

# Application of Artificial Intelligence in Human Resource Management: Is present or future?

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## Abstract

Increasingly, businesses are using artificial intelligence (AI) and various AI-based tools into their human resource management (HRM) strategies for managing employees in national and international organizations. A change in the previous ten years the proliferation of AI-based solutions that support HRM, launching a fascinating new line of inquiry into those areas such as the consequences of AI, the societal impact of robotics, adoption on results at the personal and business levels, and Analyzing HRM techniques supported by AI. Implementing such technologies has changed the organization of work in domestic and foreign businesses, presenting chances for staff members and businesses to utilize resources and make decisions and solve problems. However, despite an increase in scholarly interest, there has been little and inconsistent research on AI-based HRM technology. Additional study is required to examine the effectiveness of AI guided human resource apps and human AI interconnections in major transnational corporations spreading such breakthroughs. Researcher present a comprehensive review on the topic of this trending issue and provide a distinct understanding from current knowledge, yet to be known, and future research directions. Researcher create a visionary framework that unifies research on AI uses in HRM and serves as a solid foundation for further research projects.

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**Keywords:** Artificial Intelligence, Human Resource Management, Application of AI in HR, Technology in HR Functions.

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## 1. Introduction

In order to achieve the much-desired competitive differential or merely to ensure its basic existence, businesses are forced to streamline and automate processes, form smaller teams, and pay exceptional attention to every stakeholder in the company. The adoption and use of cutting-edge management tools as well as the recruitment and retention of top people are crucial components in this context. Technology is the instrument that will allow streamlining possible, but human skill will assure that creative solutions are offered, that the plans are effectively carried out, and that organisational performance peaks are evaluated. There is a desire to better understand how the relationship between humans and technology resources has come to be understood as a result.

Understanding the nature of living things' intelligence especially that of humans, artificial intelligence emerged as an area of study in the 1950s. The increase in information volume in databases and the discovery of numerous optimization-related practical issues have sparked research into and use of different methods in the search for approaches that can lead to effective solutions, such as the fusion of optimization and artificial intelligence concepts.

Recent advancements in artificial intelligence have created a limitless potential for automation, which has attracted a lot of attention to machine learning. The development of artificial intelligence is also anticipated to have an influence on economic structures and business models, which might have an impact on management. This impact is likely to go beyond altering the nature of employment. One of the sectors most impacted by emerging trends is the human resources sector, which is undergoing a considerable transformation in terms of repositioning and their new role within organisations. Human resource management (HRM) is becoming a strategic trend that organisations are concentrating on more and more. Economic, political, social, and mostly technical changes have fueled the evolution of HRM, which has also been influenced by the need for operational excellence and competitiveness.

Realizing that the Human Resources Management (HRM) approach is focused on employment norms and processes, such as hiring, choosing, evaluating, improving, and retaining staff in addition to hiring, consulting with, and negotiating with specific people, is crucial.

The representation of HRMs at the highest levels of decision-making within the corporation constitutes the integration of human resources and business strategy. As a result, decision-making will be more confident the more credible the information is.

It is critical to consider the development of the discipline in order to understand how the evolution of academics' interests has been mirrored in the use of artificial Intelligence in HRD. The growth of the tool's publishing rate, the most popular IA type, and how it has been employed in this administrative area, such as human resources, which is crucial to the smooth operation of companies, are all taken into account in this examination of research interest. Because it is a relatively new field of study, it is essential for the academy to evaluate what has already been produced and to promote future studies mostly on contributions of technology applied to HRM.

## **2. Review of Literature**

Many people, especially professionals and intellectuals, are interested in IT because it is an important commercial tool for many businesses. Almost all major commercial developments nowadays span a wide range of industries, including banking, internet commerce, the travel industry, and travel (Chakraborty et al., 2020). These organisations also experience this fate as a result of the tech-friendly and tech-dependent individuals within them. It will typically keep its advantages regarding the management of representatives throughout time, especially considering e-HRM. What is even more persuading is that there are global initiatives being aimed at enhancing IT capabilities using AI or mutually intellectual thinking.

According to Shao (2015), around 140 cutting-edge startups in the domain of artificial intelligence have been purchased by various IT behemoths since 2011. To develop consistent user experiences, these businesses are working to integrate AI into a variety of PC systems. The term "insight" has a wide provenance that is often attributed to certain people. People engage in activities like writing computer programmes, mathematics, rational thought, language acquisition, and operating automobiles that all need insight. Artificial intelligence aims to enable robots to carry out such tasks in a similar ways to how people do them (Guo, 2011). But to be clear, it may be preferable to think of the robots behaving like people from the position of imitation, as (Davenport & Ronanki, 2018) recommends, since individuals have not yet fully comprehended and understood the human knowledge that AI mimics. Although the name "artificial intelligence" and its earliest applications date back to the 1950s, this technology stands out for another reason. Since the 1980s, research on strong AI—the antithesis of weak AI—that aims to replicate the whole range of human psychological abilities has gradually grown. It has now become an interdisciplinary effort to solve the mystery of human knowledge, improving the development process from many angles.

