Exploring Artificial Intelligence approaches rooted in psychological and cognitive science utilized by Human Resource Management (HRM) in Organizational Contexts

Étude des approches en Intelligence Artificielle ancrées dans les sciences psychologiques et cognitives appliquées par la gestion des ressources humaines (GRH) dans le contexte organisationnel

Redda Ben Geloune[1]

[1] Redda Ben Geloune, a seasoned strategist and Artificial Intelligence (AI) expert, is the CEO and founder of AITEK Group (www.aitek.fr), a leading IT distributor in Africa, and the Director of the MBA program in Entrepreneurship & Innovation at IFG. With a Ph.D. from Case Western Reserve University, Redda's research explores the potential of AI to enhance organizational performance. His proposed research delves into the predictive capabilities of AI on individual and team performance, directly impacting management practices by providing insights into talent assessment

ABSTRACT

Organizations invest significantly to enhance performance, yet achieving consistently high levels of individual efficiency remains elusive. While a substantial body of research exists on configuring teams for optimal results, there is a paucity of in-depth exploration on individual attributes that drive peak performance. With the advent of artificial intelligence (AI) technologies, there's an emerging interest in how individual characteristics can be harnessed to predict and enhance performance outcomes. This paper develops a conceptual framework, rooted in inductive analysis and literature review, detailing the assessment of individual attributes and their potential applicability in performance optimization, especially through AI-driven insights. The qualitative study presented refines this framework, highlighting six key attributes of individual performers that can be potentially augmented using AI techniques.

RESUME

Les organisations investissent massivement pour améliorer leur performance, mais maintenir un niveau d'efficacité individuelle constamment élevé demeure un défi. Bien que de nombreuses recherches portent sur l'optimisation des équipes pour obtenir des résultats optimaux, une exploration approfondie pour déterminer les attributs individuels qui favorisent la performance maximale fait encore défaut. Avec l'accélération de l'adoption des technologies d'intelligence artificielle (IA), un intérêt grandissant émerge pour comprendre comment exploiter les caractéristiques individuelles afin de prédire et d'améliorer les résultats. Cet article propose un cadre conceptuel, basé sur une analyse inductive et une revue de la littérature, qui détaille l'évaluation des attributs individuels et leur potentiel d'application dans l'optimisation des performances, en particulier grâce aux informations fournies par l'IA. L'étude qualitative présentée affine ce cadre, mettant en lumière six attributs clés des performeurs individuels pouvant être potentiellement optimisés à l'aide de techniques d'IA.

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and strategic decision-making. With over 20 years of leadership experience, Redda hold an Engineer degree (Master) from ENSICAEN (France) and is also a graduate of HEC Paris (MBA) and Harvard Business School (OPM50).

Key Words: Artificial Intelligence, Individual Performance, Cognitive Factors, Psychological Factors.

Introduction

Whether in a business, sports team, or academic research group, organizational success often hinges on individual capabilities and their orchestrated efforts (Katzenbach & Smith, 1993). Historically, predictive analysis and cognitive science have been the mainstays in leveraging team-level data for performance optimization (Salas, Dickinson, Converse, & Tannenbaum, 1992). These advancements, coupled with the rise of AI, have the potential to redefine our approach to human resource allocation and management (Brynjolfsson & McAfee, 2014).

However, what makes AI pivotal in this context? With its computational prowess, Artificial Intelligence can analyze vast datasets and discern intricate patterns, potentially providing deeper insights into individual performance predictors (Russell, 2016). While the corporate world, as demonstrated by leaders like Ray Dalio, has begun harnessing AI, cognitive sciences, and psychological evaluations for optimal team configurations (Dalio, 2017), the academic realm still grapples with integrating these disciplines effectively (Davenport & Ronank, 2018).

Though there is a plethora of research on individual and team performance (Hackman, 1987; Levi & Askay, 2020), conflicting evidence abounds. Some studies suggest that the collective abilities of individuals directly influence team outcomes (Bell, 2007), while others argue that high-performing individuals do not necessarily guarantee a high-performing team (Devine & Philips, 2001). This divergence emphasizes the pressing need for a refined, comprehensive investigation into the domain, especially with AI's potential contributions (Dhar, 2013).

My qualitative study fills this gap. By engaging with CIOs and CTOs, I delve into AI's real-world challenges, opportunities, and intricacies in predicting and bolstering individual performance (Bostrom & Yudkowsky, 2018). I contrast the experiences of those integrating AI methodologies with those who do not, offering a unique perspective on the transformative potential of AI in individual performance prediction and optimization.

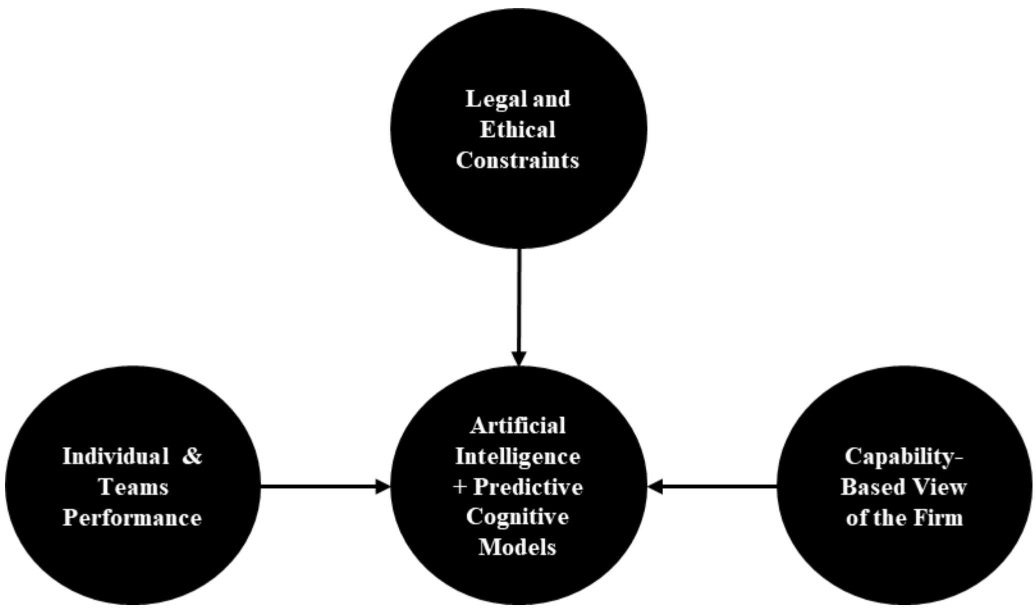
Guided by the central question, "How do AI methods, underpinned by cognitive science, impact the prediction of high-performance individuals in organizations, and how are cognitive and psychological factors harnessed to forecast individual performance?", my study seeks to bridge existing knowledge gaps and foster a nuanced understanding of AI's role in this domain.

Literature Review

The imperative to harness AI techniques for enhancing team performance has emerged as a crucial organizational challenge, underscored by the disjunction between its anticipated promise and the actual pace of its adoption in practice. This literature review is structured around the conceptual framework outlined in Figure 3, bridging this gap.

FIGURE 1

Conceptual Framework of Study 1



While the integration of AI and cognitive analytics in team configuration is still nascent, the momentum in these domains is undeniable. In this review, I will delve into existing literature, dissecting insights on individual and team performance from both AI and cognitive perspectives. The objective is to discern the intricate relation between individual attributes and performance, spotlighting the potential synergies these interdisciplinary intersections present.

Individual and Team Performance

As the 21st century progresses, the organizational paradigm has noticeably shifted from tasks being centered around individual roles to an emphasis on team-based structures, driven by a pursuit of operational efficiency (Kozslowski & Bell, 2013). More often than not, the escalating intricacy of professional tasks exceeds the capabilities of solo performers, necessitating the shift toward teamwork (Ramezan, 2011). Reinforcing this idea, Steiner (1972) posits that teams hold precedence over individuals in the quest for organizational success. In this context, teams encompass units of multiple individuals cohesively interacting to achieve mutual objectives. These units, by definition, are hinged on a shared ethos and a commitment to prioritize collective outcomes over individual accomplishments (Katzenbach & Smith, 1993).

Team performance is multifaceted. Typically, it embodies the culmination of the team's evolved coordination and communication endeavors over time (Bowers, Pharmer, & Salas, 2000). This definition includes the tangible and intangible outputs produced by the group, the enriched learning experiences of individual team members, and the enhanced proficiency of the group to handle future tasks.

