



## Research Paper

# The Future of Human Resource Competencies in the Era of Hybrid Work: The Role of AI-Based Personalized Learning (A Qualitative Study)

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**Abstract**

Technological developments particularly in artificial intelligence (AI) along with the growing prevalence of hybrid work models, have reshaped the expected competencies of human resources. AI-based personalized learning has emerged as a promising and adaptive approach to designing learning paths tailored to employees' learning styles, job roles, and performance data. This qualitative research, conducted using thematic analysis, explores the role of this learning model in shaping HR competencies within Iran's automotive industry. Data were collected through semi-structured interviews with 15 experts in HR and educational technology, and analyzed through a three-stage coding process. The results indicate that AI-based personalized learning fosters the development of four main categories of competencies: technological, cognitive, interpersonal, and job adaptability. Moreover, organizational readiness including smart infrastructure, a data-driven learning culture, and leadership support was found to be essential for successful implementation. The conceptual model proposed in this study offers a practical framework for designing future-oriented and dynamic HR development programs in hybrid workplaces.

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## Extended Abstract

### Introduction

The global shift toward hybrid work has reshaped the expectations and required competencies of human capital. Traditional, uniform learning methods fall short in preparing employees for the complexities of digitally mediated, partially remote work. At the same time, artificial intelligence (AI) enables new forms of adaptive and individualized learning. While AI based learning systems have shown promise in education, their potential in organizational HR development remains under researched, particularly in non Western contexts. This study addresses this gap by examining how personalized learning technologies contribute to future oriented competency development in Iranian organizations. The motivation stems from the need for scalable, personalized, and technology enhanced learning solutions aligned with hybrid work demands.

### Theoretical Framework

The research builds on three theoretical pillars:

1. Competency theory, focusing on behavioral and digital competencies in evolving job roles;
2. Self Determination Theory, explaining the motivational basis for self directed and personalized learning;
3. Human AI collaboration frameworks, emphasizing the complementary relationship between intelligent systems and human judgment.

The framework also integrates concepts from adaptive learning, AI supported training systems, and the hybrid work paradigm to form a holistic understanding of learning design in modern organizations.

### Research Methodology

The study adopts a qualitative, exploratory methodology. Data were collected through in depth semi-structured interviews with 15 senior professionals (HR managers, organizational learning experts, and tech leads) in the Iranian automotive industry. Purposive sampling and theoretical saturation guided the participant selection. Thematic analysis was conducted using MAXQDA software, and the coding followed a three layer structure: initial codes, organizing themes, and global themes. Trustworthiness was ensured through member checking, triangulation, and inter-coder agreement.

### Conclusion

The research produced a conceptual model demonstrating how AI-based personalized learning contributes to the development of five key HR competency domains: self leadership, digital proficiency, communication in virtual settings, adaptability to smart systems, and lifelong learning drive. In addition to the core mechanisms of adaptive learning, successful implementation depends on cultural and infrastructural readiness, leadership support, and the learner's intrinsic motivation. The findings offer actionable guidance for HR professionals aiming to design personalized development paths aligned with future work models.