

The New Era of Human Resource Management: AI Reinventing HRM Functions

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ABSTRACT

By bringing a layer of intuitiveness to the HR office, AI is likely to transform the field of talent management in a dramatic manner. Today, in the era of human-machine collaboration, where technology complements humans, AI is reshaping the way businesses hire and fire employees. By generating tailored services, AI is giving new entrants a personal touch and complementing human resource onboarding experiences. In HRM, AI serves as a steadfast mentor and arduous assistant. The study examines how AI and machine learning are reshaping and reinventing HRM services like as recruiting, screening, and the zero-hour process, as well as organisational, socialising, learning and progression, performance evaluation, and employee retention.

KEYWORDS : Artificial Intelligence, Human Resource Management, Machine Learning

1. INTRODUCTION

For generations Artificial Intelligence has been a fantasy and science fiction authors have visualized the build out of intelligent machines which could carry out the tasks of human beings or even excel them in certain areas. In the era of digitization Artificial Intelligence is coloring the fantasy images and is proved to be the gist of technological excellence. It has not only simplified the human learning but also provided real growth to the business and has proved to be very useful in enhancing employee engagements as well as satisfaction level. It is a future game changer which is transforming our lives at home as well as at work. Artificial Intelligence is acting as a smart assistant for the populace in various forms like Amazon's Alexa which performs various functions like providing information, controlling lights, locking and unlocking the smart homes etc. Artificial Intelligence is enhancing the human resource by optimizing the internal business operations and by freeing up the task force to be more creative with the use of automated intelligence. Artificial Intelligence (AI) is the engine that is driving the new wave of digital transformation among various resources by utilising a variety of AI solutions for HRM, including recruiting, selection, training and development, performance management, pay and reward management, and so on.

RESEARCH METHODOLOGY

Desk research method is used and information is retrieved from the data available on the internet, different books related to the study and reports and publications of different research scholars available on different websites.

2. ARTIFICIAL INTELLIGENCE AND HUMAN RESOURCE MANAGEMENT – AN OVERVIEW

3.1 MEANING OF ARTIFICIAL INTELLIGENCE

The phrase AI is an over-arching concept that was coined by John Mc Carthy three decades ago. AI refers to the simulation of human intelligence on a machine in order to make the machine more efficient at identifying and applying the appropriate piece of knowledge at each phase of the problem-solving process. It's a discipline of computer science that deals with human behaviour automation. It encompasses a wide range of fields.

3.2 ARTIFICIAL INTELLIGENCE DEFINED

"Artificial Intelligence is the science and engineering of creating intelligent devices, particularly intelligent computer programmes," according to Wikipedia. (John McCarthy)

"The study of making machines execute things that would require intellect if done by men is known as artificial intelligence." (According to Marvin Minsky)

3.3 MEANING OF HUMAN RESOURCE MANAGEMENT

Human Resource Management is the term used to describe formal systems in an organization that focuses on the recruitment of, management of providing directions and guidance to the people at work. Almost all areas of HRM have sophisticated software that automates many HR processes. The study depicts how AI and ML are transforming the way, HRM works right from the stage of talent management to talent retention.

3.4 HUMAN RESOURCE MANAGEMENT DEFINED

Human Resource Management is defined as "planning, organizing, directing, controlling of procurement, development, compensation integration, maintenance and separation of human resources to the end so that individual, organizational and social objectives are achieved."(Edwin B Flippo)

"Human resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce."(Ricky W Griffin)

3. HOW AI IS REVOLUTIONISING THE HUMAN RESOURCE FUNCTIONS

4.1 AI AND SMART RECRUITMENT

Recruitment is the process of reaching out, attracting and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspect .The recruitment market is transforming with innovations in the field of artificial intelligence. There are safe AI based solutions for almost every stage of recruitment process .These solutions are of immense help in slashing out the required candidates that suits the job profile from a stack of extraneous applications.

Recruiter chatbots are used to produce real time interaction to candidates. These chat bots use AI technology to work on different platforms like SMS, email, social media, skype etc. Chat bots speed up the hiring process by stripping out unsuitable candidates. Mya is AI chatbot that will interact with the candidates through messaging app and can ask variety of questions about the skills, qualifications and experience of candidates. This will help in ranking the qualifying candidates. Chatbot Mya which is powered by ML automates the tedious recruitment process by using natural language processing. It is characterized by candidates sourcing, candidate screening, faq answering, scheduling and job updates.

