

Human-Centered and Intelligent AI for Skills, Learning and HR Development in Organisations

- People, management, and collaboration
- Transformation, innovation, and change

The integration of Artificial Intelligence (AI) into organisational settings is increasingly shaping a responsible and intelligent digital future for people, organisations and society. AI is profoundly influencing how skills and competencies are developed within contemporary work ecosystems. A growing body of research has examined the role of AI in upskilling and reskilling workers, highlighting its relevance in supporting employability and workforce adaptability (Morandini et al., 2023). Ongoing technological advancements are transforming workforce capabilities, requiring individuals to acquire new competencies and continuously adapt to the dynamic nature of AI-enabled workplaces (Santana & Díaz-Fernández, 2023). In this context, research has emphasised the need to rethink managerial roles. Managing contexts where human intelligence coexists with AI requires new forms of leadership that integrate AI literacy, digital adaptability and strategic decision-making, while ensuring organisational agility (Giraud et al., 2023). These developments raise broader questions about how organisations can design intelligent and human-centred approaches to learning and development that balance technological efficiency with social and ethical considerations. Existing studies have primarily analysed the impact of AI on training and development from 3 main perspectives. The first concerns the learner's experience: AI-driven learning platforms are changing how employees engage with training content by enabling personalised and adaptive learning pathways that influence motivation, engagement and knowledge retention (Pavitra & Agnihotri, 2023). The second perspective focuses on trainers and educators. The integration of AI into learning processes is redefining how knowledge is designed, delivered and assessed, raising critical questions about the evolving role of trainers and the need to preserve a human-centred approach to learning (Maity, 2019; Dixit & Jatav, 2024). The third perspective relates to the transformation of HRM, as HR professionals are increasingly required to move beyond administrative tasks and contribute strategically to workforce planning, skills development and learning governance (Pavitra & Agnihotri, 2023).

Recent studies have also explored the opportunities and challenges of the adoption of AI tools in organisational training and development (Chen, 2023). One of the key benefits lies in the ability of AI to create personalised learning experiences, enhancing engagement and learning effectiveness (Pavitra & Agnihotri, 2023). AI-based learning platforms enable real-time adjustments of training modules and the provision of targeted feedback and guidance (Maity, 2019). AI supports the automation of training administration, streamlining the design, delivery and evaluation of training programmes, reducing costs and improving efficiency (Bhatt & Muduli, 2023). AI-based analytics facilitate knowledge management and skills assessment by identifying skill gaps (Chen, 2023). Moreover, Generative AI can enhance learning and development processes by automating routine tasks, supporting content creation and providing instant feedback (Alhusban et al., 2025). Along with these developments, an emerging body of literature highlights AI's potential contribution to the development of soft skills through interactive and adaptive learning environments (Alvarado-Bravo et al., 2024).

Despite the opportunities associated with AI adoption in learning and development, several challenges remain central to building a responsible digital future. Ethical issues related to fairness, transparency and accountability require careful attention to prevent discrimination and ensure equitable access to training opportunities (Chen, 2024). Resistance to AI adoption represents a major barrier, as employees and trainers may perceive AI-powered learning tools as a threat to job security or to the relational and human dimensions of learning (Dixit & Jatav, 2024). Concerns about trust, data privacy, and overreliance on AI-generated outputs highlight the need for responsible governance frameworks and the development of AI literacy across organisations (Alhusban et al., 2025).

This track aims to advance the understanding of AI in organisational learning, training, and HR development within the broader vision of a responsible and intelligent digital future for people, organisations and society. We invite contributions that explore the transformative role of AI and Generative AI in learning and development, with particular attention to skills development and responsible AI practices across diverse organisational and societal contexts.

Track main topics

- Responsible AI-driven upskilling and reskilling strategies for sustainable employability and lifelong learning in AI-enabled work ecosystems;
- Impact of AI and Generative AI on learning experiences and effectiveness;
- AI- and GenAI-powered adaptive learning platforms;
- AI and the development of transversal and soft skills;
- AI literacy, digital skills and new competencies for employees, managers, trainers and HR professionals;
- Human-AI collaboration in learning and skills development;
- AI's role in fostering inclusive, accessible and human-centred learning environments;
- Ethical and responsible AI in organisational learning and HR development;
- Organisational change and resistance in the adoption of AI and Generative AI for learning and development.

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