Achieving optimal team performance mandates a roster replete with individuals proficient in task execution and adept in handling team dynamics. At its core, ensuring a team's alignment with its overarching organizational context and securing pertinent resources are pivotal. This is especially true when confronting intricate tasks and gunning for associated objectives. Hence, an undeniable nexus exists between team composition and performance. The composition, in effect, dictates the repository of knowledge and skills at the team's disposal, enabling them to accomplish tasks and work in synergy (Hackman, 1987). Yet, the intricacies of crafting high-performance teams remain elusive. The endeavor, albeit pricey, wields a significant impact on countless lives.

Consequently, scholarly pursuits have delved into discerning the correlations between team member attributes—classified as surface- and deep-level factors—and their ensuing effects on successful team dynamics and achieving objectives (Bell, 2007). While surface-level factors are discernible attributes like age, gender, and tenure, deep-level factors delve into cognitive and psychological dimensions, encompassing values, attitudes, and traits like grit or intelligence quotient

(IQ). Some empirical ventures have endeavored to correlate surface-level diversity with team performance but have met with limited success (Webber & Donahue, 2001). This has precipitated the hypothesis that deep-level compositional elements might exert a more pronounced influence on team outcomes (Harrison, Price, Gavin, & Florey, 2002; Hollenbeck, DeRue, & Guzzo, 2004). Nevertheless, a coherent, consolidated narrative remains elusive in the literature on this subject, making the extraction of definitive conclusions challenging (Mathieu, Tannenbaum, Donsbach, & Alliger, 2013). The empirical spectrum is riddled with ambiguities concerning the optimal mix of factors that augur well for team performance and the relative significance of various compositional elements (Barrick, Stewart, Neubert, & Mount, 1998; Mohammed & Angell, 2003; van Vianen & De Dreu, 2001). Thus, a more nuanced exploration of deep-level factors and their potential predictive prowess regarding team performance is of paramount importance.

Cognitive and Psychological Factors in Individual and Team Dynamics

The diversity of human cognitive wiring results in individualized perceptions of reality, often leading to nuanced and sometimes divergent viewpoints. Recognizing and addressing these variances is crucial when appraising team performance. This understanding underscores the importance of factoring in psychological and cognitive attributes when analyzing an organization's member dynamics. Historically, businesses have often turned to tools such as the Myers-Briggs Type Indicator (MBTI) or the Five Factor Model of Personality (FFM) to glean insights into these intrinsic characteristics among their workforce. The intent has not merely been to identify differences but also to earmark potential leadership candidates, particularly by leveraging General Mental Ability (GMA) assessments. Notably, GMA has consistently been highlighted as a robust predictor of both individual and team performance (Devine & Philips, 2001).

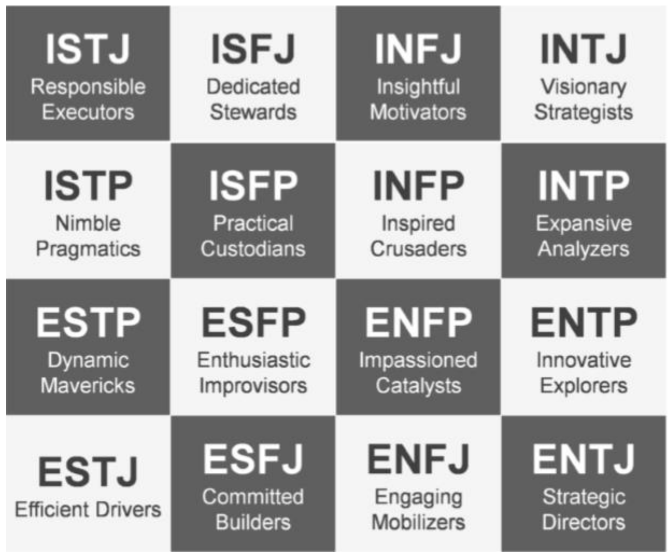
Recent scholarly pursuits have expanded this focus, delving into the intricate interplay between individual traits and their influence on team dynamics and outcomes. It is evident that cognitive and psychological nuances play a pivotal role in forecasting performance at both the individual and collective levels (Driskell, Hogan, & Salas, 1987; Hackman, 1987). These nuances manifest in multiple ways, influencing a spectrum of team processes. From the strategies team members employ to tackle tasks to the very essence of their interpersonal interactions, these intrinsic factors wield substantial impact. The subsequent sections will offer a more granular exploration of some of these pivotal cognitive and psychological determinants.

Myers Briggs Type Indicator

The MBTI is a well-established and highly popular personality inventory used to help managers match team composition with assignments in order to maximize productivity and employee satisfaction (Kummerow & Hirsh, 1986; Provost & Anchors, 1987). The MBTI, which is based on Jung's theory of psychological types (Briggs-Myers, 1962), brings out the individual differences in preferences and decision-making styles. It consists of four dichotomous dimensions, represented on a binary scale—Extraversion/Introversion (EI), Sensing/Intuition (SN), Thinking/Feeling (TF), and Judging/Perceiving (JP). These have been identified as means to indicate how individuals group in categories in terms of how they perceive the world and make decisions (Briggs-Myers, McCaulley, Quenk, & Hammer, 1998; Page, 1983). The EI dimension shows how one's attitude toward the world is oriented outward to other persons and objects (E) or internally oriented (I). The SN dimension refers to whether a person prefers to rely on observable facts, detected with the help of one of their five senses (S), or on intuition, based on insights (N). The TF dimension has been extensively described by researchers (Bates, Keirsey, & Please, 1984; Briggs-Myers, 1962; Briggs-Myers et al., 1998; Briggs-Myers & Myers, 1980; Myers, 1976; Page, 1983) and is the only dimension for which data show a difference in trends between genders, as 60% of US men prefer thinking as their decision-making process and 65% of women prefer feeling (Briggs-Myers et al., 1998). The Thinking (T) function is the degree of logic or abstract that an individual uses during the decision-making process; the Feeling (F) function is the degree of subjective personal values involved. The JP dimension refers to one's attitude toward decision-making between a preference for planning and organizing activities (J) and a preference for flexibility and spontaneity (P) (Capraro & Capraro, 2002). Within this approach, each person falls into one of the sixteen possible combinations of four-letter codes, each letter representing one dimension as outlined in Figure 4.

FIGURE 2

Sixteen MBTI Personalities



Source: OEC2 Solutions, 2018

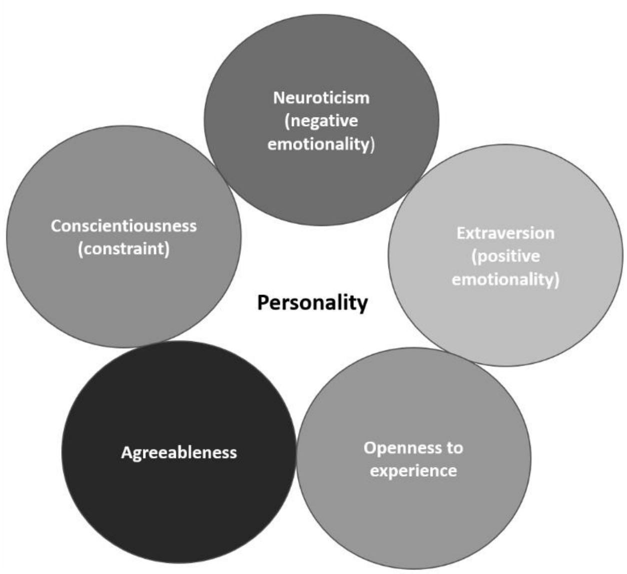
The MBTI is simple to understand, even for managers lacking a psychological background. However, there are common and extensive criticisms of MBTI because its reliance on dichotomous preference scores rather than continuous scores excessively restricts the level of statistical analysis, and those psychometric caveats raise concerns about the instrument's validity (Devito, 1985). Moreover, redundancies of the test estimates raise doubts about the stability of MBTI-type scores (Boyle, 1995).

Five-Factor Model

Another model in the organizational psychology literature is the FFM (Costa & McCrae, 1992) or Big Five (Goldberg, 1990), a framework for assessing normal personality. This model was developed using two different methodologies but converged on the same five factors of personality (Peeters, van Tuijl, Rutte, & Reymen, 2006), as shown in Figure 5.

