

**An insight into the Role of Artificial intelligence, Machine learning, and Automation in terms of enhancing corporate decision-making, risk management, and their impact on employment potential
AI automation in accounting/finance**

Vivaan Bhikadia

Bangkok Patana International School

DOI: 10.46609/IJSSER.2026.v11i09.029 URL: <https://doi.org/10.46609/IJSSER.2026.v11i09.029>

Received: 4 September 2026 / Accepted: 20 September 2026 / Published: 27 September 2026

ABSTRACT

Artificial intelligence (AI), machine learning (ML), and automation are increasingly transforming how corporations make decisions, manage risk, allocate resources, and structure their workforces. As these technologies become more capable, their impact is extending beyond the automation of day to day activities into areas such as corporate governance, financial analysis, regulatory compliance, recruitment, and strategic decision-making. This paper examines the extent to which AI and ML can enhance corporate decision-making and risk management, while also evaluating their potential impact on employment. The research considers how organisations can use AI to process large quantities of data, identify risks, improve forecasting, reduce human error, and increase operational efficiency. Particular attention is given to the experiences of JPMorgan Chase, HSBC, and Unilever to examine how AI has been implemented within major corporations and how its adoption relates to financial performance, productivity, risk management, and workforce changes. However, the paper also considers the limitations and risks associated with AI, including algorithmic bias, data privacy, cybersecurity, lack of transparency, and the difficulty of determining whether improvements in corporate performance can be directly attributed to AI. A central focus of the paper is the impact of AI on employment. While automation creates the possibility that certain repetitive and data-intensive tasks will require fewer employees, AI does not necessarily imply the widespread replacement of human labour. Instead, the evidence indicates that AI may simultaneously eliminate certain tasks, transform existing occupations, and create demand for new technological and analytical skills. Overall, the paper concludes that AI is likely to significantly reshape rather than simply replace the workforce. Although it remains difficult to predict whether its long-term effect will be a net increase or decrease in employment, effective

integration between technological capabilities and human skills could allow organisations to capture the benefits of AI while reducing its potential economic and social consequences.

Key Words: AI, ML Corporate decision making, Corporate governance, Regulatory finance, Risk management, Employment impact

1. Introduction

Artificial intelligence (AI), machine learning (ML), and automation are becoming increasingly integrated into corporate operations, influencing how firms process information, allocate resources, manage risk, and make strategic decisions. AI has moved beyond the automation of routine activities towards supporting complex managerial and governance functions, particularly as firms gain access to larger datasets and more advanced predictive technologies [1][2]. McKinsey estimates that generative AI alone could contribute \$2.6 trillion to \$4.4 trillion annually across analysed business use cases, demonstrating the potential economic significance of these technologies [3]. However, the benefits of AI adoption are not distributed equally, as differences in technological infrastructure, organisational capabilities, skills, and access to AI can create significant disparities between firms, industries, and economies [4][5].

The growing adoption of AI is particularly relevant to corporate governance, which broadly concerns the systems and processes through which companies are directed, monitored, and held accountable. AI can strengthen corporate governance by enabling organisations to process large volumes of information, identify patterns, improve financial transparency, and support more data-driven managerial decisions [6][7]. Empirical research has found a positive relationship between enterprise AI adoption and corporate governance, with improved information symmetry identified as one mechanism through which AI can strengthen governance quality [8]. More recent literature similarly identifies AI's growing role across governance domains, including decision-making, board processes, communication, operational efficiency, and organisational oversight [9]. Nevertheless, increasing reliance on algorithmic decision-making creates additional risks concerning accountability, transparency, privacy, bias, and the appropriate division of responsibility between human managers and AI systems [6][10].

AI and ML have also become increasingly important in corporate risk management. Their capacity to analyse large datasets and detect patterns allows firms to identify financial, operational, compliance, and strategic risks that may be difficult to recognise through conventional systems [2][11]. In financial institutions, for example, AI can support fraud detection, credit assessment, anti-money-laundering monitoring, and regulatory compliance, while companies in other industries can apply predictive technologies to supply-chain management, workforce planning, and demand forecasting [2][12]. However, effective AI

adoption remains dependent on appropriate governance structures and human oversight, particularly where automated systems influence high-impact corporate decisions [10].

