

Artificial Intelligence in Human Resource Management

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1. Introduction

Artificial Intelligence (AI), a key component of the Industrial Revolution 4.0, has become a hot topic in a variety of areas, including corporate management. Marketing, human resource management (HRM) and manufacturing are some of the sectors where AI and machine learning are currently being used (Son, Lee & Chang, 2019). In HRM, technology has been utilized to improve employee engagement, provide customized vocational training and evaluate diverse HR data in order to make business-critical choices (Dorel & Aleksandra, 2011). The use of these technological solutions in the HRM sector is a unique situation since it has always been viewed as a human realm that deals specifically with people (Lengnick-Hall et al., 2009).

AI has the potential to revolutionize HR processes in areas where there is sufficient data and where that data can be used to increase efficiency, communicate at scale, give suggestions, and anticipate outcomes since AI-based solutions can predict, recommend, and communicate based on data. With the use of AI-driven technologies, many organizations now have a wealth of data about applicants and workers that can be used to better efficiently find, analyze, hire, train, develop, and pay people (Bersin, 2019). Global investment in AI systems is expected to reach \$79 billion by 2022 (International Data Corporation, 2019). According to Gartner, the value of AI-derived business will reach \$3.9 trillion by 2022 (Gartner, 2018). HR has the opportunity to lead technological change and generate corporate value through AI-powered solutions because of its enormous volume of underused data. To function effectively, artificial intelligence necessitates a large amount of data, which necessitates adequate storage and administration. To run and maintain the sophisticated software, businesses would need additional employees. The best way to apply AI in HR management is to use AI tools to evaluate the data and delegate decision-making to human employees.

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2. What is AI in HRM?

HRM is concerned with all elements of people's employment and management in businesses. Strategic human resource management, human capital management, knowledge management, organization development, resourcing (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee well-being and health and safety, and the provision of employee services are all included in it (Armstrong & Taylor, 2020). So, HRM is the process of hiring, training, evaluating, and paying workers, as well as adhering to their labor relations, health and safety, and fairness issues (Dessler, 2018). HRM is focused on the hiring, training, and retention of workers, and it is vital to the performance and profitability of a firm (Kramar, 2014; Saridakis, Lai & Cooper, 2017). According to Boxall et al, HRM is the management of work and people towards desired ends (Boxall, Purcell & Wright, 2007). Grimshaw

and Rubery (2007) suggested that HRM is concerned with how companies manage their employees. HRM is a different approach to employment management that aims to gain a competitive edge via the strategic deployment of a highly dedicated and competent workforce, utilizing a diverse set of cultural, structural, and people approaches (Storey, 1995).

On the other hand, Artificial Intelligence (AI) is not a new word; it dates back to World War II, when Alan Turing released his article "Computing Machinery and Intelligence," in which he raised the question "Can computers think?" Thus, John McCarthy coined the term "Artificial Intelligence" (Tecuci, 2012; Stuart & Peter, 1995). Despite early scientists' significant contributions, AI as a business was not established until the 1980s, coupled with hardware development. Early AI applications included the automation of complicated, repetitive, and precise work activities, such as industrial robotics manufacturing, which displaced human occupations in a number of companies. After the mid-1990s, AI software saw significant advancements, such as IBM's "Deep Blue" clever software, which defeated Gary Kasparov, the World Chess Champion, text prediction on cell phones, and speech synthesis technology (Lucci & Kopec, 2016). AI, on the other hand, is a resurrected science, and it is now agreed by all that manufacturing robots and speech synthesis are no longer regarded as AI. Today's AI consists of software and machines that imitate human intellect. Lucci & Kopec (2016) defined Artificial Intelligence as being able to create computer software and/or hardware systems that

exhibit thinking comparable to that of humans, to display characteristics usually associated with human intelligence. To put it another way, this intelligence is capable of perceiving, analyzing, and interacting with its surroundings, as well as learning from prior experience and solving difficult issues without the need for human involvement (Chui, Manyika and Miremadi, 2015). However, why do we need these intelligent systems to replace people if they are meant to mirror human intelligence? Intelligent software and robots are now capable of doing complicated tasks beyond human competence because of significant advancements in big data, internet connectivity, and computer hardware such as memory capacity and high-speed processors (Lucci & Kopec, 2016). Smart systems and robots not only do jobs quickly, but they also reduce the dangers of human mistake and bias. Artificial intelligence encompasses a variety of fields and methods, including neural computing, data mining, genetic algorithms, expert systems, and artificial neural networks (ANN) (Kantardzic, 2011).