Applicant tracking system is another program designed to scan data records .It logs all the candidate information in one system and do away with the process of maintaining excess files.

4.2 AI AND SCREENING AND ZERO HOUR PROCESS

Augmented intelligence is of immense help in assisting the HR managers for finding the strong candidates amongst the giant pool of applicants. Manually screening resumes is a tedious task and often lacks standardization. Artificial intelligence auto screens thousands of resumes in minutes near perfect accuracy.AI softwares are designed to screen resumes that integrate with ATS and learn the job qualifications based on its description, what good candidates should be considered based on past hiring decisions.

The company uses machine learning to conduct video job interviews and check if there is any type of strange behavior going on. With the help of video conferencing an interview can be conducted with the candidates from

all over the world. AI can make suggestions for additional training by gathering an understanding of learner needs through learning management systems.

4.3 AI AND ORGANIZATIONAL SOCIALIZATION

AI backed programs are nowadays used for enhanced onboarding and organizational socialization. The new employees can access all hire information in the AI based applications along with the reporting details, team members, tasks assigned at work. In addition to the above, mechanized systems will answer all the queries of new employees.

4.4 AI A MODEL TRAINER

Customized learning and development is in rage as the workforce wish to learn what helps push their career in progressive direction. This is possible only with the application of AI. Everywhere learning is the culture prevalent in the new age of learning and development. AI has led to the development of content that is viable across all devices like smart phones, desktop, tablets etc. Now we can see the instances of employees completing online courses while on the treadmill. Conversational AI can help the human resource managers to track the learning and development progress of the employees. Furthermore AI algorithms offer suggestions about learning programs of the workforce. Gaming based programs are installed that help the employees to enhance their skills without any real time classroom or teacher.

4.5 AI AND PERFORMANCE EVALUATION

With the use of AI and ML performance appraisal will be much easier than ever. Vast amount of information shared by employees on social media in the form of tweets, posts and images can reveal a lot about employee engagement and organizational values that are favored or un-favored. A UK based company; Work Compass is already using AI to analyze the quality of goals of employees. Natural Language Processing makes it possible for managers to pinpoint the areas of dissatisfaction and suggestions for correct course of action. AI driven technology can help reduce certain biases that can impact efficacy of performance reviews.

4.6 AI AND EMPLOYEE RETENTION

Today retaining the employees and transitioning them according to the requirements of an organization in order to get best out of them is a very big concern. AI, ML and Robotics are reshaping the talent management process. AI is used in checking employee turnover at initial stages. It predicts the exit of employees on the basis of various transactions generated by employees and ML and NLP help in anticipating the future. AI also helps in finding out the patterns and reasons for employee stress by using chatbots and virtual assistants. Several AI softwares are available to track the activities of employee such as browsing history and emails which act as information source for management to identify those who are heading out. Moodometers are AI based platforms created to access the sentiments of workforce over a period of time which further help the HR managers to probe possible reasons of turnover and improve the employee retention strategies. In fact AI is helping with employee retention by eliminating monotonous tasks, understanding employee engagement factors thereby improving the overall performance of companies.

4. CONCLUSION

People have been using AI to harvest the benefits in a gamut of application in the field of HRM. There are still a lot more untracked paths yet to be unveiled. In the keen desire to manifest ameliorate techniques it is recommended to give a free run to imagination and use AI as an augmentation to existing employees by forming collaborative AI/human hybrid teams. AI must be foreseen as “Intelligence Augmentation” and not as a robot that will steal jobs as it is apparent that AI can’t set objectives and can’t replace human judgment as humans possess the traits that are beyond the capabilities of a machine. Therefore it’s the need of hour to combine the human capabilities with AI/ML based technologies in HRM functions to bring on more discerning HR solutions. From the above details it is apparent that AI will soon eliminate the culture of ambiguity and anguish by

improving the functional aspect of HRM. More skills are required on the part of workforce in the era of human and machine partnership to benefit from potential opportunities and avert the potential threats.

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