The Human Resources Management and Artificial Intelligence

Nouf Abdulla

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Nouf Abdulla

Hamdan Bin Mohammed Smart University

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Abstract

Purpose: This paper aims to review the adoption of AI in supporting the HRM to enhance and boost their practices by utilizing artificial intelligence and the possibility of future integration of the human approach and AI approach.

Methodology: This paper provides a qualitative approach based on the latest research, case studies, articles, and related literature.
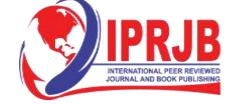
Finding: The paper describes the positive influence in the field of AI on the HRM practices/process.

Unique Contribution to Theory, Practice and Policy: This paper provides an informative view of the positive influence of AI in enhancing the strategic HRM approach and organizational performance by adopting AI, and the implications/challenges of using AI in the HRM.

Keywords: *General Artificial Intelligence, Human Resources Management Practices, Onboarding, Performance Management, Recruitment, Talent Acquisition, Employee Engagement, HR Analytical Data, Talent Management*

JEL Code: *M10*

INTRODUCTION

As per McCarthy, (1997), Artificial Intelligence (AI) is related to the simulation of a machine's capacity to operate on behalf of Human Intellect in solving problems, gathering, and analyzing information, making decisions, enhancing, and improving processes, translating ...etc. In addition, nowadays the definition of AI is wide due to the advancement of the AI concept and the involvement of AI in several fields.

This paper attempts to assess examine and identify the benefit of using AI in Human Resources Management practices and the connection of the positive impact of AI in HRM in the workplaces in the UAE. The objective includes the benefits of each AI in major practices and areas within the HRM and to provide suggestions of the best areas within Human Resources Management and where the AI could be used in HRM Practices. Moreover. Highlighting the possible challenges along with recommendations for future studies for the best approaches to utilizing AI in HRM.
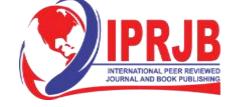
The Benefit of Using AI in HRM Practices

Despite the fact the HR professional has some concerns regarding the AI era and the requirements to adopt the AI which may be redundant and eliminate some positions with the system however, there is a need for the HR professional to optimize the bigger picture and focus on the benefit of the AI revolution to reinvent the wheel of HRM within their organizations. Because of the wide range of advantages of using AI to boost the productivity of the HR Professional and enhance the services within the organizations. Kaushik et al., (2023)

According to Review et al., (2019), humans can focus on the positive side of AI instead of the negative side as the AI can support people by amplifying their cognitive strengths, interacting with customers and employees to give them the time to concentrate on their high-level tasks and embody their skills to extend their physical capabilities (Review et al., 2019). Moreover, it can give the employees more flexibility and explore different areas that could motivate them to learn, grow, and execute what they are learning on the spot which will level up Kaushik et al., (2023) and avoid being bored while working. This can have a return on investment as well on organization and the reflect on employees' happiness and customer satisfaction. Furthermore, AI will improve the quality of decision-making.

Recruitment and Talent Acquisition

The Recruitment and Talat Acquisitions Professional/Managers could save time by utilizing AI in their day-to-day operation this is proven by the use of (ATS) the AI-powered applicant tracking system which is utilized to shortlist and screen resumes, identify qualified candidates based on the keywords set on place to match the job requirements. Furthermore, the use of the chatbot simplifies the communication with the candidates instead of the utilization of the typical ways of communication to provide the candidates with an update on their application status, interview feedback, answering inquiries and it can be utilized to notify the candidates with the relevant documentation that required to be provided to complete their profiles or their job application. On the other hand, the AI could provide analytical reports of the assessment of the candidates based on each job post criteria and would help in gathering and building the historical database about the candidates and could be used for the future in case the candidate joins the organization which can be managed by other function within HR such as learning, development, or performance management.

Employee Onboarding

AI could be used as an onboarding platform to elevate the new joiners' experience within the organization not only for the first-week organizational orientation or for filling the onboarding documentation but it could be more by delivering the orientation training, virtual assistance guide for paperwork, company initial policies and introducing the teams and conduct the departmental introductions.
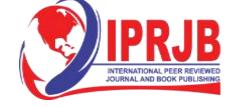
Performance Management

HR Professionals could utilize the AI power tool to monitor and analyze employees' performance, and productivity from day one which will reduce the dilemma of biases between line managers and the employees in each organization within UAE or across the globe you will have a couple of cases of employees who feels that the performance wasn't fair due to their relation with line managers or the assumption of not treated fairly. There is no doubt that performance is a critical area and HRM professionals face repeatable scenarios yearly of unfair performance even if it is 2-3 % or less that would be solved by AI as AI will provide an analytical tool instead of the routine monitoring system for a line manager, employees, and HRM Professional, that would be based on the insights of the individual's performance, individuals improvement plan, recommendation for each employees development. Moreover, AI can help performance management if utilized as feedback, and a feedforward platform to enhance the performance appraisal review cycles and overall performance management and measurement system. That could be achieved by using AI to simplify the tone of the feedback, feedforwards by setting a Natural Languages Process AI feature to analyze feedback from line managers, peers, employees ..etc, and identify relevant trends and areas for improvements.