FIGURE 3

The Five-Factor Model of Personality



Neuroticism (negative emotionality)	Worried versus calm Insecure vs Secure Self-pitying versus self-satisfied
Extraversion (positive emotionality)	Social vs retiring Fun loving vs Sober Affectionate vs reserved
Openness to experience	Imaginative vs down to earth Preference for variety vs routine Independent vs conforming
Agreeableness	Softhearted vs ruthless Trusting vs suspicious Helpfull vs uncooperative
Concientiousness (constraint)	Well organized vs disorganized Carefull vs careless Self disciplined vs weak willed

Source: Trait descriptions from McCrae, R.R. & Costa, P.T. (1986)

Researchers have found that for each FFM personality attribute examined separately, team means positively correlated to team performance (Bell, 2007; Prewett, Walvoord, Stilson, Rossi, & Brannick, 2009). Conscientious individuals are described as hardworking, goal-oriented, and persevering, and conscientiousness has been shown to be linked to individual performance (Barrick & Mount, 1991; Hurtz & Donovan, 2000). Moreover, conscientious team members contribute to team performance through behaviors associated with goal achievement and problem-solving (Stewart, Fulmer, & Barrick, 2005) but also through backing up behaviors (Porter et al., 2003). Conscientiousness should, therefore, be related to processes supportive of task completion and goal achievement and, thus, to team performance. Agreeable individuals (softhearted, trusting, helpful) tend to be better when interpersonal skills are needed (Hurtz & Donovan, 2000) and seek to maintain harmony and reduce within-group competition (Graziano, Hair, & Finch, 1997). Thus, the extent to which teams are composed of agreeable members could be related to the level of interpersonal engagement and, consequently, to team performance. When tasks require interpersonal interactions, the level of extraversion is also an important factor (Barrick & Mount, 1991; Organ & Ryan, 1995) shown to be related to team processes, specifically when team members seek help from other members (Porter et al., 2003). Therefore, extraversion may also be linked to team performance. Team members with high levels of neuroticism (relaxed, stable, resistant to stress) contribute positively to task completion, enhancing team performance (Barrick et al., 1998; Hough, 1992). Finally, openness to experience is connected to the degree to which individuals are imaginative, independent, and open to variety (McCrae & Costa, 1987). Even if researchers have proved it to be an unreliable predictor of individual performance (Barrick & Mount, 1991), openness to experience may be a better predictor when the context is ambiguous or complex (Griffith & Hesketh, 2004). In the dynamic team environments that organizations face daily, openness to experience may be concomitant with team performance, as individuals high in this attribute are more adaptable (LePine, 2003). However, like the MBTI, the validity of the FFM construct has been criticized by researchers (Boyle, 2008; Jang, Livesley, Angleitner, Riemann, & Vernon, 2002; Toomela, 2003), raising doubts about the genetic determination of the postulated FFM dimensions and about its capacity to make accurate predictions in real-life settings (Boyle, 2008).

General Mental Ability

GMA has emerged as a strong predictor of team performance in two meta-analyses (Devine & Philips, 2001; Stewart, 2006). It is among the most widely used methods for assessing individual abilities in organizational psychology research on cognitive assessments. This very traditional approach to measuring GMA may be highly correlated with individual performance (Schmidt, 2002). Individuals with high GMA can also improve team processes and develop shared mental models (Edwards, Day, Arthur Jr, & Bell, 2006) and thus may be correlated with team performance. However, whereas GMA measures a wide range of abilities such as mathematical, spatial, and linguistic reasoning, individuals might have other types of “soft” abilities that are highly important in teaming (mostly interpersonal abilities) that GMA does not take into account (Noruzi & Rahimi, 2010). In addition to GMA, researchers have written abundantly about emotional intelligence (EI), a concept rooted in social intelligence (Thorndike, 1920; Walker & Foley, 1973).

Emotional Intelligence and Its Implication on Individual Performance

Emotional intelligence (EI) has progressively emerged as a vital construct in understanding individual performance within organizational contexts. Supported by an expanding scholarly foundation, Menhart (1999) describes EI as the adeptness in channeling emotional information to optimize one's task outcomes. However, while EI's relevance is widely accepted, a cohesive definition eludes consensus, with varying interpretations existing across different scholarly sources (Roberts, Zeidner, & Matthews, 2001). Boyatzis (2009) offers a detailed perspective, positing that EI can be bifurcated into:

- Emotional Intelligence Competency: An individual's capacity to recognize, understand, and harness personal emotional cues, facilitating optimal task performance.
- Social Intelligence Competency: The ability to perceive, interpret, and act upon emotional signals from others, which, although more externally oriented, indirectly enhances individual performance by fostering better interpersonal interactions.

The accurate measurement of EI has been an ongoing challenge. The validity of many assessment tools has often been questioned (Boyatzis, 2009; Matthews, Zeidner, & Roberts, 2002). The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) was formulated to address these validity concerns. The MSCEIT delineates EI into four distinct dimensions:

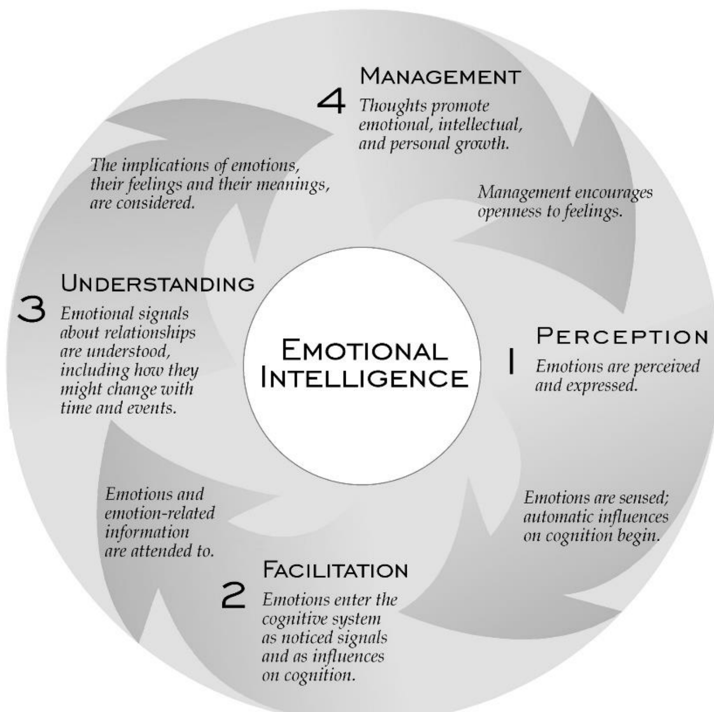
1. Emotional Perception: The skill of discerning emotions across different channels, such as facial expressions or auditory cues.
2. Emotional Integration: The ability to correlate emotions with other sensory and cognitive experiences, proving invaluable in individual problem-solving and reasoning.
3. Emotional Understanding: The adeptness in navigating the complexities of emotional relationships and their implications.
4. Emotional Management: The skillset focused on regulating personal emotions, which is critical for adaptive response to environmental stimuli.

Early methodologies measuring EI have faced scrutiny for their deviation from standard psychometric benchmarks (Davies, Stankov, & Roberts, 1998). However, MSCEIT has carved a niche for itself, being recognized for its reliability and validity in capturing the intricacies of EI (Brackett & Mayer, 2003).

As I move forward, the significance of EI, particularly in enhancing individual performance, is likely to be even more pronounced. The challenge remains in seamlessly integrating its assessment and development within organizational training and performance appraisal frameworks (Figure 6).

FIGURE 4

MSCEIT Test Framework



Source: University of New Hampshire Bank of Image

Artificial Intelligence and Predicting Individual Performance

Artificial Intelligence (AI) offers a compelling avenue to predict and enhance individual capabilities within organizations. While human factors provide foundational insights into performance, AI promises an advanced understanding informed by large-scale data analysis and pattern recognition (Brynjolfsson & McAfee, 2014).

Lyytinen, Nickerson, and King (2020) highlight the intersection of machine learning and human cognition, asserting its transformative potential in gauging human performance. This echoes the sentiments of Agrawal, Gans, and Goldfarb (2017), who discuss AI's role as a tool for both the augmentation and replacement of human tasks.

Data analytics, a subset of AI, is especially potent in deriving predictive insights from voluminous datasets. Data mining, as described by Han, Kamber, and Pei (2001), is instrumental in revealing patterns, which, when applied to individual performance metrics, can produce predictive models of individual trajectories and potential (Witten & Frank, 2002).

