for instance, making the workers to be solely dependent on the results of AI and fifth, only 50% of respondents indicated a change in the nature of their work, such as the usage of information supports. This could be a result of the nature of their job or the post that they occupy in the organization.

5. Discussion of results

Research indicates that human capital is a key factor in business success (Bernard & Barbosa, 2016). This means that organizations are required to be on a constant quest to be innovative and up to date in relation to the different technological innovations. By doing so, they stand the chance to be more competitive. In line with our principal research proposal, it is evident that the presence of artificial intelligence has significantly transformed some practices in human resource management, more in a positive sense in some aspects or factors than in intrapreneurship, more in a negative way, especially on human creativity and emotions in the decision-making process. Like in human resource management practices, the presence of AI in the form of specialized software has greatly facilitated management of human resources through proper career management; easily take into consideration all the elements of remuneration and the promotion of meritocracy among workers, as can be read in the declaration of the respond saying "…everything will be done automatically and any addition or deduction will be applied automatically, talk less of managing the carrier of the workers, it will be bias free as everyone will grow equally…", "at the end of the month, they need to be rewarded accordingly that is, others have a fixed salary, others are based on commission for instance, so it is extremely difficult for a common man to do all of these and do it well, only intelligent units can do these jobs effective, precisely and over a short time. It is true that we have a series of applications harmonized in one, but with a simple click, you can have all you want in details and up to date so it is impossible for use to function right now without it", "…applications are very important for we cannot do without, they are very useful in the management of human resources for reasons that they are used often as it permit to operate operations that would have been very difficult for human resource to do." For the aspect of intrapreneurship for proactiveness, with the exploitation of the software by the trained staff, they are more professional as they bring out just the expected results timely as seen through the declarations of the respondents "…there will be some professionalization in our accounting services by our accountant, thanks to some skills acquired…", "it has taken us lot of time and resources to reach at this level, we are now benefiting from the great skills from our workers we put on training over these periods of time…realy is nothing to them to manipulate the system," "technology software are

frequently used in the management of human resources the their operations is thanks to the good training our workers had from the mother company."

In relation to time economy in executing administrative tasks, there is a great evolution leading to a higher performance level as AI has greatly simplified the process as it can be seen through the responses of the interviewees "...with artificial intelligence, there is no loss of time! You already have it done with a simple few clicks and with precisions hein!", "…for example, in a day we can treat the salary of all the workers in the company including all their benefits and deductions and equally develop individual reports on job appreciations...this functioning system gains time and does a perfect work", "…it is very fast and artificial intelligence gives different options of choice because with the different the different data bases that AI consults online, it gives different possibilities that surrounds the resolution of a problem concerning human resources…" All in one, the presence of a diversity of options for decision-making provides possibilities of different options for problem solving within a shorter time, automation of work processes, AI system has the possibility to function independently, which in all leads to gain of time. In relation to intrapreneurship, "…at this point, there is no need for innovation from the workers for they only have to reproduce just what have been programed already by respecting the procedure, so the operator has nothing to create there but has to only respect the manual…", "… so is really timely and less stressful since the operators of the applications do no need to think on strategies on how to go about with a task the system already have everything programed is just for the user to respect the steps involved to realize what is needed…", "…AI does the whole job and we just make a better choice of the results based on which better suites us in respect to the options…" In a global view on this and on workers innovation, it has not really been favored to the workers based on the stimulation of their natural abilities as the respondents made it clear that, even though AI assists them to have better results, but, it has promoted lack of creativity; absence of personal initiative, dependency on the AI for task execution and absence of individual innovation. This means that the presence of AI is for the interest of the organization rather than for the stimulation of individual intelligence.