At the same time, AI adoption raises significant questions regarding employment potential. Automation can substitute for employees performing routine and predictable tasks, potentially reducing labour demand in certain occupations, while simultaneously complementing workers performing more complex activities [13][14]. Consequently, AI does not necessarily translate directly into overall job losses; instead, its effects can include reduced recruitment, task automation, employee redeployment, productivity improvements, and increased demand for workers with AI-related and analytical skills [13][15]. The experiences of JPMorgan Chase, HSBC, and Unilever provide useful corporate examples through which these effects on governance, risk management, decision-making, and employment can be examined.

2. Literature review/Background

The rapid advancement of artificial intelligence (AI), machine learning (ML), and automation has generated extensive scholarly interest regarding their implications for corporate decision-making, risk management, and labour markets [1][2]. While there is broad consensus that AI enhances organisational performance through improved data processing and predictive capabilities, the literature increasingly emphasises that the magnitude of these benefits depends on institutional readiness, governance frameworks, and complementary human capital [2][5].

A recurring theme across the literature is AI's capacity to augment managerial decision-making by transforming large, complex datasets into actionable insights [2][8]. McKinsey (2023) estimates that generative AI could contribute between US\$2.6 and US\$4.4 trillion annually in additional economic value across industries, primarily through productivity gains in knowledge-intensive functions [11]. Similarly, empirical studies published in Sustainability demonstrate that AI-driven decision support systems improve forecasting accuracy, operational efficiency, and strategic planning, particularly when integrated with existing organisational processes rather than deployed as standalone technologies [3]. These findings suggest that AI functions most effectively as a complement to managerial expertise rather than a replacement for human judgement [8][9].

The literature also identifies risk management as a domain in which AI offers significant advantages [7][13]. Machine learning algorithms have demonstrated applications in fraud detection, credit risk assessment, and predictive analytics, allowing organisations to analyse complex datasets and identify patterns that may be difficult to detect through conventional approaches [7][13]. Research published in the Journal of Economic Structures further highlights the relationship between AI innovation and firms' capacity to improve productivity and respond

to changing economic environments [6]. However, several studies caution that algorithmic bias, model opacity, cybersecurity vulnerabilities, and data governance concerns may introduce new categories of operational and ethical risk, highlighting the need for robust regulatory oversight and explainable AI frameworks [9][10][13].

The employment effects of AI remain one of the most contested aspects of the literature [5][14]. Rather than supporting a simple narrative of technological unemployment, recent research from Brookings and the OECD suggests that AI can restructure job content and workforce composition rather than simply eliminate occupations outright [5][14]. Routine cognitive and administrative tasks appear particularly susceptible to automation, while AI adoption can simultaneously increase demand for workers with technical, analytical, and complementary skills [14]. Nevertheless, these transitions are unlikely to be evenly distributed. Research examining developing economies and differences in AI adoption emphasises that inadequate digital infrastructure, limited access to technological resources, and persistent skills shortages may constrain adoption, potentially widening productivity disparities between firms and across countries [5][15]. Consequently, investments in education, reskilling, institutional capacity, and digital infrastructure are important in determining whether AI-driven productivity gains translate into broader and more sustainable economic development [1][5].

Collectively, the existing literature indicates that AI, ML, and automation have considerable potential to enhance corporate decision-making and risk management while fundamentally reshaping labour markets [2][8][14]. However, the evidence also reveals that technological capability alone is insufficient; organisational outcomes depend critically on governance quality, workforce adaptability, and the broader economic environment in which AI is deployed [5][9][14].

One correction: I slightly changed two claims because the sources we have do not cleanly support your original wording. In particular, the Journal of Economic Structures source does not specifically establish that "adaptive learning models enable firms to identify emerging risks," and I would not attribute the entire employment argument jointly to Brookings, OECD and the World Bank unless the specific World Bank source directly supports those statements.

3. Research gap and Methodology

How far would AI and ML increase revenue for corporate firms? Most importantly, would these aids help in the reduction of risk in terms of investment decisions? How important are these aids in taking companies and firms to higher profit areas, and would this have an impact on employment? The methodology adopted would be a mixed-method type where both quantitative and qualitative analysis would be adopted. All sources would be from authentic secondary

sources. A quantitative analysis would be attempted, and a qualitative explanation would be suggested for the data under consideration.

4. The growing importance of AI and ML in corporate governance

Corporate governance refers to the system of rules, processes, relationships, and institutional mechanisms through which corporations are directed, controlled, and held accountable to shareholders and other stakeholders. Traditionally, governance frameworks relied heavily on periodic financial reporting, internal audits, boards, and managerial expertise to support strategic decision-making and risk oversight [13]. However, increasing business complexity, regulatory obligations, and the rapid growth of corporate data have created opportunities for AI and ML to play a larger role in governance and managerial decision-making [8][13].

