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## The Impact of Artificial Intelligence Technology on Human Resources Performance in Organizations

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### Abstract:

With the changing business landscape, human resource management faces new challenges that must be addressed while ensuring optimal growth and development of the organization. This study identifies the application of artificial intelligence technology in human resource sectors related to recruitment and selection, board attendance process, employee retention, compensation management, general employee management, and employee retention.

The integration of artificial intelligence with human resource management practices is changing the way companies hire, manage, and engage with their workforce. Using artificial intelligence, machines can now make decisions based on historical data and behavioral patterns more accurately than people. As a result of this change, all physical work has been replaced by machines, forcing human resource professionals to take on more strategic roles.

This study presents the advantages of using artificial intelligence and the challenges facing organizations in implementing artificial intelligence in various human resource management units, as well as the benefits of artificial intelligence for organizations seeking to increase the effectiveness and efficiency of their human resource functions.

**Keywords:** Artificial Intelligence, Technology, Human Resource Management

### Introduction:

Artificial Intelligence (AI) is a technology designed to mimic the problem-solving skills of humans. In addition, AI is constantly improving by learning from collected data.

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A lot has changed in the world since 1955, when Newell Allen and Simon A. Herbert created the Logic Theorist program, which is considered the first artificial intelligence in history. Since then, we as a society have moved beyond the scary stories and narratives that existed about it and created for ourselves the amazing opportunities that this technology brings to improve personal lives, businesses, and more.

Artificial intelligence is a branch of science and technology that has been used effectively for decades. AI has become an essential part of organizational practices in various fields and is now one of the leading technologies of the current era.

This branch has become a potential need for every part of human resources based on technological approaches and plays its role in the development of the entire organization, so that technologies are and will be based on artificial intelligence.

After the 1950s (Prasana Matsa, 2019). Human workers began to replace machines in the 1970s. Computers and the Internet began to become a part of working life. (Vivek and Yawalkar, 2019) With a new wave of artificial intelligence, investments have increased from millions to billions of dollars between 2012 and 2016.

Employees are an important and essential asset of the organization as their skills and knowledge and play a significant role in the overall performance and productivity of the organization. Artificial intelligence (AI) is a technological tool that gives output after combining technology and human intelligence. Artificial intelligence helps save time and energy for employees with self-regulating tools and processes, and this is what artificial intelligence affects.

Organizational growth depends on how it integrates its work, processes, and machines to create value at low cost. Recently, human resources (HR) has evolved to be driven by technology and data that employees continuously provide to enhance their strategic role. One such technology is artificial intelligence.

### **Theoretical Foundations:**

Artificial intelligence can be defined as a science that aims to replicate aspects of human intelligence such as learning, reasoning, perception, critical thinking, etc. using computer programs that are guided by logic. (Russell and Norvig, 2010) describe AI as an “intelligent agent” because machines can act intelligently by imitating human intelligence, which is made possible by feeding machines with large amounts of data that are tested and trained through machine learning models. It can also be described as the ability of a system to correctly understand input, learn from it, and apply it to achieve specific goals and tasks.

Through adaptive implementation, AI enhances human intelligence because it frees employees from performing tasks that could be automated, thereby enabling them to develop their skills and knowledge in a more productive way. (Kaplan and Haenlein, 2019). Human resource management (HRM) has its roots in the emergence of industrial welfare work since the 1890s. (Wilkinson and Redman, 2013).

There has been a shift from a leadership-driven management system to a more technical management system, which has led to the growth of professionalism in this role. Organizations They can increase the value of their competitive advantage by acquiring, expanding and integrating not only human capital but also physical and organizational resources, and this can be achieved when organizations truly work on their HR practices. Artificial intelligence technology can be integrated with HR functions to provide innovative solutions to employee problems related to HR.



This article attempts to discuss the applications of artificial intelligence in human resource management (HRM), its benefits and challenges. Technology is the systematic application of scientific information and other systematized knowledge to perform scientific tasks.

Technology can be defined as all knowledge, processes, tools, methods and systems used in the manufacture of products and the provision of services. Technology is the practical application of knowledge and tools to assist human endeavor. The term Artificial Intelligence (AI) is used to describe a system that can perform cognitive activities related to the human mind, such as "learning" and "problem solving", as well as or even better than humans.

Recognizing the importance of the organization's workforce as a vital element in achieving organizational goals and multiple uses in human resource activities and functions in a way that effectively and fairly ensures the individual interests of employees, the organization and society.