An *Expert System* (ES) is a knowledge-based artificial intelligence system that leverages information about its application area and applies inferencing (reasoning) processes to solve issues that would otherwise need human skill or competence. The database of expert information relevant to a restricted topic, codified into a "knowledge base," is the most important component of an expert system. An inference engine, which is generally designed using "if-then-else" rules, and a user interface that allows non-expert users to query the knowledge base are the other two important components of an expert system. An expert system's main flaw is that it will fail if it is confronted with a scenario that isn't pre-programmed in its knowledge base (Kantardzic, 2011; Portugal, Alencar & Cowan, 2018).

Machine Learning (ML) simulates human learning by allowing software systems to recognize and absorb information from the actual world, and then enhance task performance based on this new knowledge. The following are the different types of machine learning algorithms depending on how they learn and make inferences from data: supervised learning, semi-supervised learning, and reinforcement learning are the three types of learning (Portugal, Alencar & Cowan, 2018).

Natural Language Processing (NLP) is the capacity of a computer program to comprehend human language as it is spoken, and it is quickly becoming a popular AI application in devices like Apple Siri and Amazon Alexa. Developers can use natural language processing (NLP) to organize and arrange knowledge for tasks including automatic summarization, translation, named entity identification, connection extraction, sentiment

analysis, audio recognition, and topic segmentation(Kantardzic, 2011).

So, we can say that AI in HRM is the use of different AI technology in the field of HRM that allows computers to learn from and make or recommend actions based on previously collected data on human resources to streamline processes and improve efficiency.

3. New Trends of AI in HRM

Automation, artificial intelligence, and intelligent systems are all part of our daily lives. In several processes, human resources have a lot of potential for development. For example, talent recruitment, engagement, and retention. HR will be able to speed up and improve their processes by incorporating artificial intelligence into their systems. The data is used by AI. Human resources, on the other hand, will perform better if they can analyze their large datasets more thoroughly.

According to Gartner (2019), roughly one out of every four businesses that have already piloted or used AI in the HR sector are doing so. AI would produce 2.3 million new employments, according to a Gartner estimate from a 2019 report. According to a latest survey done by Oracle and Future Workplace, human resources professionals believe AI may provide possibilities for learning new skills and freeing up time, allowing HR professionals to expand their existing responsibilities and become more strategic within their organizations. However, 81 percent of HR leaders who took part in the study stated it is difficult to keep up with the speed of technological development at work [Oracle and Future Workplace, 2019]. As a result, it's more critical than ever for HR executives to grasp how AI is transforming the business. According to Deloitte's 2019 Global Human Capital Trends study, just 6% of respondents said their company had best-in-class technology recruiting procedures, while 81 percent thought their processes were standard or below standard (Deloitte, 2019). As a result, professionals have a lot of room to modify their operations and take advantage of employing sophisticated technology. According to a research conducted by Eightfold (n.d.),HR staff who used AI software completed administrative duties 19% more efficiently than those who did not. HR personnel will be able to dedicate more time to corporate strategic planning as a result of the time savings.

Some AI software can analyze important indications of employee success in order to identify people who should be promoted, according to recent research from the Human Resources Professional Association (2017). This has the potential to lower talent recruiting expenses while also increasing

staff retention. Identifying the appropriate candidate with the proper abilities and history amid the vast quantity of resumes is the most difficult element of the recruitment process, according to 52 percent of HR leaders. Some of these tedious manual screening activities may be automated with the help of artificial intelligence. Employees who have gone through a structured onboarding process are 58 percent more likely to stay with the company after three years (Comemit, n.d.). As a result, AI may have a significant impact on HR in this process as well.

Andrew Ng, a Chinese-American scientist who specializes in machine learning and AI, claimed, "Deep-learning will revolutionize every single sector." According to McKinsey's machine learning prediction, AI will have a \$13 trillion global economic effect by 2030 (Durrani, 2020). AI will have an impact on the Human Resource department as well. For a fluid workflow and intuitive work environment, HR experts recognize the necessity of improving the human mind's interaction with machine learning. Surprisingly, this tendency has a wide-ranging influence on human resources. HR has a lot of tactical duties that AI-driven automation may take over.