For the dimension of enhancing employee engagement, AI has really served as an extrinsic factor of motivation to the workers as seen through their declarations "…a good number of our customers are surprised of the sudden change on the quality output of our workers…the workers are able to serve a large number of customers within a short time. We have recorded a drastic drop of complains from farmers on wrong prescriptions or modes of usage of their farm products commanded or those who needed such information… meaning our workers are more serious on their duty than before…", "Truly we work only and the machine reasons for us because we are like filling in only the blank spaces and the machine does the rest, with this, the workers performance are exactly what is expected from them there is a great time reduction in task execution error free, acquisition of new talents and possibility of variation of working methods", "…the performance of the workers have doubled since the integration of the usage of AI… since the usage of the AI by the workers, their performance has really increased in the general sense it has really doubled especially in time gain and even the productivity has really increased...". In summary, with the advent of AI assistance, worker more effective and efficient on their duty as well as concentrated on their duty. Again, for the aspect of intrapreneurship, "For real, the workers in a large number are really involved in their duty more than before like…with the presence of this new system of assistance, they do not intend to go back to the old method since they do not longer have trust of their own self intelligence, they prefer not work if the system suffers a breakdown since they do not want to take any of such risk as in the past…", " there is almost no independence on initiatives and promotion of laziness in a worker especially as no one is ready to execute a task without the assistance of the artificial intelligence", "AI has contributed greatly for the enterprise performance but the

workers are no more into taking personal initiative as AI does everything already…" In a few words, it can be seen that the workers have lost the intention to take personal initiatives as they solely depend on AI assistance, which affect them as they register the absence of intrinsic performance.

In addition to the previously mentioned factors that best explain the effects of AI in our study context, going by our competing research proposal, new factors have been discovered in the practice of human resource management and intrapreneurship, which are task-automation. All interviewees confirmed a high presence of AI, highlighting its capabilities to facilitate simulations, automatically verify compliance with procedures, and offer training through integrated learning manuals. Moreover, this reliance on AI has led workers to become dependent on its outcomes. Another factor that came up during analyses is procedure-digitalization as half of the respondents all confirmed the presence of this new practice in the execution of their daily activities through paperless job, that is the procedures are no longer printed on hard copies but digitalized and at some points, the system automatically makes reference to a portion in the manuals that addresses the difficulty faced or that is at hand.
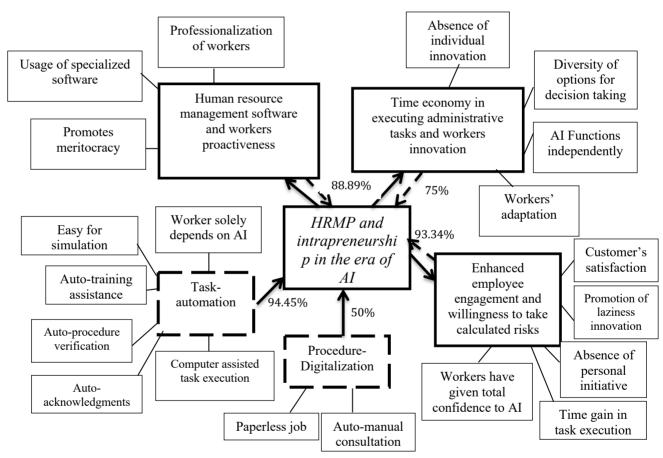

Figure 2. Empirical model of our analyses
Source: Results from field work

Based on our results, we have developed a summarized empirical model as presented above. Below are suggestions for the multinational organizations to better accommodate, integrate, and perform effectively in order to remain competitive. We strongly recommend that these organizations value human intelligence contextually and equally take into considerations the inherent qualities of their human resources before integrating artificial intelligence.

6. Summary and conclusion

This current research aimed to carry out an investigation on the effects of artificial intelligence on human resource management practices and intrapreneurship. The study focused on assessing the current effects of AI on human resource management software and workers' proactiveness, time economy in executing administrative tasks and workers' innovation and enhanced employee engagement and willingness to take calculated risks. The results have established that AI offers a set of opportunities and benefits to human resource management department as it has registered a great change in all possible aspects (Kumari & Hemalatha, 2019). The presence of AI is seen as a necessary risk, and organizations must prepare themselves to meet this challenge, considering the implications for human resource intelligence. The study also revealed that AI can be integrated into various aspects of human resource management practices, significantly impacting intrapreneurship within organizations. Besides the main research proposal, the study identified two more factors, as summarized in the empirical model above. Furthermore, respondents affirmed that AI is now unavoidable, especially as its main interest is to enhance overall organizational performance. By so doing, the workers have to equally equip themselves with the necessary skills to meet the demand of the job market.

AI presents several opportunities, such as to promote data-driven decision-making for the gain of talent, management of performance, training and development of workforce, optimization of vitality consumption, and reduction of cost. Moreover, human resource managers make efforts to integrate sustainable practices into their strategies for managing knowledge, fostering internal engagement, and encouraging positive practices within the organization and among employees.

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