

**IMPACT OF ARTIFICIAL INTELLIGENCE ON HUMAN RESOURCE MANAGEMENT:  
A REVIEW OF LITERATURE**

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**Abstract**

Human resources are being challenged by artificial intelligence, which threatens to replace them in routine jobs and cognitive tasks, causing them to develop a greater desire to learn new skills. As a result, we will focus on two key concepts first artificial intelligence and the second is human resources, which serve as the foundation for this paper. AI technologies provide numerous possibilities for enhancing HR functions such as recruitment, payroll, self-service transactions, access policies, and procedures in organizations. Artificial Intelligence technologies are focused on the replication of human intelligence principles in action. The purpose of this was to research AI as a concept as well as AI's place in managing human resources. This paper revealed that AI in numerous tasks was expanding and was now able to handle duties like hiring, analysis of data as well as workload reduction at the workplace, which enhance organizational performance. The advanced technology had focused on HRM activities, such as hiring, training, and job performance, as well as HRM tactics, such as job replacement, human-robot/AI collaboration, etc.

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

**Introduction:**

Artificial intelligence is the technology used to perform a task that requires some level of intelligence to complete. It refers to a technology that has been trained to perform like a human. AI technologies provide numerous possibilities for enhancing HR functions such as recruitment, payroll, self-service transactions, access policies, and procedures in organizations. Any organization's expansion is determined by how well it thoughtfully combines manpower, methods, and machinery to deliver transformational value at the lowest possible cost (Bhardwaj et al., 2020; Singh et al., 2023; Bala et al., 2023; Sharma et al., 2021; Mehta et al. 2020; Rehman et al., 2022).

Artificial intelligence (AI), also known as machine intelligence, is a field of science and technology that is expanding rapidly in this age of technological advancement and globalization. Human resources are being challenged by artificial intelligence, which threatens to replace them in routine jobs and cognitive tasks, causing them to develop a greater desire to learn new skills. As a result, we will focus on two key concepts: (i) artificial intelligence and (ii) human resources, which serve as the foundation for this paper.(Khatri et. al 2020; Singh et al., 2021; Bala et al., 2022; Sharma et al., 2022; Mehta et al.2022). Although the transformation of HRM technology can be traced back to the industrial revolution, technological advancements have only altered physical or mental services. However, recent developments are actively expanding possibilities for human resources in functions that previously required human interaction and communication (Malik et al., 2019; Luo et al., 2019; Singh et al., 2013; Bala et al., 2015; Sharma et al., 2021; Banger et al., 2017). Artificial Intelligence technologies are focused on the replication of human intelligence principles in action.

According to Uwe Hohgrawe, lead faculty for Northeastern's Master of Professional Studies in Analytics program "we as humans see the information in front of us and use our intelligence to conclude. Machines are not intelligent, but we can make them appear intelligent by feeding them the right information and technology."

#### **OBJECTIVES:**

1. To research artificial intelligence as a concept.
2. To research artificial intelligence's place in managing human resources.

#### **RESEARCH METHODOLOGY:**

This paper is built around a review of secondary data found in articles, periodicals, books, and journals, both printed and online, as well as the researchers' own experience, knowledge, and observations.

#### **LITERATURE REVIEW:**

Lawler and Elliot (1993) conducted an experimental study of an expert system to aid job evaluation. It concentrates on the effect of expert system use on problem-solving accuracy along a variety of issues. The findings demonstrate that the program had an impact

on performance, though the demonstrated connections differed from what had been hypothesized.

Mishra and Akman (2010) undertook an empirically-based study to look at how information technology is used in human resource management. 106 IT managers and professionals from different industries in Turkey were the subjects of the study. It was concluded that IT affected all areas of HRM, with activities ranging from recruitment to maintenance and development. The findings showed that enterprises might not implement these technologies in performing HRM functions systematically and maturely.

Yawalkar (2019) investigated to examine the function of artificial intelligence in the human resource department and comprehend the difficulties connected with that as well. Secondary data was gathered through research papers, published materials, internet publications, HR blogs, and survey reports released by several research organizations. The researcher applied a descriptive study design. It was concluded that the human resource department's use of AI in numerous tasks was expanding in which robotics businesses were able to handle duties like hiring, analysis of data, data collection, as well as workload reduction at the workplace, and enhancing organizational performance.

Bhardwaj et. al (2020) conducted an empirical study with 115 HR professionals in the Delhi/NCR region working in the IT business to explore the use of AI and its impact on HRM as a result of technological advancement. The study's objective was to figure out whether the innovation and usability of HR functions moderate this relationship. Multiple regression-based hypotheses found a strong correlation between the two components demonstrating that enhanced utilization of AI in the workplace improves HR functional effectiveness. AI influences HR with innovations and usability since it has a strong association with both innovation and usability. This study will provide information about artificial intelligence, which itself is bringing about a new industrial revolution known as Industry 4.0.

Khatri et. al (2020) conducted a study that focused on incorporating artificial intelligence-based technologies into an organization and the new opportunities and challenges in managing human resources while taking into account both the tech and non-tech resources

of the companies. The researcher used a descriptive qualitative review methodology based on papers that provided secondary data. books, magazines, etc. Researchers created two models that connect AI and HRM, raising awareness of the advantages and disadvantages of technology, improving skill sets to retain staff morale, and automating their performance through reengineering are effective ways to integrate AI inside the organization. It was determined that technology and people work together to function and develop an enterprise. To compete with AI, people must improve their abilities and demonstrate their willingness to learn new ones using knowledge-based methods.