One application area witnessing a rapid AI infusion is human resources. With the advancement of AI-driven analytical models, predictive analytics is evolving. It now incorporates psychological, cognitive, and historical performance data to anticipate an individual's future performance trends (Cappelli & Tavis, 2018).

However, leveraging AI in individual performance prediction is fraught with complexities. Ethical quandaries, potential biases in AI algorithms, and legal constraints are challenges that organizations must confront (Dignum, 2019).

In light of these developments, my research aims to delve into the capabilities and challenges of artificial neural networks in predicting individual performance. Drawing from both academic literature and field experiences, I seek to outline AI's transformative role in shaping individual performance predictions in organizational settings.

Research Design

Methodology

To understand the intricate relationship between AI and individual performance, I employed a qualitative research approach anchored in semi-structured interviews. While a vast body of literature revolves around the broader spectrum of AI in organizational settings, empirical explorations specifically probing AI's influence on individual performance remain sparse.

Qualitative research is particularly salient when there is a need to delve into nuanced aspects of individual experiences, motivations, challenges, and perceptions in their natural setting (Maxwell, 2012). This approach offers an avenue to identify emergent patterns, unexpected phenomena, and underlying processes that often remain obscured in quantitative paradigms (Myers, 2008).

The grounded theory methodology, distinguished by its unique features like constant comparison, theoretical saturation, and theoretical sampling (Corbin & Strauss, 2008), was employed. This methodology stands out for its emphasis on theory generation grounded directly in the empirical data collected. Therefore, my study utilized grounded theory to ascertain how AI tools rooted in cognitive science can be leveraged to predict and potentially optimize individual performance within organizations.

The paucity of comprehensive cross-sectional studies that holistically address the role of AI in individual performance prediction informed my decision to use grounded theory. The interview protocol was meticulously designed to align with grounded theory's principles, ensuring that the interactions were unbiased by either pre-existing literature or personal biases. My interviews pivoted on open-ended questions to capture the essence of participants' experiences and insights regarding AI's potential in performance enhancement and prediction (Maxwell, 2012).

Sample Selection

My study targeted a sample of 30 executives and managerial representatives across ten U.S.-based firms. The sectors of focus encompassed high-tech, financial, and services industries, chosen for distinct reasons:

- High-Tech Sector (4 companies): Given their likely adoption of AI methodologies, these companies provided insight into the vanguard of data-driven performance prediction.
- Financial Sector (4 companies): My familiarity with certain financial firms using both AI tools and cognitive assessments made them crucial for my research.
- Services Sector (2 companies): The tangible and direct performance outcomes (win/lose metrics) in this sector provided an opportunity to validate the accuracy of AI-driven predictions.

Interview Demographics

Within each company, interviews were structured to capture diverse perspectives:

- An executive-level member (CEO or another top executive).
- An HR professional with authority over team composition.
- A project manager with decision-making leverage regarding team assembly.
- If the company housed a dedicated CIO/CTO, this role was prioritized over the general executive.

Selection Criteria

Companies were drawn from my professional nexus and further bolstered by references from AI research contemporaries. Firms were categorized as “scientific/data-driven” based on affirmative responses to at least one of these determinants:

- Does the company emphasize data analytics during team formations?
- Are AI tools instrumental in the company's decision-making process?
- Is there an institutionalized method for formulating teams and monitoring performance trajectories?

A comparative breakdown of the sampled companies is provided in Table 1.

TABLE 1

Interview Distribution by Category

	High-Tech Sector	Financial Sector	Services Sector	Total
Individuals using a scientific, data-driven, deep-level-factors approach	6	6	3	15
Individuals using any other team-composition approach	6	6	3	15
Total	12	12	6	30

Data Collection Procedure

Timeline & Participants

My data collection spanned from March to December 2021. Participants were primarily sourced from my professional networks, complemented by recommendations from esteemed subject-matter experts.

Interview Mechanics

Each participant was engaged in a semi-structured interview lasting approximately one hour. These sessions followed a protocol delineated in Appendix A and took place via Zoom, allowing for recording to ensure accuracy during subsequent transcription.

Data Security

Post-interview recordings were promptly transferred to a secured laptop, safeguarded by a robust password. Once backed up, any original recordings on external devices were purged to maintain confidentiality. Backup files, stored on an encrypted external drive alongside the transcriptions, were placed in a secure storage box for added protection.

Transcription Process

A reputable transcription service, known for strict adherence to confidentiality norms associated with human research, was employed. Similar security protocols were enforced for these transcripts, as with the recordings.

Interview Content & Aims

The interview format, sanctioned by the relevant institutional review board (IRB) and detailed in Appendix A, was meticulously crafted. My questions aimed to discern:

1. The company's strategies and methodologies for hiring.
2. The extent and manner of AI and data-driven approaches in their processes.
3. The evaluation mechanisms adopted by decision-makers post-team formulation.
4. Approaches to navigate potential ethical and legal intricacies when utilizing AI.

Note-taking

Beyond the recordings, detailed notes were maintained throughout the interview process. This effort ensured that, along with verbal responses, non-verbal cues and feedback were also documented, offering a more comprehensive understanding of the participant's perspectives.

Data Analysis Process

In my pursuit to understand how AI-based methods leveraging cognitive and psychological factors help predict individual performance in organizations, I adhered to the grounded theory approach. This facilitated a continuous interplay between data collection and analysis, ensuring my insights remained anchored in the empirical evidence.

Preliminary Data Review

Upon completion of each interview, transcripts, along with video and audio recordings, underwent a thorough review. This iterative process ensured comprehensive and consistent understanding.

Open Coding

In this phase, I meticulously examined each transcript. Drawing from Saldaña (2015), every fragment of data with potential relevance was coded. This was not merely about tagging words or phrases but involved a nuanced understanding of the underlying sentiment or perspective. My brainstorming sessions ensured that diverse interpretations were considered, leading to the identification of 1,754 code-able instances (Boyatzis, 1998).

Axial Coding

The initially identified codes were grouped based on relationships, connections, and commonalities. I synthesized major concepts, forming the foundation for my emergent theory. For instance, any mention of AI efficacy was nested under broader themes like "AI advantages" or "AI limitations," ensuring each datum had its place in the broader schema.

Selective Coding & Software Assistance

This phase was instrumental in honing in on my core thematic insights. Leveraging both manual scrutiny and qualitative analysis software, I discerned the key categories that constituted my research findings. My tool allowed me to visualize connections more vividly, ensuring no nuance was missed.

Interpretative Memos & Continuous Integration

While coding, I maintained detailed interpretative memos (Maxwell, 2012). These were not just annotations; they represented my evolving understanding of the data in relation to my research questions. By comparing the emerging themes with existing literature, I ensured my findings were both novel and grounded.

Reflective Assessments

Taking guidance from Corbin and Strauss (2008), I wrote comprehensive notes detailing my rationale behind each coding choice. These reflections acted as a self-check, ensuring my bias remained minimal and my methods were justifiable.

Coding Trees & Deriving Insights

Finally, I used coding trees to visually represent the hierarchical and interrelated nature of my codes. This offered clarity on how primary codes branched into secondary and tertiary themes. This structured approach directly led me to my findings, answering the specific research questions with which I set out.

Findings

Through meticulous analysis, my research unveils distinct patterns governing the assembly of high-performance teams within companies. Crucially, the attainment of superior outcomes is contingent upon several pivotal factors:

- Comprehensive Evaluative Assessments: The efficacy of hiring is significantly tied to the breadth and depth of assessments employed. This encompasses a broad spectrum, from psychological and cognitive evaluations to value-alignment, cultural compatibility, technical proficiency, and demonstrated past performance.
- AI-Augmented Decision Making: A marked distinction was evident between companies that harnessed AI to bolster managerial decisions in team assembly and those that did not. Organizations utilizing AI exhibited a heightened congruence between expected and actual team outcomes.
- AI's Ethical and Legal Implications: My research also underscores the importance of prudence in AI deployment. The quality and nature of historical data fed into algorithms can inadvertently skew AI predictions, leading to potential ethical dilemmas or legal complications.

In essence, the hallmark of organizations adept at sculpting high-performing teams lies in their methodical approach: a harmonious blend of evidence-based management, rigorous evaluative mechanisms, AI's transformative capabilities, and an unwavering commitment to upholding ethical and legal standards. A succinct overview of these findings can be found in Table 2.