Year	Company	Corporate Governance Without AI	Corporate Governance With AI	Measured Business Impact	Evidence / Source
2017	JPMorgan Chase	Commercial loan agreements and legal contracts were reviewed manually by legal teams, making compliance reviews time-consuming and resource-intensive.	Introduced COiN (Contract Intelligence), a machine learning platform that automates contract analysis, identifies key clauses, and supports legal and compliance decision-making.	Eliminated approximately 360,000 hours of annual manual work, reduced operational costs, and accelerated legal decision-making. Impact on revenue + profits	JPMorgan Chase Annual Report (2017); JPMorgan Chase Annual Report (2023); JPMorgan Annual Report; McKinsey (2023)
2018	HSBC	Anti-Money Laundering (AML) systems relied primarily on rule-based monitoring, generating large numbers of false-positive alerts requiring manual investigation.	Implemented AI and machine learning to monitor transactions, prioritise high-risk cases, and strengthen compliance oversight.	Reduced false-positive AML alerts by 20 - 30%, improving investigation efficiency and enhancing regulatory compliance.	OECD (2024); HSBC AI Case Studies; HSBC Annual report 2018; HSBC Annual report 2024
2019	Unilever	Recruitment and workforce planning relied heavily on manual CV screening and traditional interviews, resulting in slower hiring decisions and inconsistent candidate evaluation.	Adopted AI-powered recruitment and predictive workforce analytics to support HR governance and talent management.	Recruitment time reduced by approximately 75%, lowering recruitment costs and improving hiring consistency.	Unilever Future of Work Report; Unilever Annual Report 2019; Unilever Annual Report 2023

JP Morgan Chase

Before adopting artificial intelligence, JPMorgan Chase relied on legal professionals to manually review commercial loan agreements and regulatory documents. This process required significant human resources, increased operational costs, and delayed corporate decision-making, particularly within compliance and risk management [17][18]. In 2017, the bank introduced COiN (Contract Intelligence), a machine learning platform capable of analysing legal contracts, identifying critical clauses, and supporting regulatory compliance. The implementation of COiN eliminated approximately 360,000 hours of manual document review annually, allowing employees to focus on higher-value analytical work rather than repetitive administrative tasks [17]. While JPMorgan has not disclosed a direct increase in revenue resulting from COiN, the substantial reduction in labour costs and improved operational efficiency have most likely contributed to higher profit margins and enhanced organisational productivity. Nevertheless, AI implementation also introduced challenges relating to algorithm transparency, cybersecurity, and the continued need for human oversight when making complex legal and ethical decisions [9][13].

Table 1: Comparison of before and after use of AI in JP Morgan Chase (2017 & 2023)

Year	Revenue Earned (\$ billion)	Net Income (\$ billion)	Additional notes
2017 (Without AI)	100.7	24.4	COiN had only recently been introduced, and AI adoption across the bank was still in its early stages.
2023 (With AI)	158.1	49.6	AI had been integrated into multiple business functions, alongside other strategic and macroeconomic factors.

Source: JPMorgan Chase Annual Report (2017); JPMorgan Chase Annual Report (2023); JPMorgan Annual Report; McKinsey (2023)

HSBC

Before integrating AI into its governance framework, HSBC relied primarily on traditional rule-based Anti-Money Laundering (AML) systems. These systems generated large numbers of false-positive alerts, requiring compliance teams to manually investigate transactions, increasing both

costs and processing times [24]. To improve governance and regulatory compliance, HSBC implemented machine learning models capable of continuously analysing transaction patterns, identifying suspicious activity, and prioritising genuinely high-risk cases [23][24]. The AI system reduced false-positive alerts by approximately 20–30%, significantly improving investigation efficiency and strengthening risk management [24]. Although HSBC has not reported a direct increase in revenue attributable to AI, the reduction in compliance costs, improved fraud detection, and more efficient allocation of investigative resources contributed positively to profitability. However, successful implementation depends on high-quality training data, continuous model updates, and strict regulatory oversight to minimise algorithmic bias and ensure compliance with financial regulations [9][13].