Although some organizations still use the term personnel administration for activities such as recruitment, selection, compensation and training, the terms human resource management and personnel administration have become more common due to the vital role of human resources in the organization and its challenges in managing human resources more effectively and the growth of professional knowledge that encompasses human resource management and personnel administration. (Sayed Javadin, 2022).

Recent research has shown that artificial intelligence has a beneficial impact on the field of human resources. (Jia, Guo, Li and Chen), (Garima, Vikram and Vinay), (George and Thomas), and (Vivek and Yawalka) in their similar studies discussed the benefits of implementing artificial intelligence in the dimensions of human resource management.

Relationship management, recruitment and selection, compensation management, training and development, performance management, and strategic human resource planning, and more described its benefits to employees, HR professionals, and the organization, and concluded that AI is replacing routine HR jobs with less human intervention, while George and Thomas argued that humans cannot be replaced. Furthermore, they reported how AI helps reduce workload and increase workplace efficiency.

(Jia, Gu, Li, & Chen), (George & Thomas), (Vioque & Yawalka) used secondary data to collect their reports in their research papers, while George and Thomas adopted the interview method (using structured questionnaires) on HR. (Q. Jia, et al. 2018).

They conducted their research using multiple regression or regression analysis (in statistical models, a statistical process for estimating relationships between variables. This method involves many techniques for modeling and analyzing specific and unique variables, focusing on the relationship between the dependent variable and one or more independent variables). To test this hypothesis, they conducted a survey among 115 HR professionals using original data specific to a specific region. (Garima, et al. 2020).

Although these articles argue that AI is apparently taking over many functions in the field of HR, a weakness is that they failed to address the challenges that HR departments face when using AI tools in them. (George and Thomas, 2019).

Jia, Guo, Li, and Chen stated that most organizations are not fully prepared to implement AI in their HR functions, while Vivek and Yawalkar reported that it is difficult to find suitable candidates to manage AI tools and that AI is limiting HR departments (Vivek and Yawalkar, 2019).



There has been no detailed study on the potential challenges of implementing this technology in HRM in an organization. All the authors concluded that AI will have many benefits in various HRM functions. The technique used in their review is mainly secondary data. In this paper, we intend to analyze articles, journals, blogs, and websites. This paper discusses the challenges of implementing AI, identifying career paths, as well as future opportunities that further highlight the identified gaps.

### **Application of AI in HRM**

The impact of AI on HRM is growing rapidly. It has the potential to transform HR operations with relevant and in-depth analytics of various functions. Functions such as recruitment and selection, board attendance, performance management, employee engagement, and employee retention are now being performed with the help of a virtual assistant.

The development of Human Resource Information Systems (HRIS) has provided the foundation for AI applications. HRIS is a process for collecting, storing, maintaining, retrieving, and validating the data an organization needs about human resources, personnel activities, and organizational unit characteristics.

### **Recruitment and Selection**

Human Resource professionals are responsible for attracting talent to the organization and must hire the right person. Finding the right person can be difficult as you try to find the right person in a pool of diverse talent. Shortlisting candidates and conducting screening surveys to find the right person for the job can be a challenging task for HR managers. They must go after the right people while trying to fill job positions as quickly as possible, as a vacant position can cost the organization a lot due to operational delays (Kovach and Cathcart, 1999). Ensuring a good experience for people is crucial because it increases the chances of accepting an offer. It is important to ensure that the prospective team has a good experience from the first contact.

AI can help speed up the hiring process even as the need for hiring continues to increase (Skil al et. 2020) It can contribute to automating repetitive tasks by working on big data analytics to pick up trends. It can also be used to streamline the hiring process during recruitment. AI technology such as chatbots can be added to organizations' websites to engage visitors and increase conversation rates.

Prospective candidates are willing to leave their resume and other basic details behind while chatting with bots. Chatbots can ask questions about the role the candidate is interested in and answer some basic questions asked by them. (Aldulaimi, et al.2020). It is crucial to use 24/7 within 10 minutes of submitting a job application and follow up with them after the job application or interview, otherwise, there is a risk of losing them to more responsive competition.