Talent Management

Talent management is one of the key areas within the HRM, where AI could be used effectively as it's the entire cycle of employees' working cycle linked to attaining, and retaining employees, promotion, development, succession planning, and opportunities even before the employees' joins the organization as it can be linked to the recruitment and talent acquisition system to main and trace the historical records of the employees a previous set of training, skills, preferences, individual learning style and progress along with linking the learning & Developmenet AI with performance management to set a personalized learning and development paths based on the performance feedbacks and feedforwards which will decrease the time to conduct the Yearly Training Need Analysis Assessment and the gap identification and sourcing the list of training. Moreover, the above could be used to identify the best plan to keep the high performer and talents by designing their career path, and retention plan, promotion plan which will minimize the high talent turnover within the organization.

HR Analytical Data and Insights

HRM Professionals could use the algorithms, or robotics features to analyze the HR data to augment human skills and reinvent operating models with relevant patterns, trends, and correlations, enabling data-driven decision-making moreover predictive analytics forecast future workforce needs, attrition rates, and skill gaps, allowing HR to proactively address challenges within the organization and enhance the organizational performance (Fenwick et al., 2024)

Employee Engagement

HRM Professional AI-enabled surveys are used as analysis tools to gauge employee satisfaction and engagement levels. Several surveys show that employees could utilize AI to help offload the routine work from employees and provide them with a wider range of tools and resources to analyze their work to enhance their performance, organizational performance, and customer experiences and reinvent the products or the business models. There are many AI tools used to elevate the employees' engagement such as but not limited to; chatbots facilitate real-time feedback and communication, enhancing employee engagement, and addressing concerns promptly.

Gap Analysis

Several studies focused on AI and its impact on the future of HRM however they didn't discuss the gap between the positive integration between Human Resources and AI as a machine Okatta et al., (2024). Integrating humans and machines will be considered a good collaboration for any organization to enhance the productivity of services and employees. Some workplaces would benefit from bridging the Human and AI gap.

Data Collection

The research method and design is a qualitative approach based on the latest research, case studies, articles, and related literature.
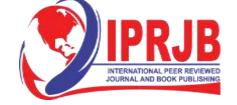
Implications

Despite the positives and advantages of using AI in HRM, it is vital to carefully consider the challenges that could be faced such as system bias, and ethical concerns as several researchers agreed that AI would not be able to identify emotion or biases ..etc. however as per Review et al., (2019), there are several organization used the AI and managed to embed the feelings while utilizing to analysis employees human emotions such as the AI system used to analyze emotions to adjust their customers and employees responses, AI systems using emotion for learning purposes and the AI system. Having an integrated approach of combining the HRM professional experiences and the advantages of AI would be the most effective approach as several areas still should be managed by humans and not be given to AI. AI would need to be tested monitored and evaluated and having people from different generations working in the field should be considered as they have the knowledge and expertise and not increase the level of layoff which is the main concern for HRM professionals

CONCLUSION AND RECOMMENDATIONS

Conclusion

No doubt adapting Artificial intelligence would significantly enhance HRM Procedures and would leverage the HRM professionals to excel the organizational productivity and HRM services effectiveness. Kaushik et al., (2023). However, the following recommendations are to be considered to overcome the challenges. The AI technology should be utilized wisely, with careful consideration of transparency in line with the organizational standards. Therefore organizations must analyze the AI Algorithms that they will be using and calibrate.

Recommendations

The following are some recommendations that could help organizations with the implementation of AI.

- Maintain transparency: by being up to date on the best practices to utilize the AI in HRM; as well as identifying the best ways to gather the information to feed the AI algorithms.

- Provide training: Provide ongoing training to educate the HRM professional and the employees (end users) on how to utilize it in HRM and how to use it safely and successfully.

- Monitor and assess: by evaluating the use within the HRM practices and the employees are benefiting from it and to ensure to update and enhance it effectively.

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