TABLE 2

GIOIA Categories

Category 1: The Six Level Variables (6V) Subcategory Deep-Level Variables

Subcategory	Definition	Illustrative Quotes
Deep Level Variable	Psychological and cognitive characteristics of the individual	"They may not even be friends or talk to one another, but you put them together and you immediately have that kindling. It's like, Oh, okay." "Yeah, you like to listen and then absorb. But at the same time, you can't put a team just of the same mindset then you end up with group think. "Are they more outgoing? Are they going to be more ◦introverted? Are they going to be more detail-oriented or are they going to be more high level? And with those results, we get a good sense of whether or not their approach is going to make sense for whatever the project might be."
Hard skills	Technical skills of the individual	"We give them a specific exercises or pieces of code that we want them to show us so they can prove they have the technical skills" "First we assess the technical part because that's the main thing I'm worried about"
Individual track records	The set of data related to the individual	"It was good because I had an understanding of the work tenure in the role opened in the team we've done historically. I could quickly assess the work that we were doing and the direction we were going." "He is a guy that had worked for me for several years, and I had grown to trust him, probably three years

prior, he and I have been working pretty closely together."

Finding 1: Comprehensive Individual Assessment: The Key to Predicting and Enhancing Performance

To enhance an individual's performance and ensure their successful integration into teams, it is imperative to holistically evaluate them across six pivotal criteria: psychological alignment, cognitive capabilities, shared values, cultural compatibility, technical expertise, and prior accomplishments. Overlooking any of these facets can jeopardize an individual's capability to meet and exceed performance expectations.

Predicting Individual Performance

Interviewees consistently expressed the challenges they face in accurately gauging an individual's future performance within a team. While technical skills could be measured to some extent, broader role requirements, varying performance assessment standards, and inherent biases often clouded their judgment.

The Landscape of Individual Assessment

Technical Evaluation: Typically, role-specific tests were employed to gauge an individual's current expertise, offering insights into their immediate performance capabilities.

Psychological Alignment: Assessment tools, rooted in frameworks like MBTI, FFM, and EI, shed light on an individual's interpersonal skills, resilience, and adaptability—all crucial performance indicators in team settings.

Shared Values & Cultural Resonance: Tools like Culture Index and Plum.io were utilized to understand how an individual's values align with the broader organization, hinting at potential job satisfaction and long-term retention.

Cognitive Appraisal: Instruments like the GMA test provided a window into an individual's problem-solving abilities, critical thinking, and potential for innovation.

Historical Performance: Past performance, be it from reference checks or internal evaluations, gave a snapshot of an individual's consistent achievements and potential red flags.

Technical Skills vs. Inherent Traits

While technical proficiencies evolve, traits such as cognitive abilities, values, and psychological make-up remain largely stable. As echoed by an interviewee, “You can enhance skills, but changing inherent behaviors or capacities is far more challenging.” This distinction is paramount when forecasting individual performance, especially in unfamiliar environments or novel roles.

Value of a Holistic Approach

Individual dimensions in my assessment model hold their distinct importance. However, their collective consideration offers a more precise prediction of an individual's performance. Empirical evidence from my data, as visualized in Table 3 and Figure 7, substantiates this stance. Culminating from these insights, I present the "6V Model," a comprehensive blueprint tailored to predict and optimize individual performance, illustrated in Figure 8.

TABLE 3

Data Sample Linking 6V Model and Performance of Individuals

ID	COMPANY ID	JOB	Department	MBTI	Match MBTI	Culture	Values	Mean (Culture + Value)	Cognitive Test	Problem Solving	Attention to Detail	Critical Thinking	Individual Performance FY22
ABS025	ABS	Sales	Sales	ISTJ	1	38%	64%	51%	100%	8%	33%	0%	70%
ABS026	ABS	Consultant	Sales	ESTJ	1	49%	77%	63%	70%	25%	33%	8%	70%
ABS027	ABS	Chief Financial Officer	Finance	ESTP	1	77%	80%	79%	57%	17%	8%	-17%	70%
ABS028	ABS	Project Manager	Sales	ISTJ	1	65%	65%	65%	43%	17%	42%	-17%	70%
ABS029	ABS	Consultant	Sales	ISTJ	1	71%	80%	76%	30%	8%	42%	-8%	70%
ABS030	ABS	Consultant	Finance	ENTJ	0	79%	68%	74%	33%	0%	0%	17%	65%
ABS031	ABS	Accountant	Finance	ESFJ	1	71%	53%	62%	53%	-8%	17%	-25%	65%
ABS032	ABS	Technical Consultant	Technical	ISTJ	1	40%	29%	35%	63%	17%	-8%	33%	65%
ABS033	ABS	Consultant	Sales	ENFP	0	55%	54%	55%	50%	-8%	0%	17%	65%
ABS034	ABS	Consultant	Sales	ENTJ	0	53%	67%	60%	47%	-8%	-25%	25%	65%
ABS035	ABS	Accountant	Finance	ISTJ	1	67%	72%	70%	43%	-8%	8%	-33%	65%
ABS036	ABS	Technical Consultant	Technical	ISTP	1	50%	60%	55%	47%	-8%	17%	-8%	50%
ABS037	ABS	Consultant	Payroll	ISTJ	1	72%	48%	60%	63%	-25%	-25%	-25%	85%
ABS038	ABS	Consultant	Payroll	ISTP	0	56%	40%	48%	47%	-8%	33%	-8%	85%
ABS039	ABS	Consultant	Sales	ESTJ	1	56%	45%	51%	47%	0%	0%	8%	80%
ABS040	ABS	Consultant	Sales	ESTJ	1	56%	79%	68%	40%	-58%	-8%	17%	60%

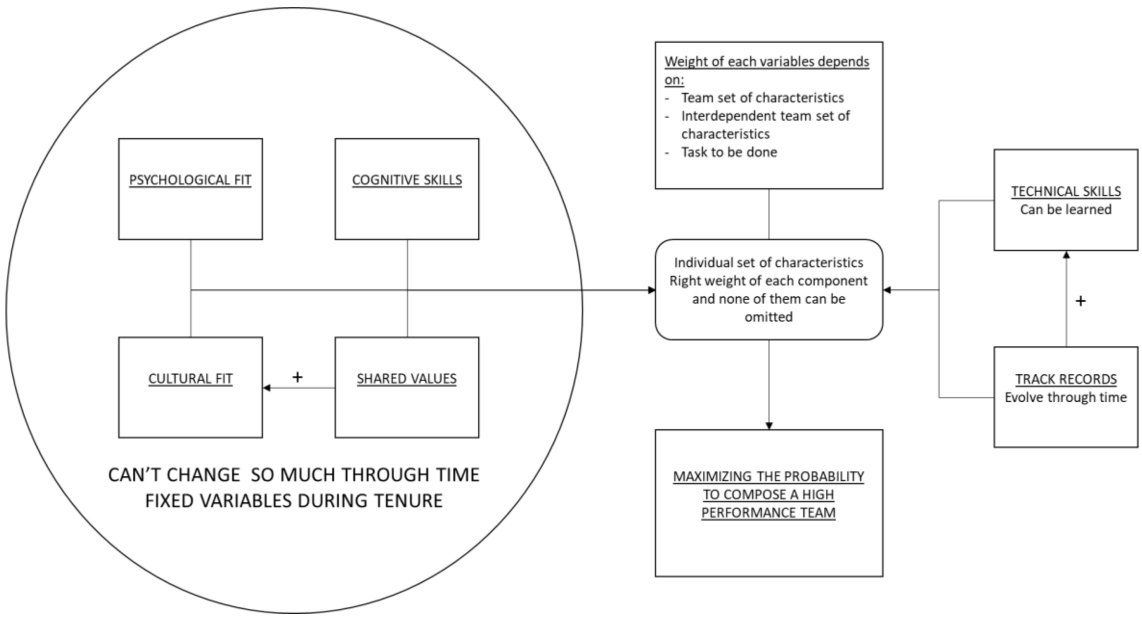
FIGURE 5

Difference Between Firms Using 6V Model and Others

The Six Level Variables (6V) Model
Team performance of companies assessing all the variables when building their teams
"She made it successful, ultimately because she checked the box on almost every single call of the test that we put people through as they come but staying consistent to our process helped us make a solid decision."
"They were able to work really well together because everybody understood what we were trying to accomplish"
"And what we're able to deliver is beyond what a team of like 20 could do, just because we got the right mix"
"And you'd almost think it was a fanatical group. It's like, "Oh, it's so amazing to work with so-and-so"
Team performance of companies not assessing (or partially) all the variables when building their teams
"He really struggled with that because he was full of great ideas. He had a big head, was really intelligent but were not sharing our values"
"We used psychological and technical assessments and it was somewhat helpful, but still I'm not sure if we were not doing it right, but we're still having issues because we always miss the cultural part"
They weren't cultural fit, but from a technical or a production fit it was ok. What happened next with the team was a complete disaster "
"But you see the underlying assumptions was, you needed a high functioning team and that solved the problem If you pick the wrong one, yeah, you've made an enemy for the rest of the day, week, month of project. And we were culturally insensitive. So, the first team could have done the entire project end-to-end, but we're missing that particular thing."