Software that incorporates AI, such as Chatbot, Applicant Tracking System (ATS), and Customer Relationship Management (CRM), helps provide real-time answers to all questions asked by candidates and provides updates on their progress. Machine learning techniques can be used to help interpret the vast amount of data received and discover patterns that were not previously identified by it. AI technology can be used to review resumes and candidates for a suitable position to identify experience, skills, education level, and many other interests before selecting a candidate. This technology can help narrow down the list of all applicants and categorize those with the most relevant skills. This simply requires considering candidates' willingness to help only based on their qualifications and help them, and eliminating biases.



(Palaniammal, et al. 2019). Social media profiles of candidates save the recruiter time to ensure that the selected candidate is the most qualified.

With the deployment of AI in HRM, subjective criteria such as favoritism and nepotism are less likely to be used in the hiring and selection process of potential candidates (Tewari and Pant, 2020).

A recruiter's perspective may be influenced by ethnicity, language, gender, and even race throughout the process. Biases are eliminated by integrating algorithmic assessment platforms with automation and AI. The advantage of this platform is that if bias is discovered after an audit, it can be changed to reduce or eliminate it.

## **Hiring**

A good onboarding process makes employees feel better about the organization, stay more engaged, and are more eager to stay longer. However, these employees require more attention and handling them individually is a challenging task.

Artificial intelligence can automate the onboarding process, thereby turning it into a self-service process, allowing these individuals to easily coordinate with the workforce and management team and help streamline manual and time-consuming tasks. (Bauer, 2010).

The onboarding process is important from the very beginning, as this is where recruits form their impression of the organization. Intelligent chatbots also play a role in this process. AI-based chatbots can help collect data, provide recruits with the information they need, organize information, provide forms to fill out, provide recruits with the necessary documents, and provide any online guidance to recruits.

These chatbots can also help set up new accounts for these new people and integrate them into the organization's system without IT support. The automated AI onboarding process provides flexibility in terms of time and location, as it allows recruiters to integrate into the system at their own pace. (Clark, 2022).

This also reduces administrative tasks and leads to a faster onboarding process. These chatbots can also receive feedback from recruiters to help them better serve them and provide a better onboarding experience.

## **Training and Development**

HR professionals need to ensure that employees have the right skills and experience to meet individual and organizational needs and ambitions through learning and development. Learning and development helps in coping with change, tracking the application of skills, keeping learners engaged, developing soft skills, developing leaders, instilling conflict management skills, and promoting proficiency and skill.

A proper training facility is essential for any organization to have a technically skilled and professional workforce. Employees need to be aware of the latest trends and developments related to their field. HR departments may now train and assess personnel using AI-based tools.

AI tools can detect skill gaps and create training programs for employees according to their needs. (Premnath, and Chully 2019). AI can help create customized learning paths for new hires based on their skills and match them based on their interests. (Miles, 2022)



Large organizations will find this very useful in understanding the core skills and interests of their employees, which helps them align these skills and interests with their learning paths and the skills needed for projects. This technology can also be used to analyze employee training metrics and determine which employees need more training and the training each of these employees needs.

The right tools and implementation of AI help employees learn better and faster, which leads to better personal and professional growth, which in turn leads to higher productivity. AI-based training programs make it possible for each employee's needs to be met because the information they need is provided to them at the right time. AI-based tools can also automate the learning process by creating learning and development videos. (Meglio,2022).

These training videos can be used repeatedly and even translated into different languages without the need to re-shoot or re-hire voice actors. A learner is more likely to go for video than text, as video is one of the most effective ways to convey knowledge. A boring text document or text-based training material can be transformed into an engaging video in a matter of minutes using AI technology.

### **Performance Management**

It is very important to have a defined performance management. The performance management structure and the impact of the training conducted by the organization can also be tracked with this. Goals and objectives The traditional method of performance management requires a lot of time, steps such as setting goals, conducting self-assessments, evaluating managers, etc. (Dharmatti ,2020).

AI can help in real-time monitoring of the goals that the organization is aiming for. It can also help provide information about the potential of employees and tell which employees are performing well and which can be very important information for HR professionals in succession planning.

HR professionals use these tools to set goals to track the performance of teams and individuals, achieve improvements and changes, and save operational time. (Itsquiz ,2022). This will lead to optimal productivity and overall positive results.

### **Employee Engagement**

Employee engagement or working relationships deals with how employers and employees work together to create a fair workplace. Some organizations find it difficult to effectively understand their workforce and their needs. Understanding the workforce helps HR managers of organizations spend a lot of time managing workplace conflicts.