4. How AI will help HRM/Application of AI in HRM

Some of the first improvements HR professionals could anticipate seeing are in recruiting and onboarding, employee experience, process optimization, and the automation of administrative chores, among the many uses of AI in the human resources industry.

4.1 Recruitment

The most visible application of AI in HR is in the hiring process. It saves personnel by reducing the amount of time spent on boring duties such as screening candidates, updating databases, arranging interviews, and responding to job seekers' questions. While a growing number of companies are incorporating AI into their recruiting efforts, the vast majority are not. Only 40% of organizations and sectors utilize artificial intelligence (Amla & Malhotra, 2017). As a result, professionals have a lot of options for adapting their operations and reaping the benefits of new technology. Manually reviewing resumes is still one of the most time-consuming activities in the HR department's recruitment process. The most difficult element of the recruitment process, according to 52 percent of HR executives, is identifying the appropriate individual with the necessary skills and background amid the vast quantity of resumes. Some of these repetitive manual screening activities can be automated using

AI. Candidate resumes may be automatically screened using machine learning techniques. It may then classify those that are most relevant to each position.

Chatbots powered by artificial intelligence may interact with prospective applicants and align their profiles to the job criteria. It will reduce the number of applicants to only those who meet the employment requirements (Bersin, 2019). After that, the AI-assisted system will arrange interviews and recruit the best candidates. It will save the HR staff time and effort, allowing them to focus their efforts on other responsibilities.

AI may be utilized to assist both the employing firm and the job candidates throughout the recruiting process. For example, AI technology may speed up the application process by creating more user-friendly forms that job applicants are more likely to finish, lowering the number of applications that are abandoned. While this method has simplified the job of human resources in recruiting, artificial intelligence also allows for simpler and more relevant applications on the candidate's end, which has been found to increase application completion rates.

Furthermore, AI has aided in the rediscovery of candidates. AI technology may assess the existing pool of candidates and identify individuals who would be a suitable fit for new positions as they become available by maintaining a database of previous applicants (O'Connor, 2020). HR professionals may utilize this technology to find eligible personnel more quickly and easily than ever before, rather than wasting time and money looking for new hires.

So, through standardized job matching, AI will undoubtedly save HR time and enhance the quality of their recruiting. It substantially lowers hiring time, allowing HR to focus on other tasks like sourcing, recruitment marketing, and employee management. The AI-assisted screening will assist in identifying individuals with the most appropriate skill set and relevant experience to meet the company's needs.

4.2 Interview Process

Artificial intelligence can help to optimize the interview process by analyzing applicants using word or speech pattern exams. AI software may be used to conduct digital interviews, and AI can also help applicants have a better experience. Amy and Clara are tools that are used to arrange interviews and working sessions.

These technologies also use Pattern Recognition and Analysis in addition

to machine learning. These tools conduct and record video interviews with candidates before analyzing the material. The video interviews are divided into smaller chunks dependent on the question asked or the amount of time. For each part, data on applicants' facial expressions, voice, and tone is recorded and compared to similar candidates or successful employees in similar jobs (Kulkarni & Che, 2019). The competitors are ranked based on their performance during the competition. For example, a candidate for a sales role may earn a 34 percent on an interview session on how to deal with an unhappy client, which may not be sufficient for this position.

4.3 Onboarding

The onboarding process begins once recruiting managers have discovered the best candidate for their available roles. On their first day, the AI-integrated system will present the new employee with corporate information. Everything they need to know about their work, including business regulations, reporting authority, team members, task assignments, and other details, will be delivered to them through an app or laptop. Onboarding is the term used to describe the complete procedure. This procedure doesn't have to be limited to regular business hours thanks to AI, which is a significant advance over previous onboarding methods.