FIGURE 6

The 6V Model to Assess Individual Performance



Finding 2: The Role and Implications of AI in Team Building and Hiring Decisions

In my exploration, the use of AI, or more precisely, data-driven algorithms and machine learning techniques in the hiring and team-building process, has generated notable insights. I first delve into understanding the term "AI" as it is used in this context and then shed light on the mechanics of AI-based hiring and its implications on job satisfaction.

Understanding AI in Hiring

In the context of my interviewees, AI typically refers to systems that utilize data-driven methods, including algorithms, machine learning, and predictive analytics, to analyze vast amounts of data to make decisions about team compositions and individual hiring. It is imperative to understand that AI is not a monolithic entity but a range of tools and techniques employed at various stages of the recruitment and team formation process.

AI's Impact on Performance and Satisfaction

The universal consensus among my respondents highlighted that teams assembled with the aid of AI exhibited superior performance compared to traditional methods. One interviewee exemplified this by noting, "Thanks to AI, what we're able to deliver is beyond what a team of like twenty could do." It is evident from Figure 9, which delineates the team-composition process across AI-driven companies. Furthermore, Figure 10 underscores that a heightened use of AI in individual assessment positively correlates with job satisfaction and team cohesion.

FIGURE 7

AI at Each Stage of the Team Composition Process

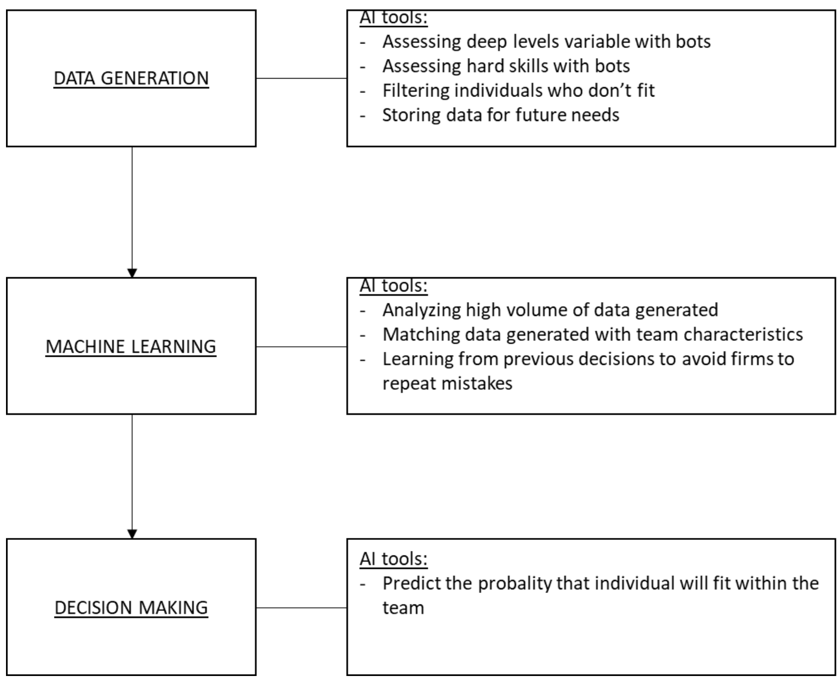


FIGURE 8

AI Team Versus Non-AI Team

AI Team Composition Version Traditional Team Composition

Team built using AI at each stage of the process
So, I'd say the sky's the limit when it comes to using AI, yes it seems invasive, but at the end of the day, any individual who wakes up goes to work happy because they're working with people who inspire them, who encourage them
"And if your time is rewarding and exciting, then you don't require the compensation that you do if you really regret the eight to 10 hours a day you spend doing what you do. Because there's a huge financial benefit to getting it done.
So AI helps get people in the right spot that they were a really good match for, and then helps them to perform
Our AI composed team outperformed the old one, and it was because there was so much cohesion within the squads themselves"
Team built analogically
"Most of the companies are great at collecting data, but without Artificial Intelligence tools, almost none of them are great at using those data
I would say that the outcomes were, I'll just say it, were poor. Were not optimal. And I think they were not optimal because I did not spend enough time working analyzing the data collected with that team
Today, we have a lot of data going through a large process, a fairly manual process which is time consuming and costly. When we build teams, it is 50/50"
"And our dream is that eventually a lot of the things that right now we do manually, or we do personally with people, they can more and more and more be automatic using artificial intelligence, for example, predicting the needs of students in certain learning areas or predict the need of teachers.

AI's Challenges in Team Dynamics

Employing AI for end-to-end team building did not come without its challenges. A predominant issue emerged when AI failed to consider inter-team dynamics during collaborative tasks, leading to intense team loyalty that sometimes translated to animosity towards other teams. Such a phenomenon was noted by an interviewee who stated that extreme cohesion within teams sometimes rendered other teams as competition if not adversaries.

Human Interaction and AI's Final Say

Despite AI's efficacy, there was a tangible discomfort among respondents about letting AI make the final decision in hiring. Although AI's decisions might be data-driven and potentially unbiased, the human touch and personal judgment are still seen as indispensable. Figure 11 encapsulates interviewees' apprehensions concerning complete AI automation in hiring decisions. A sentiment resonated by an interviewee: “Because we want to make sure that we’re treating people like people… any time we hear, ‘AI,’ especially around human decisions, that’s the first place we go.”

FIGURE 9

Reaction of Individuals on Letting AI Make the Final Cut

Individuals on Letting AI Make the Final Decision
Negative reactions of most individuals when AI make the final cut
Because we want to make sure that we're treating people like people, and I don't ever want to lose that atmosphere as we hire So any time that we hear, AI," and especially around human decisions, that's the first place we go"
"At the end it's just a matter of just getting these results and then just making the last filter by yourself and see whether you're going to be able to at the end have a connection, because at the end, it's going to be about sitting together and designing something, and you need to empathize with these people in order to make them, because you could have the next Steve jobs
Even when we were using the culture index, it was always 9 guideline. It wasn't a determining factor. It was just saying to the person that's hiring Look, this is showing that it's not good fit. You should investigate more, but if you still want to do it, just go ahead and do it.
I got no problem with AI teaching me how to drive a car, fly a plane, do any of that, I get it. That's fine. But as soon as you start talking how we develop relationships, which really is what hiring is, my first answer is, "Eh, I don't know.

AI's Role in the Hiring Process

It is worth noting that while AI tools played a pivotal role in initial screenings, data analysis, and preliminary assessments, the final stages often saw human intervention. This metahuman system ensures that while AI aids the process with its data-driven insights, the ultimate judgment remains human, retaining the human touch essential for making decisions about people's lives and careers.

Finding 3: Challenges and Considerations in AI-driven Hiring: Data Quality, Quantity, Privacy, and Implications

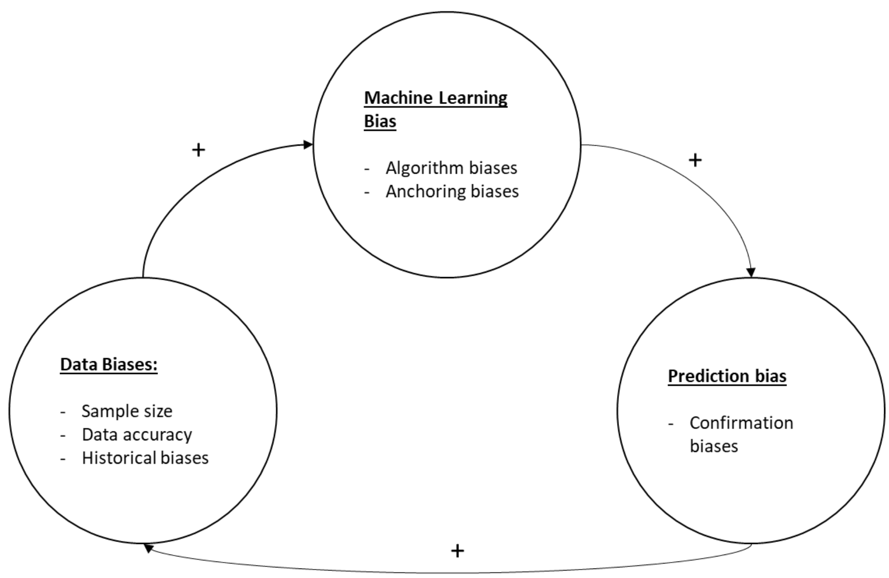
The adoption of AI and machine learning (ML) in hiring decisions has revealed both opportunities and challenges, primarily revolving around data integrity, potential biases, and ethical considerations.