It is the responsibility of HR managers to avoid or resolve these issues in an organization where employees face abusive behaviors such as conflict, sexual harassment, annual leave disputes, bullying, and other employee relations issues that can negatively impact your company.

Chatbot automation can also help in this regard as communication is an important aspect of employee engagement. This platform can make employees more interactive and open. It can provide immediate feedback to employees and HR professionals, whether good or bad. (Gautaam, 2019).

Employees can freely talk about their feelings without having to physically meet or schedule a meeting. Organizations can now predict the level of engagement of their employees through several predictive methods designed by artificial intelligence. AI analytics models can be used to scan various texts in the



form of emails, chatbot messages, notes, media comments, and the like to extract the insights needed to analyze employee engagement.

Now, by analyzing large datasets and extracting important outputs from them, the current and future levels of employee engagement can be predicted. Natural Language Processing (NLP) technology can transform information obtained from various media into structured data for analysis. (Basumallick, 2022).

This technology can perform sentiment analysis and topic analysis. This technology can also help interpret the sentiment behind a text response given by an employee in a survey. This can help assess the overall satisfaction of employees with the organization's performance. This AI-based technology helps save time in analyzing engagement surveys and helps HR professionals identify employee needs and provide quick solutions to these needs.

### **Compensation Management**

This is a vital aspect of HRM. It is the process of analyzing, managing, and determining the incentives and benefits received by each employee. ("What is compensation management? | HiBob." <https://www.hibob.com/hr/glossary/compensation-managementplanning/> (accessed Dec. 15, 2022).. The compensation and benefits offered by a company play a significant role in determining employee retention. It is becoming difficult for organizations to keep up with the fierce competition in today's corporate world with benefits and compensation.

Human resource management needs to set up compensation and other benefits structures to meet organizational demands. Employee compensation is expected to be fair and competitive as it enables companies to attract and retain the best talent. An effective compensation management system helps in improving both individual and group performance.

Artificial intelligence neural networks can be a useful tool in creating a level of fairness in employee reward evaluation. With the help of big data, this technology can be used to create an intelligent support system and to create a fair compensation evaluation system. AI can save time and help organizations stay up to date on the changing market and employee preferences. Through big data analytics, historical and relevant data can be collected and used to predict future trends in employee compensation.

AI can be used to monitor changes in the job market, ensure that employees are paid competitive wages, and create a system to adjust employee compensation based on performance, thereby encouraging employees to work smarter and harder. AI can help HR professionals create an ideal compensation package for their employees and provide a fair compensation package based on education, experience, skill sets, and more to ensure that businesses move closer to closing wage gaps. (Bauer, 2010).

Employee retention rates are very low in many industries today, which can negatively impact organizational productivity. In a competitive environment, when an employee leaves the workplace, it negatively impacts other team members in terms of motivation and productivity.

Employee burnout also impacts the organization's revenue, increases recruitment and training costs, and reduces organizational growth. Then, hiring new employees to fill the workforce gap becomes a task for HRM. AI-based machine learning solutions can help HR professionals make predictions about employee burnout rates. (Shepherd, 2022).



In the coming years, we will see the expansion of sentiment analysis applications to a wider level in the HR sector to measure employee attitudes, engagement, and roles. This is because many entrepreneurs have started investing in and using these technologies. The World Economic Forum had already reported in October 2018 that the most important problems facing the workforce of the future is the lack of the necessary competencies to keep up with the rapid advancement of technology.

The ability of the workforce to support new technology must be ensured. The gap between industrialized and poor countries has widened significantly due to the digital divide. More seriously, not only because of some decisions made about the price of those technologies, but also because of the nature of the high-level professional and technical skills required to design, operate and maintain digital infrastructure, the need to master basic skills and master ICT. The idea is that skills are crucial to reducing inequality and knowledge gaps in the workforce.

Currently, companies need people who have all the necessary skills. Skill sets, technological skills, employees often find it difficult to learn new AI tools as powerful technology integrates into their roles (Sharma, 2021) and affect the role of human resources in decision-making.

### **Benefits**

AI provides benefits to various industries by reducing the time and effort required to perform complex tasks, resulting in higher accuracy and better results. The amount of time required to analyze data increases along with the amount of HR data. AI-powered software can now easily identify patterns in data and handle critical high-volume tasks.