Recent impressive advancements have given AI the potential to become a part of everyday life, inspiring scientists to examine this wonder from its intricate viewpoints in relation to certain research topics. With the intention of transforming society, the Japanese Cabinet announced an ongoing programme called Society 5.0. The goal of this innovative initiative is to achieve a high degree of human-machine connection. For commands to be recognized by sensors and executed by AI, it attempts to connect individuals, things, and systems online. Unlike industry 4.0, which is fueled by the manufacturing sector, society 5.0 is infused with robotics, virtual reality, artificial intelligence, and the internet of things (Bhardwaj et al., 2020).

Artificial intelligence (AI) is a technique that tells machines to mimic specific perspectives and prudent actions ("for example, learning process, thinking, thinking, arranging, and so on"). Artificial intelligence (AI) is a technique that tells computers to mimic specific perspectives and prudent actions (for example, learning process, thinking, thinking, arranging, and so on.). The Massachusetts Institute of Technology (MIT) professor called attention to the fact that most AI research focuses on how to use PCs to highlight AI activity. In 1956, the concept of artificial intelligence was first presented overseas and was given some thought. McCarthy used the phrase "artificial intelligence" as a starting point for his speculative comparison of the development of AI. Kasparov competed against the "dark blue" PC in the 1990s, and "dark blue" prevailed, which is a huge development for AI (Vinichenko et al., 2019).

Deep learning was a concept that Varian Hinton put out in 2006, and since then, artificial intelligence has experienced a rapid change in direction. Artificial intelligence has a wide range and spans many domains, including arithmetic, board games, personal computers, phonetics, and more. Artificial intelligence has advanced significantly in a variety of disciplines, including photo recognition, speech recognition, and others, thanks to the constant growth of innovation (Jia et al., 2018). Even though artificial intelligence is still in its infancy, many organisations are aware of the value and innovation it could provide.

Artificial intelligence-based technology may help businesses of all sizes meet their improvement objectives. Artificial intelligence is not exclusively software engineering, despite obvious similarities. In addition to expert hypothetical knowledge and abilities in certain application industries, it typically involves human science, brain science, mathematics, and other sciences. It also frequently incorporates the collecting of human experience in related disciplines (Abdeldayem & Aldulaimi, 2020). From this vantage point, artificial intelligence at the hypothetical information level has vast extensiveness and a complex character, thus it will not be compatible with a specific field of knowledge (Pillai & Sivathanu, 2020).

The board of human resources primarily arranges and manages representatives' activities through association, control, and other ways and procedures, with the specific goal of assisting efforts to achieve the greatest benefits (Wang & Yang, 2011). The executives who make up the core of conventional human resources depend on the expansion of big business interests and the management of workforce in the venture, while ignoring the development

requirements of abilities as people and the relationship between the singular turn of events and undertaking advancement. The human resource board of the current initiatives should give more attention to the requirements of gifts for success in the digital age, changing its emphasis away from executives and toward individuals.

The CEOs' human capital is incredibly important to the success of initiatives. The executives are a crucial component of major business, and maintaining the positive course of events is important for many reasons. Therefore, it is important to use logical strategies to raise the board's level and competency as well as to promote the sustainable and profitable growth of businesses. HR is the source of information progress and advancement in the age of the information economy. Enterprises must invest more in executive human resources, enhance the character of employees, and concurrently comprehend the maintainability of representative and venture progression in order to boost the emphasis on representative preparation (Wang & Lu, 2011).

According to Srinivas Bandi and Richa Verma (2020), AI has progressed rapidly during the previous ten years. IT businesses are using artificial intelligence to help them make quicker, smarter choices. This holds true for the human resources industry more than anything else. Artificial intelligence software has been applied by HR recruiters to speed up hiring and increase competency across the whole screening and hiring procedure. Technologies based on artificial intelligence offers significant opportunities to enhance human resource operations.

Artificial intelligence is a technology that enables robots to think, learn, and perform tasks that were previously performed by people, according to Vinay Kumar's research from 2019. In the past ten years, artificial intelligence has expanded substantially. IT firms may now make choices more quickly and effectively thanks to artificial intelligence. This holds true for the human resources industry just like it does for everything else. Artificial intelligence software is used by HR firms to speed up hiring and increase their level of control over the whole recruiting and selection process. Technology based on artificial intelligence offers several chances to advance the labour market. The legitimacy and extent of the implant employee intelligence are further explained in this study.