Amplification of Biases in AI

AI and ML are fundamentally driven by data, meaning the quality and nature of data directly influence the decisions they make. Biased or non-representative data can inadvertently lead AI systems to make biased decisions. Figure 12, derived from my collected data and understanding of AI and ML, illustrates how biases get magnified when propagated through ML models.

FIGURE 10

Machine Learning Biases



The Dual-Edge of AI in Bias Reduction

While a notable 70% of my interviewees believe that algorithms possess the potential to diminish human biases, there remains a lingering skepticism. Figure 13 captures the concerns expressed about the integrity of the data feeding these algorithms and the often opaque nature of their workings.

FIGURE 11

Sample Size and Algorithm Biases

AI & ML Biases
Data biases due to the sample size
"And more often than not, it's because of the data that's fed into it. So, we're very careful at *Company name* to make any assumptions based on... We don't want to discriminate in any shape or form. Our CEO is highly egalitarian"
We are humans so discrimination will come into it and we will add things that we should not be adding things in of " I need to hire someone so I am going to hire someone like me' Well, that's not diversity there"
"Because if you give bad data to AI, it's going to produce the beast that you don't want
"That if you are a person of color or part of any minorities you probably have a bigger chance of having it harsh, because the historical data, it's already biased"
Algorithm biases
It's really come down to, how's the AI making decisions? So I can tell you in the back of my head that somebody is over a certain age, they are not going to work for my position, but I cannot make a decision based on that. I am not allowed to, legally"
If firms are not able to explain how AI predict the outcome, I mean what are the parameters and where the prediction come from, then it will be a big problem for individuals
"It really comes down to, how's the AI making decisions? So I can tell you in the back of my head that if somebody is over a certain age, they are not going to work for my position, but I cannot make a decision based on that. I'm not allowed to, legally >
If you can't show your work, be very careful about how you use it. And for Us, it's dead simple. You take these quizzes, you know the answers you gave. We can show them to you. We can show you the answers from everyone else, but from a legal standpoint, we even tell them, "Hey, this is confidential." We're not going to publish this anywhere. We only use it in aggregate to then go, "This is a nice composition.

Bias Beyond Company Size

Contrary to the initial notion that biases might be more prevalent in small and medium-sized companies due to potentially non-representative sample sizes, my analysis reveals that the challenge of bias transcends company size. Even large companies with seemingly vast and diverse datasets are not immune. The underlying issue is less about the volume of data and more about the inherent biases contained within it.

AI Adoption Variances

Delving deeper into why some firms might lean more towards AI in hiring compared to others, a few patterns emerged. Companies with a tech-centric culture or those in industries that are data-driven by nature were quicker to adopt AI in hiring. However, even within such companies, the extent of AI usage varied, often influenced by prior successes or failures, the company's risk appetite, and the trust level in technology. Moreover, organizations with a more traditional approach displayed reluctance, often deferring to manual or semi-automated processes, wary of AI's potential pitfalls and perceived impersonality.

Ethical and Legal Repercussions

Beyond the technical challenges, companies need to be acutely aware of the ethical and legal implications of AI-driven hiring. Ensuring data privacy, obtaining informed consent, and avoiding discriminatory practices (even if unintentional) is paramount. Regulatory landscapes are rapidly evolving in response to these technologies, and companies must remain vigilant and adaptive.

Discussion

This qualitative study sets out to bridge the observed disparity between the aspirational benefits of AI in HR and its tangible application in current organizational settings. Building upon prior research in team configuration (Guzzo & Shea, 1992; LePine, Hollenbeck, Ilgen, & Hedlund, 1997; Stewart, 2006), which offered fragmented insights, I pinpoint the deep-level constructs formative for individual performance within organizations (Harrison et al., 2002; Hollenbeck et al., 2004).

My inquiry further encompassed the role of metahuman systems (Lyytinen et al., 2020), investigating how these systems utilize specific parameters. The overarching objective was to determine how AI-driven HR systems can harness individual data, ranging from psychological nuances to professional track records, to optimize employee placement and performance, all while fostering an environment for continuous learning and enhancement.

My discoveries underscore the imperative of a structured selection and placement process for maximizing individual performance. Notably, the method and precision adopted in evaluating and positioning individuals play a pivotal role in enhancing not just individual but also overall firm performance. This structured process holds the potential for algorithmic transposition. Delving deeper, I identified six cardinal attributes vital for individual excellence: psychological profiles, cognitive aptitudes, shared values, organizational culture alignment, technical skills, and prior performance track records. Firms that prioritized these variables in their assessment reported consistently superior individual performance outcomes compared to their counterparts. This insight offers a blueprint for a more standardized and systematic approach to talent assessment and placement. However, translating such an approach into an algorithm warrants meticulous consideration of its learning adaptability, intrinsic biases, and capacity to process vast and complex data spectrums.

The potential of metahuman systems in HR emerges clearly through my findings. By harnessing AI and machine learning, organizations can refine their talent assessment and management processes, aligning individuals with roles that maximize their potential and performance. This not only augments individual satisfaction and growth but also catalyzes organizational success. Yet, my exploration also surfaced potential challenges. The increasing autonomy of machine-driven decision-making raises valid concerns about its impact on individuals, especially when compounded by potential biases in data and algorithms, leading to pressing legal and ethical considerations.

Leveraging AI and ML for Enhanced Individual Performance Prediction: A Multi-Dimensional Approach

Most ML-based algorithms currently in use excel at pattern recognition using association rather than causation (Tambe, Cappelli, & Yakubovich, 2019). The obvious difficulty in building an AI causation algorithm is understanding which characteristics and behaviors are relevant, and, as we saw, current literature does not clearly answer this question.

From my study, I advocate that certain discernible factors can be integrated into the algorithm. Over time, ML can enhance these inputs, sharpening the accuracy in predicting individual performance. Manually handling this would be labor-intensive, given the vast swathes of data involved. Conveniently, AI bots can aid in efficiently accumulating and assessing the pertinent data we have identified, mitigating human discrepancies in the discipline. However, a barrier is the inability of existing bots to amalgamate the data they generate into a comprehensive dataset.

I observed that academic literature surrounding relevant characteristics and behaviors is disjointed, leading to fragmented real-world applications. My pivotal finding in this realm is the identification of these assessment variables for individual performance:

- Psychological Fit: Individual cognitive patterns influence how tasks are approached and how interactions are framed. We can hypothesize which psychological traits align best with particular tasks by leveraging existing assessment tools, like MBTI. Drawing upon collected data from firms and correlating psychological evaluations with individual performance provides a foundation for algorithm training. Yet, the multitude of combinations within models like MBTI presents challenges, which AI can potentially overcome.
- Cognitive Fit: Tailoring cognitive fit is crucial, depending on the nature of tasks. While tools like GMA assess varied abilities, they do not factor in interpersonal skills. My findings indicate that mere cognitive alignment is not a robust predictor of individual performance. For instance, despite a high cognitive fit, some faced issues due to misalignment in culture, values, or communication.
- Values Fit: Shared values diminish conflicts and enhance bonding (Webber & Donahue, 2001). Tools are available that help firms gauge individual values, ensuring alignment with overarching organizational values.
- Cultural Fit: Despite its integral role, culture is elusive and often challenging for companies to define and translate algorithmically. However, shared values can serve as a foundational indicator of cultural alignment.
- Technical Fit: While technical proficiency is fundamental for task execution, it is not a standalone predictor of performance. Especially in collaborative scenarios, other factors play into an individual's efficacy.