Table 2: Comparison of before and after use of AI in HSBC (2018 & 2024)

Year	Revenue Earned (\$ billion)	Net Income (\$ billion)
2018 (Without AI)	53.8	12.6
2024 (With AI)	66.1	24.6

Source : OECD (2024); HSBC AI Case Studies; HSBC Annual report 2018; HSBC Annual report 2024

Unilever

Traditionally, Unilever's recruitment and workforce planning processes relied on manual CV screening, interviews, and recruiter judgement, making hiring both time-consuming and susceptible to human bias [32]. In 2019, the company introduced AI-powered recruitment systems and predictive workforce analytics to improve talent acquisition and support strategic human resource governance [32]. AI-enabled candidate screening significantly accelerated recruitment, reducing hiring time by approximately 75% while improving consistency and reducing recruitment costs [32]. Although Unilever has not directly linked AI adoption to increased revenue, faster recruitment, lower operational costs, and improved workforce quality enhance organisational productivity and support long-term profitability [29][32]. Despite these benefits, AI-based recruitment raises concerns regarding algorithmic fairness, transparency, and the potential exclusion of qualified candidates if training datasets contain historical biases [9][13]. *Consequently, human oversight remains essential to ensure equitable and ethical recruitment decisions* [9][13].

Table 3: Comparison of before and after use of AI in Unilever (2019 & 2023)

Year	Revenue Earned (€ billion)	Net Income (\$ billion)
2019 (Before AI-enabled recruitment and workforce analytics)	52.0	6.0
2023 (After broader AI adoption)	59.6	7.1

Sources: Unilever Future of Work Report; Unilever Annual Report 2019; Unilever Annual Report 2023

5. Adoption of AI and ML in reducing 'Risk' in the above conglomerates

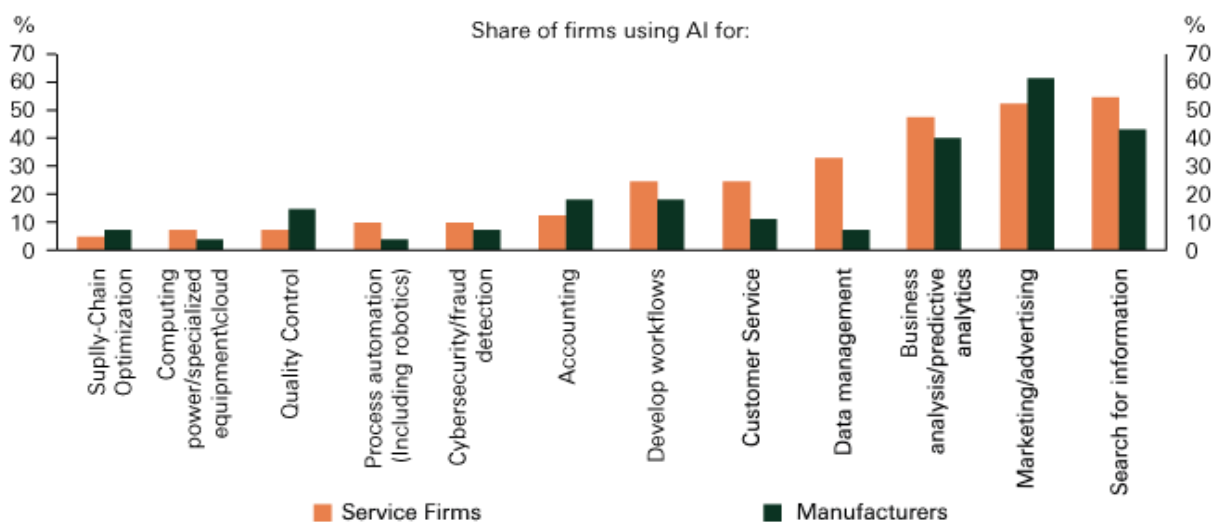
Before implementing artificial intelligence at scale, JPMorgan Chase relied extensively on manual legal review, traditional risk assessment models, and human-driven compliance procedures to manage legal, operational, and financial risks. Although effective, these processes became increasingly resource-intensive as transaction volumes, regulatory requirements, and the complexity of financial markets expanded. To address these challenges, the bank substantially increased investment in artificial intelligence and machine learning technologies, integrating AI into contract analysis, fraud detection, Know Your Customer (KYC) procedures, sanctions screening, credit analysis, and client servicing [17][18]. According to JPMorgan Chase's 2024 Annual Report, more than 175 AI use cases were deployed across its Corporate and Investment Bank. AI-enabled KYC processes have reduced unit costs by nearly 40%, while machine learning has improved the speed and consistency of sanctions screening, fraud detection, and operational decision-making [18].