Arslan et. al (2022) investigated to concentrate on the difficulties HRM executives and departments in organizations experience as a result of the cooperative agreement between AI (robots) and human workers at the team level. The connection between AI (especially robots) and HRM in modern enterprises is examined in this research by integrating several streams of literature. the results showed that before putting human workers in teams with robots, organizational support mechanisms including a conducive environment, training opportunities, and assuring a feasible technological competence level are vital. Last but not least, we discovered that one of the most difficult problems for HRM was performance assessment in teams where humans and AI (including robots) coexist.

Kambur and akar (2022) undertook a study to establish a valid and accurate scale as well as to uncover HR personnel's perceptions of AI and assess the changes AI has brought about in the HR department. The largest firm in Turkey provided a sample of 821 HR managers and staff. It was concluded that HR staff members and managers believed technology would relieve them of monotonous labour, lessen the stress associated with finding qualified individuals, and give them access to a larger pool of prospects. It was revealed that AI was incorporated into the process of employee training and development and that with AI, training's lack of concentration will be reduced.

Vrontis et al (2022) carried out research to define the primary contributors to HRM and problems to HRM, as well as to systematic scholarly inputs on intelligence automation to date. A thorough search using 45 prospective publications on AI, robotics, and other emerging technologies in HRM environments. According to the findings, intelligent automation technologies offer an innovative method for supervising personnel and improving

business performance, creating both significant potential and problems for human resource management. The influence of these advanced technology has been found to focus on HRM activities, such as hiring, training, and job performance, as well as HRM tactics, such as job replacement, human-robot/AI collaboration, decision-making, and learning opportunities.

Oreo and sposato (2022) did a study by examining the viewpoint of recruitment experts to examine the benefits and concerns of using AI in recruiting and selection. A qualitative approach was used to perform an exploratory investigation. Ten experienced recruiters who worked for multinational corporations had face-to-face interviews. The findings showed that AI facilitates routine task performance via automation. The risks associated with AI technology in recruiting and selection cause recruiters to be wary and mistrustful of it. AI adoption done right can enhance hiring practices. The respondents believe that their employment would continue to exist because recruiters should always be humans, although pessimism remains because of concerns about mass layoffs due to automation.

Korzynski et. al (2023) conducted a study with the purpose to examine generative Artificial Intelligence (AI) systems like ChatGPT could offer management ideas and concepts in new contexts. The examination of certain management theories on decision-making, knowledge management, customer service, HRM, and administrative chores is presented in this research, along with potential changes following the implementation of generative AI. This paper concluded Some management ideas and concepts that may have an impact on managerial activity at the strategic, functional, and administrative levels need to be researched in the context of generative AI. To compete with AI, people need to improve their skills using knowledge-based methods.

Singh et. al (2023) carried out an investigation on the use of artificial intelligence in human resource management (HRM) to improve organizational performance. Researchers conducted a systematic, multidisciplinary review of more than fifty recent papers. AI was discovered to have several benefits for HRM, but its use in the workplace raises a couple of issues. Using AI technologies in HRM ushers in a new era of HR (version 5.0) and is innovative in today's world. In the long term, it will support the economy and a considerable number of new jobs will be created as well.

## **CONCLUSION:**

Artificial intelligence is the technology used to perform a task that requires some level of intelligence to complete. It refers to a technology that has been trained to perform like a human. AI technologies provide numerous possibilities for enhancing HR functions such as recruitment, payroll, self-service transactions, access policies, and procedures in organizations. AI in numerous tasks was expanding and was now able to handle duties like hiring, analysis of data as well as workload reduction at the workplace, which enhance organizational performance. The usage of AI in the workplace also improved HR functional effectiveness as well as reduced the lack of concentration in training. The advanced technology had focused on HRM activities, such as hiring, training, and job performance, as well as HRM tactics, such as job replacement, human-robot/AI collaboration, etc.

## **IMPLICATIONS:**

AI, like any other new tech, must be used with caution when implementing. CuteHR lists some of the elements to keep in mind when deploying artificial intelligence in human resources:

- Real-time and reliable data is essential for successful AI outcomes. As a result, it is critical to first obtain the correct data and then ensure that the output-driven goal is clear.
- The AI ecosystem is quite unlike the rest of the IT world. Certain skills and methods are necessary for deployment. The HR team must exercise caution when gathering appropriate data sources, as well as cleaning and curating them.
- It is essential that you acknowledge and comprehend the insights to be driven. As a result, it's necessary to provide clarification and instruction on how to recognize and act on appropriate patterns.
- AI may achieve precise and unbiased findings on the algorithms and logic fed into the system. The organization must focus on ensuring the accuracy of the data, and keep in mind that AI will execute whatever the user instructs it to do; it cannot make decisions on its own.

## **DISCUSSION:**

The most difficult problem for HRM was performance assessment in teams where humans and AI (including robots) coexist. The risks associated with AI technology in recruiting and selection cause recruiters to be wary and mistrustful of it.

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