- Track Record: Internal transfers appear to fare better for strategic roles, potentially due to better alignment with organizational culture and values. AI can test this hypothesis, considering internal transfers might have a weighted advantage in strategic position placements.

In summary, a holistic evaluation encompassing all these variables is paramount. The weightage of each will vary based on individual roles and tasks. While the sheer data volume is daunting, especially for larger organizations, AI and ML emerge as transformative tools, holding promise for the future of performance prediction.

Integrating Metahuman Systems with Human-Centered Design in Organizational Management

The advancement and deployment of AI systems have permeated diverse sectors, including automotive, healthcare, social media, advertising, and financial institutions. Yet, when it comes to leveraging metahuman systems in human resource management, progress seems nuanced, especially in the foundational aspects such as developing a reliable causal algorithm.

My research results offer a potential blueprint for building an effective causal algorithm that, once integrated with ML systems, can facilitate real-time testing and refinement. If implemented effectively, such a system could revolutionize the operational dynamics of firms, redirecting billions in capital for innovative reinvestments. One of the profound impacts of utilizing metahuman systems for human resources would be a marked improvement in individual job satisfaction. By enabling organizations to place individuals in roles where they resonate with their peers, fostering a sense of belonging and camaraderie, job roles become more than just tasks; they transform into rewarding experiences.

However, moving beyond the benefits, it is crucial to highlight the essence of “metahuman systems,” the symbiotic collaboration between humans and AI. My data suggests that successful integration requires a clear delineation and synergy of tasks. For instance:

- Cultivation: While the metahuman system collates and processes vast amounts of data to understand the optimal employee fit, human managers could be involved in refining the qualitative nuances and understanding cultural and emotional contexts that a machine might overlook.

- Delegation: The system can handle data-driven tasks like initial screening based on predefined parameters, but final decision-making might still rest with human HR specialists, ensuring that personal and humane touch is not lost.
- Monitoring: Continuous monitoring of the algorithm's recommendations could be shared. The system ensures data accuracy and identifies patterns, whereas humans monitor for fairness, inclusivity, and other qualitative aspects.
- Feedback Loop: AI provides analytical feedback based on data trends, while human feedback caters to experiential aspects. This dual feedback ensures holistic system refinement.

Nonetheless, challenges abound. A significant hurdle, as revealed by my data, is the anticipated resistance from individuals within firms who might perceive these systems as impersonal or invasive. Additionally, the ethical and legal ramifications surrounding data collection and utilization will require meticulous navigation.

The true potential of metahuman systems lies not in replacing human judgment but in amplifying it. By preserving the “human in the loop” and integrating their insights with AI's analytical prowess, we pave the way for a future where organizational management is both data-informed and human-centered.

Navigating Challenges in the Integration of Metahuman Systems within HR Practices

Metahuman systems, promising as they are in the realm of HR, come with their own set of challenges. Foremost among these is the resistance from both managers and employees towards ceding control to a machine, particularly in decision-making processes that have traditionally been personal and human-centric.

My findings, illustrated in Figures 11 and 12 indicate that the human touch remains pivotal in the decision-making process. Managers and team leaders express concern about ensuring that individuals are always treated with humanity and dignity. Many of them emphasize the importance of retaining control, not just to safeguard employee interests, but also to maintain their influence and leverage within the organization.

However, my research suggests that these concerns can be allayed by providing a balanced approach. Instead of entirely sidelining humans in the selection process, metahuman systems should serve as decision-support tools. Organizations can foster greater trust and gradually mitigate resistance by consistently demonstrating the efficacy and unbiased nature of these systems over time.

A more intricate challenge lies in navigating the ethical, privacy, and legal implications of deploying AI in HR. Historical biases present in datasets, coupled with potential biases in ML algorithms, can result in skewed outcomes, exacerbating existing disparities. Addressing these biases is crucial not only for ethical reasons but also to avoid potential legal ramifications.

One avenue to counteract the limited datasets inherent to many organizations is by leveraging expansive datasets from external vendors pertaining to the six variables I have highlighted. When filtered through my proposed causal algorithm, these vast datasets can enhance the training and performance of metahuman systems. Furthermore, to alleviate concerns about privacy and ethical considerations, organizations must adopt a transparent stance on algorithmic decisions, ensuring every stakeholder understands the processes in play. An additional layer of security could involve obtaining explicit consent from employees when they onboard, ensuring they are aware of and agreeable to the AI-driven systems in place.

In conclusion, while my research emphasizes the predictive potential of the 6V model using AI for organizational performance, the integration of metahuman systems cannot be viewed in isolation. Its success lies in harmoniously blending the analytical capabilities of AI with the innate human need for understanding, control, and transparency. By doing so, organizations can not only enhance performance but also nurture an environment of trust and inclusivity, propelling them toward a brighter, more equitable future.

Implications for Practice

The findings from this study hold significant practical implications for professionals and organizations:

- Embracing AI in HR Decision Making: Firms should consider gradually integrating AI systems in their HR processes, especially in hiring, to optimize performance prediction.

- Transparency in AI Processes: Given potential ethical and legal concerns, organizations are encouraged to operate transparently, explaining the intricacies of AI decision-making to their employees. This will not only mitigate legal concerns but will also foster trust.
- Continuous Training & Adaptation: As AI-cognitive systems are continuously evolving, regular training and updates are essential for companies to stay abreast of technological advancements and best practices.
- Balancing Human-AI Interaction: Emphasizing a metahuman approach, firms should strike a balance where AI complements human decision-making rather than replacing it entirely. This can mitigate resistance and ensure a smoother transition towards AI integration.
- Enhancing Data Collection & Management: Companies should invest in robust data collection tools and methodologies, ensuring accuracy and minimizing biases. This will further enhance the reliability of AI-driven predictions and insights.
- Re-evaluating Traditional HR Practices: With the increasing reliability of AI predictions, firms should be prepared to reassess and evolve traditional HR practices, optimizing for the modern, tech-driven era.

While offering valuable insights, this study is bounded by certain constraints that may impact its broader applicability. These limitations are covered in the next section.

Limitations

Sample Size and Selection: Chief among the limitations is the restricted scope of my sample. I engaged with only ten organizations, which may not fully represent the larger market. Furthermore, these companies were not chosen at random and only represented three specific sectors: high-tech, finance, and services.

- Emerging AI-Cognitive Usage: My research delves into the domain of AI-cognitive-based applications, a nascent field still undergoing evolution. Consequently, the nascent nature of this technology might contribute to potential inaccuracies or insights that may rapidly change as the field evolves.

- Data Accuracy Concerns: While AI tools were deployed for data collection, the variance in company sizes within my sample might introduce discrepancies in data accuracy.
- Researcher Bias: It is worth noting that the primary researcher has substantial expertise in team composition through cognitive and psychological lenses. To mitigate potential bias, I diligently adhered to rigorous methodologies. Drawing from the guidelines of Corbin and Strauss (2008), I aimed for reflexivity, ensuring my approach was unbiased. I employed open-ended questions, as recommended by Maxwell (2012), to capture authentic, undirected narratives from respondents, thereby providing a holistic understanding of their experiences and interpretations.

By acknowledging these limitations, I hope to set the stage for future research that can further delve into these areas, building upon the foundation laid by this study.

While this study has unveiled many insights into the application of AI systems in predicting performance based on various factors, it also gives numerous avenues for further exploration:

- Expanding the Sample Base: Given the limited number of organizations and sectors studied, future research could explore a more diverse and extensive set of companies, spanning a wider range of sectors. This would ensure a more comprehensive understanding of the dynamics at play across industries.
- Deep Dive into Metahuman Systems: An exploration of how metahuman systems integrate the human in the loop, addressing cultivation, delegation, and monitoring tasks, could be of immense value. Examining the interplay between humans and AI in these systems and distinguishing roles and decision-making processes could be pivotal.
- Ethical and Legal Dimensions: Given the potential issues related to data biases, individual privacy, and the ethical fairness of decisions made, future studies could extensively probe into the ethical and legal ramifications of AI-driven HR systems.
- In-depth Analysis of AI-Cognitive Applications: With AI-cognitive-based usage still in its early days, there is a vast terrain to explore regarding its advancements, challenges, and real-world applications.

- Comparison of AI Systems: Comparing various AI-driven systems on efficacy, data handling, decision-making processes, and other metrics could provide invaluable insights for companies looking to integrate such technologies.

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