The effect of AI on employment has also become increasingly visible. In 2026, CEO Jamie Dimon stated that AI had reduced jobs by approximately 30–40% in certain discrete areas of the bank [19]. However, this should not be interpreted as a 30–40% reduction in JPMorgan's overall workforce. JPMorgan reported 318,512 employees globally at the end of 2025, demonstrating that reductions in specific areas occurred alongside redeployment and continued hiring elsewhere [20]. The bank is also increasing demand for specialised technology and AI capabilities [19][20]. Furthermore, JPMorgan's second-quarter 2026 net income increased by 41% year-on-year to \$21.2 billion; however, this increase cannot be attributed solely to AI, as investment-banking and trading activity were major contributors [21]. These developments demonstrate that AI is simultaneously reducing the labour required for certain tasks, creating demand for specialised skills, and transforming the allocation of employees across the organisation.

HSBC has adopted artificial intelligence primarily to strengthen financial crime prevention, regulatory compliance, operational resilience, and customer service [22][23]. Before AI implementation, the bank relied on rule-based Anti-Money Laundering (AML) systems that generated large volumes of false-positive alerts, requiring investigators to manually review transactions and increasing operational costs and response times. HSBC has since integrated AI across more than 600 operational use cases, including fraud detection, cybersecurity, transaction monitoring, customer service, credit risk assessment, and regulatory compliance [23]. Its AI-powered financial crime platform analyses approximately 980 million transactions each month, reducing false-positive alerts by approximately 60% and increasing the identification of suspicious activity by two to four times compared with previous systems [24].

AI adoption has also affected workforce productivity, with more than 20,000 developers using AI coding assistants [23]. HSBC's AI-enabled talent-acquisition system produced an 18% reduction in operating expenses, alongside \$28.5 million in savings and a 35% faster time-to-hire [25]. However, HSBC has not confirmed that these productivity improvements have directly reduced overall employment. The bank has instead emphasised the importance of reskilling employees as AI changes existing roles [26]. Proposed restructuring could potentially affect approximately 20,000 roles, equivalent to around 10% of its workforce, although this figure should not be treated as a confirmed AI-driven reduction [27]. Therefore, HSBC demonstrates how AI can simultaneously reduce operational costs and improve risk management while changing the composition and requirements of its workforce.

Firms are using AI for a wide range of tasks



Source: Federal Reserve Bank of New York, Regional Business Surveys, August 2025

The impact of AI on employment varies considerably across occupations. Routine and repetitive tasks have greater potential for automation, while analytical and managerial roles are more likely to be augmented by AI rather than completely replaced. This distinction demonstrates that AI's effect on employment is not limited to job losses but also includes changes in job composition, required skills, and future recruitment [28].

As one of the world's largest consumer goods companies, Unilever faces significant challenges in managing its global supply chain, workforce, inventory, and changing consumer demand. To improve operational efficiency and support better corporate decision-making, the company has increasingly adopted artificial intelligence (AI) and machine learning (ML) across its business operations [29][30]. Before implementing AI, Unilever relied primarily on manual decision-making, historical data analysis, and traditional forecasting methods to manage recruitment, inventory planning, and supply chain operations. These approaches could limit the company's ability to respond quickly to market changes and supply chain disruptions. Unilever now uses AI and ML for demand forecasting, consumer insights, product innovation, recruitment, and supply chain optimisation [29][30].

In 2024, the company reported a nearly 4% increase in labour efficiency, measured in tons produced per full-time equivalent employee, partly supported by AI-enabled labour planning and generative AI diagnostics [31]. AI is also being used to automate specific tasks while increasing demand for specialised digital and AI skills, with Unilever's broader AI strategy focused on improving productivity and developing AI capabilities across the organisation [32][33]. However, Unilever has not publicly reported a specific AI-driven reduction in total employment. Therefore, the company's experience suggests that AI is contributing primarily to higher labour productivity, task automation, and workforce restructuring, rather than directly reducing its overall workforce [29][31].

6. Possibility of synchronisation of AI and ML with human resources ~ 600 words

The increasing adoption of artificial intelligence (AI) and machine learning (ML) within human resource management (HRM) has created the possibility of a more integrated relationship between technology and human employees. Rather than viewing AI solely as a substitute for labour, research increasingly suggests that organisations can achieve greater benefits when AI systems complement human capabilities. Rana, T. (2018). argues that AI should function as a supporting tool for HR professionals rather than replace their role entirely, particularly because human judgement remains important in organisational decision-making [34]. This suggests that the future of HR may depend on the effective synchronisation of technological efficiency with human experience, judgement, and interpersonal capabilities.