The condition of artificial intelligence has been extensively investigated in numerous regions (Fengxiang Jiang (2018)). This article focuses on the application of AI technology and how it influences human resource management as a result of developments in IT technology. Almost all businesses today utilise AI in the workplace to systematically boost workers' productivity.

AI plays a part in the HR sector from the hiring process to staff performance evaluation. The current study set out to investigate the association between installation expertise and personnel in Delhi's IT sector. 115 HR employees working in various IT industries in the Delhi area participated in the survey. Numerous retrospective techniques were employed to verify the theory, and the findings showed a strong correlation between the two elements that led to the greater usage of AI in HR performance. However, AI has a strong link to intelligence and is easy to use, which highlights the effects of AI on HR through new features and ease of use. This study will shed light on the upcoming artificial intelligence as a transformational state in the business under the new label "Industry 4.0."

The Fourth Industrial Revolution (4IR) has increased the usage of emerging technologies such as "artificial intelligence (AI), big data, machine learning, mobile technology, the Internet of Things, geo-tagging, virtual reality, speech recognition, and biometrics" (Azadeh et al., 2018; Shank et al., 2019). It significantly affects how work is designed, how engaged individuals are, and how workplace procedures are adjusted (Abraham et al., 2019; Agrawal et al., 2017; Duggan et al., 2020; Malik et al., 2020a; 2022; McColl & Michelotti, 2019). The application of these cutting-edge methods alters how business is done locally or internationally. Agar, 2019, 2020; Charlwood & Guenole, 2021; Malik et al., (2020b) have all expressed grave concerns and apprehensions regarding the impact of AI on the loss of jobs and the fundamental nature and foundation of mankind.

However, AI and other related intelligence-based applications present opportunities for organisations to achieve "optimal strategic business results, including improving service quality, productivity, cost-effective service excellence (CESE), return on investment (ROI), operational efficiency, customer engagement and loyalty" (Prentice & Nguyen, 2020), employees' service quality (Nguyen & Malik, 2022), and significantly lowering operation costs (Wirtz, 2019). Artificial intelligence (AI) is a wide term for a group of technologies that allow computers to perform tasks that traditionally require human cognition, like adaptive decision-making (Tambe et al., 2019, p. 16). Academic debate over whether businesses can benefit from various AI digital tools and methodologies is growing (Aouadni & Rebai, 2017; Castellacci & Vias-Bardolet, 2019). In this context, leading HRM journals as well as journals in adjacent disciplines like general management, international management, and information technology have given the current demands for academic research on AI in HRM great attention (see Budhwar & Malik, 2020; Buxmann et al., 2019; Jain et al., 2018; Kaplan &

Haenlein, 2020; Meijerink et al., 2018). Research on the interface between AI and HRM consequently becomes more interdisciplinary (Connelly et al., 2020).

A growing amount of evidence indicates that recent breakthroughs in robotic technology offer major benefits for HRM, despite the fact that research on AI-HRM is still in its infancy (Bersin & Chamorro-Premuzic, 2019; Maedche et al., 2019; Prikshat et al., 2021). Although the research that is currently available on AI-enabled HRM reveals positive results, some people say that it is important to look into the drawbacks of these cutting-edge devices for both businesses and workers (Huang et al., 2019). Unintended consequences such as increasing staff turnover, declining work satisfaction, losing customer satisfaction, incurring excessive costs, and finally having an impact on an organization's overall business performance and goodwill may result from failing to address negative elements (Li et al., 2019).

### **3. Objective of the Study**

- 1) To find functions of human resource management in which artificial intelligence (AI) is used.
- 2) To understand effect of use of artificial intelligence in human resource management.

### **4. Research Methodology**

The researcher exclusively used research papers from publications that are included in SCOPUS, ABDC, IEEE, etc. for this study. This review attempts to offer a thorough evaluation of the body of research on AI and cutting-edge HRM technology. The strategy that the researcher used to do this was a systematic literature review approach. Systematic reviews compile and critically evaluate the literature as well as the themes emerging from the chosen studies that are within the parameters of the research in order to advance information and theory development on a particular subject.

This approach also enables a transparent and reproducible strategy for outcomes synthesis, guaranteeing complete dependability. Based on guidelines for conducting a systematic literature review in business and management research, the researcher determined that a systematic approach was the best approach for this review in order to provide comprehensive coverage of the publications, identify emerging themes, and ensure its repeatability.

### **5. HR functions and Artificial Intelligence**

Significant attention has been paid to the possible impacts of AI and other intelligence-based technologies and methodologies on the HRM function as a whole and its sub-functional

areas. We were able to concentrate on AI-enabled HRM functions by concentrating on sub-functional domains like human resource (HR) planning, recruitment and selection, training and development, compensation and benefit, and performance management and analysing how these digitalized AI-enabled functions provided novel opportunities for businesses and employees.