This helps computers identify errors and discrepancies faster and more accurately than HR personnel. This significantly saves time, leading to higher profit margins. One of the key goals of any organization is to generate revenue, and this has led businesses to maximize the benefits of AI and employee-machine collaboration.

In addition, the use of AI provides HR staff with the opportunity to focus on more challenging activities that require significant human input. This includes building relationships with customers, creating a more engaged workplace, developing employees' careers, and focusing on strategies.

Although many companies still use online learning tools for continuous training, they are often not organized and employees do not get the most out of them. A more effective learning experience is provided by carefully curating and delivering programs using AI techniques.

As a result, AI can reduce costs for various functions in an organization, such as recruitment and training. Through its analytical and predictive power, it provides solutions that are relevant and effective, allowing for better preparation for future challenges.

### **Challenges**

While it is obvious that AI will be useful for the field of HR management in the future, HR professionals must be aware of the potential pitfalls. The main challenge of integrating AI into HR functions is the mindset of employees. The pervasive nature of AI, which enables it to track multiple aspects of employee behavior, is a growing concern among individuals.

Therefore, concerns about the misuse of AI, and the unethical and inappropriate use of shared data, should be properly addressed and all parties involved should be informed of the potential consequences before



using the technology for any purpose that facilitates the transition. Based on the emotional and psychological characteristics that AI lacks, it is currently not possible to monitor human emotions and understand how they can influence human behavior, passion, and ambition. (Pavlou ,2022).

It lacks human touch and cannot point out some of the characteristics that a new hire may or may not have. AI does not understand team dynamics and how different personalities work. Technology cannot replace the ability of an HR manager to interact with people. Although AI can be incorporated into business solutions, it cannot perform some of the face-to-face responsibilities that a manager can. AI technology “learns” from algorithms that process good quality data and is free from bias for analysis. (Dharmatti, 2022).

If a biased AI technology is implemented, the results it produces may be biased. A company’s talent acquisition methodology may be biased by chance if it uses bias. AI requires human programming, which means there is room for error or potential bias.

Since AI does not understand the organization, HR professionals lack the global understanding of an organization that an HR department has. An HR professional may conduct detailed study and research of an organization to gain a good understanding of the organization’s goals, values, culture, and objectives.

Years of experience in the job also give the HR professional more experience and a better understanding of the job. AI technology may lack the understanding of HR professionals.

### **Conclusion:**

Despite the successful adaptation of the HR sector to the technical change brought about by AI, there is still a lot of work to be done. To fully utilize each new advancement, it is essential to continuously seek solutions to its obstacles. The HR field should also adopt a similar strategy. Based on the numerous studies discussed in this article, it can be easily concluded that data is essential for the application of AI in organizational functions.

Therefore, the HR professional should pay close attention to ensuring the use of reliable data. Artificial intelligence is incorporated into HR management practices to improve planning and decision-making. AI-powered applications have helped businesses increase employee productivity, improve overall workplace efficiency, reduce costs, automate routine tasks currently performed by people, provide intelligent data analytics, and predict the future.

Businesses can only survive and thrive in the current conditions of increasing competition and technological development if they fully embrace AI and understand its value early. The lack of empirical and statistical studies in this field increases the potential for future studies in this area.

Based on the analysis of this article, it can be concluded that the deployment of AI technology in human resource management, when properly applied, can open up unforeseen possibilities. This will keep organizations at the forefront of technological advancement.

### **Opportunities for Future Research**

Researchers predict that in the next few years, AI technology will outperform humans in many tasks and activities. According to experts, AI has the potential to surpass human performance in activities and automate human employment in the coming years. (K. Grace, et 2017 ).



Some researchers think that AI will only act as a support system and will never completely replace people, but we will definitely see collaboration between people and machines in the future. (Wilson and Daugherty,2018).

The importance of collaborative interaction between machines and humans, where machines predict outcomes and humans make decisions and take appropriate actions, has been emphasized in another study on AI and deep learning. (Stead,2018). If we decide what data to track, review, manage and protect, AI can play a bigger role in human resources. (Ahmed, 2018).

The field of people analytics still has a lot to learn and discover. There will be fierce competition in the market for top talent as more businesses start to adopt AI technology. In this case, the only thing that will separate organizations from each other will be their capacity to meet candidates' digital expectations and provide them with the best experience. (Ahmed, 2018). The sector that best equips its workers to effectively leverage the promise of AI and big data to gain competitive advantage will dominate the industry. (Khatri et al, 2020).

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