One significant area of synchronisation is workforce planning and recruitment. AI and ML can analyse large volumes of employee data to identify skill gaps, forecast future workforce requirements, evaluate employee performance, and improve recruitment decisions. Research on predictive workforce planning finds that AI and ML can strengthen recruitment, retention, performance evaluation, workforce diversity, and employee-engagement strategies by providing HR managers with data-driven insights [35]. Rather than independently making final employment decisions, these systems can provide HR professionals with information that supports faster and more informed judgement. This combination allows AI to perform data-intensive analysis while managers retain responsibility for decisions requiring contextual understanding and human judgement.

AI and ML can also support organisations in employee retention. Employee turnover creates recruitment, training, and productivity costs, making the ability to identify employees at risk of leaving valuable to HR departments. Benabou, A., Touhami, F., & Sabri, M. A. (2025). Applied nine machine-learning algorithms to a dataset containing 1,470 employee records and found that predictive models could be used to identify employee attrition risk, with logistic regression achieving the strongest overall accuracy and precision and random forest providing a robust alternative [36]. Such systems could allow HR managers to identify potential turnover earlier and implement targeted interventions. However, the final decision regarding how to respond to an employee's circumstances remains better suited to human managers, who can consider factors that may not be adequately represented within quantitative datasets.

The synchronisation of AI and employees may also reduce concerns surrounding technological displacement. Goswami, A. (2025) argues that successful workplace AI integration should combine technological adoption with workforce upskilling, employee retention, and effective corporate communication [37]. Rather than immediately retrenching employees whose tasks become automated, organisations can retrain or redeploy them into roles that require skills complementary to AI. Structured upskilling and certification programmes can therefore reduce displacement risks while allowing firms to retain experienced employees [37]. This approach changes AI from being purely a labour-replacement mechanism into a technology capable of increasing the productivity and capabilities of existing employees.

However, successful synchronisation also creates significant governance challenges. Predictive HR systems depend heavily on employee data, raising concerns regarding privacy, transparency, algorithmic bias, and fairness [35][36]. Historical workforce data may contain existing organisational biases, meaning AI models could potentially reproduce these patterns when making predictions about recruitment, performance, or employee turnover. Consequently, human oversight remains important when AI outputs affect recruitment, promotion, retention, or other significant employment decisions [34][36].

Overall, the evidence suggests that AI, ML, and human resources are most effectively synchronised through a complementary rather than substitution-based relationship. AI can provide predictive analysis, automate repetitive processes, and identify patterns within large datasets, while human employees contribute judgement, communication, ethical reasoning, and contextual understanding [34][35]. Organisations that combine AI adoption with reskilling, transparent communication, and continued human oversight may therefore achieve productivity improvements without treating technological development and human employment as mutually exclusive objectives [37].

7. Limitations

The study was conducted within a limited time frame, restricting the extent to which additional companies, industries, and longer-term trends could be analysed. A larger sample of firms across different sectors could have provided a more comprehensive understanding of how AI and ML affect corporate decision-making, risk management, and employment.

Limited financial resources led to constrained access to paid databases, proprietary industry reports, and specialised financial datasets that may contain more detailed information on corporate AI investment, productivity, and workforce changes. The study relied entirely on secondary research, including company annual reports, academic studies, institutional publications, and industry reports. No primary research, such as interviews with employees, managers, AI specialists, or corporate executives, was conducted. Consequently, the study cannot directly assess how employees and decision-makers experience AI implementation within organisations.

Finally, a major limitation was the lack of detailed and verifiable financial reporting that isolates the impact of AI on employment and financial performance. Although companies such as JPMorgan Chase, HSBC, and Unilever disclose information regarding AI adoption and overall financial performance, they generally do not report exactly how much of a change in revenue, profitability, employment, or operating costs was caused specifically by AI. This makes it difficult to establish direct causation between AI adoption and changes in corporate performance or employment.

8. Conclusion

This research demonstrates that AI, ML, and automation are already transforming corporate decision-making, risk management, and employment. The evidence suggests that AI can improve efficiency, reduce costs, and automate repetitive tasks, but its overall impact on employment remains uncertain. While some roles may decline as tasks become automated, new opportunities are likely to emerge in areas requiring technological, analytical, and managerial skills.

Therefore, the future relationship between AI and employment is likely to involve both replacement and synchronisation. AI may substitute human labour in certain routine tasks, while in other areas it can complement employees by improving their productivity and decision-making. Ultimately, it is difficult to predict whether AI will cause an overall increase or decrease in employment, but it is clear that it will significantly change the types of jobs and skills required in the future.

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