Onboarding is a critical component of enhancing employee retention and HR productivity. According to research conducted by Click Onboarding (n.d.) workers who have a positive onboarding experience are more likely to stay with a firm long-term. Artificial Intelligence enables process customization to meet the needs of individual personnel and their roles. Algorithms may be used in software for a variety of purposes, including:

- Outlining the job description, responsibilities, and compensation.
- Contacts within the organization who are relevant and significant.
- Responding to common queries posed by new workers.
- Verification of documents
- Requests from devices, and more

It is directly related to providing a positive employee experience through successful onboarding. The first 90 days of a new employee's employment are crucial in motivating them to stay with the firm for longer (O'Connor, 2020). As a result, AI may have a significant impact on HR in this process as well. A clever chatbot, for example, may make new workers' first working days more enjoyable and stress-free by answering all of their

pertinent inquiries about the firm, the teams, and the process. It begins interacting with each newly recruited employee with tailored interaction based on specific established criteria and algorithms, and functions as a 24/7 Assistant for each individual and in any place. This shift not only allows workers to complete the onboarding process at their own pace, but it also minimizes bureaucratic load and usually leads to faster integration.

4.4 Internal Mobility and Employee Retention

HR practitioners may use artificial intelligence to increase internal mobility and employee retention in addition to improving the recruiting process. Human resources departments may now evaluate employee engagement and job satisfaction more precisely than ever before with tailored feedback questionnaires and employee recognition programs. This is especially useful given how vital it is to understand employees' general requirements, but there are also numerous significant organizational benefits to having this knowledge.

According to recent research from the Human Resources Professional Association in 2017, certain AI software can analyze important indications of employee effectiveness in order to identify people who should be promoted, resulting in more internal mobility. This has the potential to lower talent recruiting expenses while also improving staff retention.

This system can also forecast who in a team is most likely to resign, so it's not just for identifying possibilities to promote from within. Knowing this information as soon as possible helps HR professionals to implement retention initiatives before it's too late, reducing employee attrition in a planned manner (Sen, n.d.)

4.5 Automation of Administrative Tasks

One of the most significant advantages of incorporating artificial intelligence into various human resource procedures is the same as it is in other disciplines and industries: HR practitioners may devote more time to corporate strategy planning by automating low-value, readily repeated administrative chores. As a result, HR may become a strategic business partner inside their businesses.

Smart technology can automate operations like benefits administration, candidate pre-screening, interview scheduling, and more. AI can help speed up the employment process from screening to interview scheduling. Although each of these activities is critical to an organization's overall

performance, completing the tasks required in such procedures takes time, and the stress of these responsibilities frequently means HR professionals have less time to contribute to supporting their workers in more meaningful ways.

AI software that automates administrative chores can help alleviate this load. For example, according to research by Eightfold (n.d.) HR staff who used AI software completed administrative duties 19 percent more successful than those who did not. HR experts may spend more time on strategic planning at the corporate level with the time saved. It may help with HR strategy, personnel management, policy and practice analysis, payroll administration, and more. It has the ability to automate workforces, examine company compliance, and develop litigation tactics. It may also distribute office space and equipment, freeing up HR personnel to focus on other important responsibilities (Rathi, 2018).

Another AI-based tool that can aid HR decision-making is smart chatbots. It may relieve HR personnel of the burden of communicating company-related information to workers while also giving them a holistic perspective of the firm. AI-enabled systems can respond quickly to employees' questions and uncertainties, as well as handle the submission and processing of leave applications, using the right algorithms.

4.6 Learning and Training

Employees may be taught and trained in their respective fields using AI-integrated technologies. The abilities that are necessary for a work role are continuously evolving. To keep on top of the new developments and software on the market, we must study and adapt to new technology. Based on the work requirements, AI will analyze the employees' talents and propose films or study programs. It will read documents or evaluate an employee's behaviors automatically and provide relevant learning programs.

AI technology can evaluate data gathered over many years of experience and tell the HR department as to which employees require training and in what fields. It will also propose the ideal method to assist individuals in learning more effectively and quickly using sophisticated algorithms. Companies may also use AI in conjunction with e-learning systems to improve their employees' abilities. Individuals will be given a tailored training program depending on their talents and the needs of the organization. Employees will be able to acquire new methods, improve existing skills, and more at their own speed with the aid of e-learning systems.