*Management of performance:* - AI-enabled performance management tools and approaches can provide both organisations and individuals a range of possibilities. For instance, using a fuzzy multi-attribute decision-making system yields a fair employee evaluation. Notably, this method aids in determining which employees need greater improvement and the extent of those adjustments in specific areas (Manoharan et al., 2011). Digital performance tools also let managers assess employee performance, advise any improvements that are required, and take corrective action for an employee based on professional judgement, such as providing training, talent enhancement, and extra certification where appropriate (Azadeh et al., 2018; Manoharan et al., 2011).

*Payroll and Compensation:* - Researchers' findings indicate that automation in payroll systems enables HR professionals to efficiently manage all HR payroll and related value-added duties. This is because artificial intelligence (AI) technology can monitor various types of employee data, including the employee's personal data and changes to that data, such as the addition or deletion of dependents or beneficiaries (Bussler & Davis, 2002). Additionally, the databases assist define an organization's compensation and benefits programmes by revealing the talent supply and demand gap (Pessach et al., 2020). Additionally, AI technologies help managers and specialists get the most important data on the benefits and pay plans for necessary staff. These technologies specifically assist in calculating and determining the wage criteria of employees with regard to their employment (Mehrabad & Brojeny, 2007).

*Training and development:* - The study focuses on how AI helps staff training and development more effectively. The organisation will have access to an electronic personnel database if systems are able to save each active employee's electronic resume. This can assist in identifying skill gaps or creating effective training programmes. Additionally, it might aid organisations in their internal hunt for a suitable applicant. Additionally, workers might manage their future careers using these tools. These AI systems assist employees in determining their training needs and completing the necessary courses if they are lacking in

any abilities. Additionally, virtual or online training has a few advantages for both the company and the personnel. (Sitzmann & Weinhardt, 2019; Karatop et al., 2015)

*Manpower Planning:* - Finding the right person for the right job is the major challenge for HR planning. However, AI and other automation technologies simplify this procedure in organisations. AI mostly assists HR planning by anticipating future employee demands and selecting skilled candidates (Karatop et al., 2015).

*Recruitment and Selection:-* As these cutting-edge tools can access data and draw conclusions at a rate that is far faster than human skills, it is also clear that AI-enabled recruiting and selection play a vital role in attracting and selecting the best qualified labour pool to the organisations (Torres & Mejia, 2017). Because of this, AI algorithms can more accurately identify job candidates—those who are most qualified and enthusiastic about the position—and improve communication about it. Job seekers are more inclined to participate in AI-based recruiting by influencing their technology (Van Esch et al., 2020). Because AI helps to streamline the employment process, asynchronous video interviews (AVIs), which were formerly conducted in person, are now conducted online (Torres & Mejia, 2017). A hybrid decision-support tool can also help HR professionals with the hiring and placement processes, increase the influence of recruiters, and maximize organisational return on investment, according to research by Pessach et al. (2020). The racial, gender, and sexual orientation stereotypes that skew human judgment in hiring procedures were eliminated by AI algorithms that helped HR managers locate candidates for unfilled positions.

*Compliance:* - Employees should be aware of the information that is gathered about them and ask if they have the option to check the data that has been generated by the appropriate systems. Additionally, staff members must be aware of how these AI-based choices effect their attitudes and behavior as well as their final results (Connelly et al., 2020). Employees must communicate openly and honestly in order for the AI systems to operate quickly, safely, and dependably in this respect (Wilson et al., 2017). On the contrary hand, research shows that organisations educate their employees about the technology they use and how expert systems make decisions (Connelly et al., 2020). Various AI applications have a lot of racial and gender biases, and ethical concerns from China and other countries in Global South-East Asia indicate to more monitoring and "getting in employees' brains" (Houser, 2018; Kshetri, 2021; Wong & Liu, 2019). 2019 (Moosajee).

## 6. Conclusions

It is possible to draw the conclusion that performance management, payroll and compensation, training & development, manpower planning, recruitment & selection, and compliance are the major functions of human resource management where artificial intelligence is effectively used after critically reviewing and analysing the quality research that is currently available.

The researcher also discovered that the use of artificial intelligence in the aforementioned human resource functions has advantages for HR managers in terms of time savings, accurate and real-time data, cost effectiveness, quicker and more effective decision-making, and system automation with less chance of human error.

We can therefore draw the conclusion that the application of artificial intelligence in human resource management is quite successful and prevalent in most organisations. Additionally, in the future, the usage of artificial intelligence will advance to other minor aspects of human resource management.

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