Furthermore, an AI system may be used with an algorithm that identifies a person's professional path based on their education and training. The results may be used by the management to help their teamwork together more effectively. Using computers and modern technology, industries may manage data analysis and provide real-time feedback during training, as well as modify the course of action based on progress and responses (Riebli, 2018). Microsoft 365 was embraced by businesses to save time and increase workplace productivity by supporting people in their jobs. Some of the AI tools that have been used are Engazify (for feedback), Obie and Niles (for knowledge exchange), Wade and Wendy (for career advancement), and Duolingo (for learning domain (Amla & Malhotra, 2017)). Watson Career Coach is a career coaching system that helps workers figure out where they lack competence (Lewis, 2019; Sheopuri & Stachura, 2018).

4.7 Cognitive-Supporting Decision-Making

In 2017, IBM performed research into how cognitive computing will affect HR. Artificial intelligence, according to the study, can assist professionals in making rapid judgments on a daily basis. Aside from their professional contributions, the Human Resource department is responsible for an employee's mental and emotional wellness. Before and after a client conversation, AI-enabled technologies will monitor and analyze employees' moods. The HR department can then determine if the employee requires a break or can continue working. Anxiety can also be detected by a person's conduct and vocal tone. It will assist companies in determining if they should investigate and address the situation before it becomes damaging to the employees and the firm.

4.8 Leadership

Because AI improves employee productivity, it may also be used to assist leaders to learn how to be better leaders. AI-enabled technologies will poll the leaders' team members and evaluate their responses to create a personalized coaching module for them. Leaders may also examine a comparison of their management to that of their peers using online dashboards. It will assist them in determining the efficacy of their techniques as well as ways to enhance them.

4.9 Employee Performance Feedback

Each employee brings to his or her job a unique set of abilities, interests, and perspectives. They all want to get better, but managers seldom devote enough time to giving their staff tips on how to enhance their abilities

and performance. Managers, too, may benefit from AI's assistance. As a result, machine learning algorithms can give advice on the steps others in comparable situations may have taken to advance in other organizations provided enough data about each person, his job, and his talents is collected. AI may propose personalized training and learning depending on an employee's abilities and job by looking at historical performance trends.

4.10 Employee Engagement

Employee engagement is influenced by a variety of significant internal variables. Various perks, awards, motivation, and suggestions are required by different employees. Smart systems may learn from past patterns and establish a baseline of engagement elements for each feature, as well as create a turnover pattern based on employee expectations and unhappiness.

4.11 Compensation

Time tracking, payroll, expense reporting, and benefits administration are all aided by AI-powered analysis, employee nudges, and predictive capabilities. Compensation is an important topic. Only around 40% of companies undertake any racial or gender compensation equality analysis, according to a Pay Scale survey of pay practices done in 2019. AI-based solutions to help organizations compute fair pay and ensure that all employees are paid fairly are in great demand right now, with so much pressure on businesses to report gender pay equality. When deciding pay, objective factors such as education, experience, job responsibilities, performance assessments, and market competitiveness should all be taken into account. By removing subjective biases like gender, race, age, and preference, as well as recognizing potential disparities, AI can aid in establishing fair remuneration. CogniPay is an AI-based platform that analyzes employee performance and provides data such as compensation levels and market demand to assist managers to make better decisions (Lewis, 2019;Sheopuri&Stachura, 2018).

5. Will AI Take Over HRM?

There has been a lot of discussion about how AI platforms would enable large-scale automation, therefore removing the necessity for some employment. However, this is mostly restricted to repetitive, process-based jobs that don't need a lot of human interaction. HR will be able to outsource a large percentage of process-based duties (both manual and cognitive) and cognitive decision-making in the future. Instead of a restricted focus on the efficiency of existing procedures, the future of HR

will focus on a whole-new set of objectives, such as choosing the proper workplace technologies and developing the employer brand (Mallik, 2020).

With automation displacing numerous jobs in a variety of industries, those considering a career in human resources or presently engaged in HR are understandably anxious about whether automation will also displace their employment. While no assurances can be made because technology is always growing and changing, this industry is in a great position to retain human labor. Many occupations have already been lost to automation, and this trend will continue. Manufacturing employment has been especially badly impacted. Unfortunately, most businesses would prefer robots over human labor if given the option since robots are frequently cheaper and more efficient. However, just because it is possible to replace labor with equipment does not guarantee it will happen. The cost of creating and implementing the technology, as well as the return on investment, are also important considerations. If an employee's employment is in jeopardy, they have a number of choices. They can present themselves as someone who can manage and supervise automated processes, train for a different line of work, or provide such a high level of human value that replacing them is a bad idea.

“AI will not replace all of HR, but it will create substantial change and upheaval, including the loss of certain jobs,” said Lazarus, CEO of Scout Exchange, an AI-powered recruiting marketplace. “AI may be seen as an automation technology (but for intellectual rather than manual labor), and like any automation technology, AI will have the greatest influence on activities with a high volume and low decision complexity,” he said. AI is frequently depicted in science fiction as a futuristic technology powered by robots and autonomous devices. However, the fact is that AI can easily integrate into our daily lives, and while it may destroy certain occupations, it allows us to redirect our energies in other areas. The same may be said about human resources. “Will ‘HR robots’ replace HR workers in the future? “Not likely,” Lazarus replied. “However, AI is here to stay, and it will eventually replace or help HR in tasks like recruiting, engaging, assessing, and keeping people. HR professionals must accept and prepare for this new world, in which administrative skills are less valuable,” he added.

In general, jobs that need a high level of social contact are less likely to be automated in the near future. HR roles are unlikely to be replaced since they require this set of abilities. Human resource managers, in fact, are one

of the occupations least likely to be automated in the future, according to MSN. Jobs that need you to supervise others are less likely to be automated in the future. HR roles are unlikely to be replaced by machines, along with other subjective, medical, and creative vocations such as authors, attorneys, and dental experts. Human resources necessitate constant face-to-face human connection. HR practitioners must be able to think critically and adapt to the circumstances of each situation they face. Each employee and applicant at a company is unique, and an automated HR department will not be able to meet their demands. Allowing automation to completely replace the recruiting process would be terrible, since employers would have a poor sense of fit for the job and would overlook superior individuals with less attractive qualifications on paper.

Payroll and benefits administration have the most automation possibilities in the future. Artificial intelligence algorithms will almost certainly have no problem distributing them efficiently. HR workers will save time and be able to focus on the most important aspect of their jobs: interacting with employees. When it comes to going through applications, applicant tracking systems already handle a lot of the hard work, but humans are still needed to finish the job. Timesheets leave requests, and expense claims are among the other operations that can be automated. Because no one can forecast the future or how far technology will go, it's likely that many HR roles and tasks may be automated in the future. The need for complicated human interaction in HR, on the other hand, will prevent robots from entirely taking control. Human resources are unlikely to be entirely mechanized in the near future.

6. Advantages of AI in HRM

6.1. Reduce the burden

Organizations can minimize administrative staff's time-consuming repetitive labor with the aid of AI. As a result, staffs are able to focus more on creative activities (Arntz, Gregory & Zierah, 2017).

6.2. Talent acquisition

AI assists companies in identifying the proper people for the position by sourcing, screening, and assessing based on capabilities (Rajesh, D. S., Kandaswamy & Rakesh, 2018).

6.3. Employee retention

AI-based solutions assist managers in better understanding employee

abilities and performance in the workplace, and maintain employee retention through proper feedback and training. AI can readily estimate the organization's retention rate (Arntz, Gregory & Zierah, 2017).

6.4. Overcome the limitations of human

AI can rapidly and efficiently analyse massive volumes of data and offer relevant responses. As a result, managers can make rapid choices, reducing human limitations.

6.5. Error will be less

Humans make mistakes, and the possibilities of making one while working with a huge volume of data are considerable. However, if an AI-based solution is properly built, the possibilities of mistakes are significantly reduced.

6.6. Maintain the workflow:

AI enables managers to interact with important information required by managers, allowing organizations to effortlessly maintain their workflow with other departments.

6.7. Get accurate results

Managers may obtain reliable information on a worker's abilities, performance levels, productivity, absenteeism, and other factors with the aid of AI, allowing them to make better decisions.

6.8. Employee engagement

Through the use of AI, the HRM department may quickly analyze how involved an employee is in his or her profession, as well as how he or she interacts with the environment and colleagues.

6.9. Minimize the biased behavior

Many HRM tasks, including resume screening, interviewing, performance assessment, and remuneration, are replete with bias, and many of these technologies are designed to assist eliminate racial, gender, education, and age biases.

7. Challenges/Barriers of AI in HRM

Artificial intelligence's participation in the human resource department has necessitated the development of essential skills for employees. Employees find it tough to adapt and use AI tools and to be proficient in the field of digital technologies the majority of the time (Jain, 2017). The human

resource department is the most important element of any organization, and adding an AI system might have an influence on management levels, making workers more fearless. Finding the appropriate individual to manage AI technologies is a major problem for the business, and finding the right candidate can be tough for HR. Filling this talent gap may be expensive. Another issue is concern over privacy. Confidential HR data must be accessed securely and available only to the authorized person. As with other innovative technologies, AI requires deep learning and regular review and updates. This new move may be met with opposition from many employees.

First and foremost, the company must recognize and address employees' fears and apprehensions about AI technology. It is necessary to explain the company's collaborative intelligence-based approach in order for this to happen. This should not be flowery rhetoric, but rather a constant message. Even more crucial, while building and deploying AI systems, human experience and ideas must be taken into account. As soon as feasible, it is preferable to increase performance through human-AI collaboration. This type of "quick-in success" might help to solidify the partnership.

Second, the company must train its staff in digital literacy. Basic statistics and computer language expertise are required. It is, in reality, a fundamental language for humans and AI to communicate and comprehend one another. This ability and expertise must be factored into the recruiting process. Alternatively, digital literacy training for incumbents might be given. Individualized learning programs can be supported by businesses. Make the staff more diversified by adding data scientists, functional experts, and artificial intelligence.

Third, in order to deal with continual work reconstruction, it is critical to build and promote learning agility. In reality, AI technology is continuously affecting the substance of labor, lowering the value of experience and making the future more uncertain. Work must be updated on a regular basis in order to keep up with the ongoing development and growth of technology. Learning agility is critical in this situation. Learning agility may be used as a criterion for recruiting newcomers by management. It may also be utilized as a key component in the development and selection of future leaders.

Fourth, management must encourage people to think beyond the box and come up with new ideas. This is, in some ways, humanity's most significant contribution. What AI can't accomplish, humans must. As a

result, it's crucial to encourage people to question "why" all of the time. It's possible that raising questions is more essential than answering them. Through collaborative intelligence or open cooperation with collaborators outside the company, humans and AI can find a solution.

Last but not least, management should foster an open atmosphere inside the company. Managers must pay close attention since new ideas and skills might be overshadowed by age or experience. Especially for companies with a collective and hierarchical culture, it is critical developing an open and productive environment in which everyone freely expresses their thoughts. Surviving in the face of technological calamity would be a miracle (Isbert, 2020).

8. How Will You Implement AI inHRM?

It is self-evident that businesses must act fast. With appropriate planning and preparation, an organization may reap the benefits of early technology adoption while also obtaining an advantage over the competition. To properly adopt an AI solution in any organization, a measured and piecemeal approach will be required: assess the impacts of AI and scale it according to business demands. Srivastava(2020) proposes a five-step AI methodology to aid AI deployment in HR. This method will help a business meet its AI implementation goals while minimizing disruption to HR operations.

Step 1: Identify AI opportunities in your HR department

Step 2: Prioritize AI applications according to the matrix

Step 3: Estimate the cost of deployment of AI applications

Step 4: Set a timeline for implementing these applications

Step 5: Train your employees for using these applications

9. Conclusion

HR strategies that incorporate AI-based candidates have a significant influence on the growth of organizational performance. Or, while AI applications may not be as emotionally competent as humans and cognitive capabilities, these powerful HRs are built on AI apps that can analyze, forecast, diagnose, and so on, making them a valuable resource for any business. The true terror of global employees, though, is the way AI manifests itself in the most cutting-edge job areas throughout the world. However, modern technology does not replace humans; rather, it

is about how people should adapt their perspectives and use technology in order to generate wealth and success. The actual meaning will be the percentage of workers affected by AI-based jobs, therefore HR executives and companies must concentrate on their employees' requirements and potential consequences. The majority of companies have succeeded in incorporating AI-based technologies into their employment processes. Hiring, training, riding, performance analysis and maintenance are just a few examples. However, due to the high cost of integrating AI with HR practices, most companies are still falling behind. As a result, AI implementation should be viewed as a positive anticipated opportunity, because AI enhances lives and contributes to a better future when properly understood and used.

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