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Application of Artificial Intelligence in Human Resource Management: A Study in Multi-Dimensional Perspective Across Select 'It' Companies in Bengaluru City

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Abstract

Human Resources (HR) is one of the quintessential parts of any company as it is directly affiliated with the lives of the employees working under the company. The employees need to have a well-communicated and healthy work environment for them to be efficient and productive. The role of HR is to make sure every employee is feeling safe and getting the required help and provide them space for creativity, intelligence, and empathy to offer excellent work. Artificial intelligence, one of the most advanced and growing technologies today, has helped greatly improve the HR department. The article will narrate that Artificial Intelligence automates and completes the majority of low-value HR tasks so that more attention may be focused on the strategic scope of work. It also justifies that Artificial Intelligence has the potential to revolutionize employee experiences in a variety of ways, from recruiting to talent management, by processing massive amounts of data quickly and accurately.

With this background, the research objectives can be stated as follows:

Objectives

1. To Investigate the awareness and usage of AI in HR functions in IT companies in Bangalore.
2. To Explore Perceptions of HR Professionals and Employees Towards the Integration of AI in HRM Functions.

3. To Assess the direct Influence of various factors on the HRM performance.
4. To Examine the Indirect Influence of various factors on the HRM performance.

Keywords: Artificial Intelligence, Human Resource Management (HRM), Pre Programmed Algorithms, Automates, Revolutionize

1. Introduction

Artificial Intelligence (AI) is swiftly becoming a crucial element in numerous industries, including human resource management. The implementation of AI in HR is enabling companies to optimize their recruitment processes, enhance employee engagement and retention, and derive valuable insights about their workforce. This article explores the various applications of AI in human resource management and the potential benefits for companies.

A primary use of AI in HR is in recruitment. AI-driven tools like chatbots and resume screening software can automate many labor-intensive tasks involved in hiring new employees. Chatbots can handle candidate inquiries and provide information about the company and job roles, while resume screening software can automatically sort and rank resumes based on their relevance to the job. This helps companies identify the best candidates more swiftly and efficiently.

Another significant application of AI in HR is in boosting employee engagement and retention. AI tools can help companies gauge employee sentiments and determine what is needed to keep them engaged and motivated. Through sentiment analysis, which uses natural language processing to interpret employee feedback, companies can assess satisfaction levels. Additionally, AI tools can predict which employees are likely to leave and offer managers strategies for retention.

AI also enhances performance management processes. Performance management software utilizing machine learning algorithms can analyze data on employee performance, such as attendance, productivity, and turnover, to identify patterns and trends. This aids managers in pinpointing areas where employees may need support and providing the necessary assistance. Furthermore, AI-powered performance management software can identify high-performing employees and offer them growth and development opportunities.

Moreover, AI can increase the overall efficiency of HR departments. AI tools can automate tasks like scheduling interviews, tracking time-off requests, and managing employee benefits, thereby reducing the workload of HR staff and allowing them to focus on more strategic activities.

In summary, AI's application in human resource management helps companies streamline recruitment processes, improve employee engagement and retention, and gain valuable workforce insights. By adopting AI-powered tools, companies can make more informed decisions, adapt quickly to changing business conditions, and achieve a more

efficient HR management process. As AI technology advances, we can anticipate even more applications and benefits in human resource management.

2. Literature Review on Artificial Intelligence in HR - Theoretical Studies

2.1. International

1. **Artificial intelligence for HR: Use AI to support and develop a successful workforce (Eubanks, 2022).**
   AI-powered tools can handle HR tasks and enhance user satisfaction simultaneously. While this might seem like a minor aspect, our research indicates otherwise. This technology can significantly impact the employee experience – high-performing firms (as defined below) are eight times less likely to find their HR technology problematic, a straightforward yet effective measure of software usability. Recent studies highlight that usability consistently ranks at the top of requirements when assessing vendor options, making it a "must have" rather than a "nice to have" for enterprise HR software buyers.
2. **The ethical use of artificial intelligence in human resource management: a decision-making framework (Bankins, 2021)**
   Artificial intelligence (AI) is increasingly being utilized in various human resource management (HRM) functions, such as sourcing job applicants, selecting staff, allocating work, and offering personalized career coaching. While AI can provide many benefits for these tasks, evidence suggests that without careful and deliberate implementation, it can also cause significant harm. This raises several ethical concerns about the appropriateness of using AI in HRM, which involves managing sensitive aspects of individuals' employment lifecycles. However, research at the intersection of HRM and technology often focuses on what AI can be used for, rather than on the factors relevant to its ethical use and how to effectively engage human workers. Conversely, ethical AI literature provides excellent guiding principles for AI implementation broadly, but there is still much to explore on how these principles can be applied in specific contexts. By drawing on ethical AI and task-technology fit literature, this paper constructs a decision-making framework to support the ethical deployment of AI in HRM and guide the optimal mix of human and machine involvement for different HRM tasks. This approach aims to enhance the deployment of AI for the betterment of work and workers, generating both scholarly and practical outcomes.

2.2. National studies

1. **Dutta and A (2021, October 16)**
   Human Resources (HR) is a vital component of any company, directly impacting the lives of its employees. Ensuring a well-communicated and healthy work environment is essential for employee efficiency and productivity. HR's role is to ensure every employee feels safe, receives necessary support, and has the space for creativity, intelligence, and

empathy to excel in their work. AI, one of today's most advanced and rapidly growing technologies, has significantly enhanced the HR department. By automating and completing many low-value HR tasks, AI allows for greater focus on strategic initiatives. AI can revolutionize employee experiences in numerous ways, from recruitment to talent management, by quickly and accurately processing large volumes of data.

2. **Role Of Artificial Intelligence In the Growth Of HRM As a Function Of Management | ISME: Best MBA/PGDM, BBA, BCom, PhD Colleges In Bangalore | Ranked Top 40 B Schools In India. (n.d.). https://www.isme.in/role-of-artificial-intelligence-in-the-growth-of-hrm-as-a-function-of-management/.**
   AI is a form of pattern recognition used in resource matching. It involves the theory and development of computer systems capable of performing tasks that typically require human intelligence, such as visual perception, speech recognition, decision-making, and language translation. AI also has the ability to learn from its mistakes. In today's business environment, AI is crucial for forecasting and developing future strategies. In Human Resource Management, AI is significantly advancing HR Information Systems (HRIS), Human Resource Planning (HRP), and HR analytics, making processes more efficient. AI helps understand the relationships between jobs, skills, and people, and plays a major role in streamlining the recruitment process, especially in the BPO industry, where bulk recruitment is a critical business driver. AI supports organizations in managing this process effectively.

2.3. Empirical studies

2.3.1. International studies

1. **Mikalef, P., & Gupta, M. (2021). Artificial intelligence capability: Conceptualization, measurement calibration, and empirical study on its impact on organizational creativity and firm performance. Information & Management, 58(3), 103434.**

AI is widely recognized as a significant source of business value. This study, based on the resource-based theory of the firm and recent research on AI in organizational contexts, aims to: (1) identify AI-specific resources that collectively create an AI capability and provide a definition, (2) develop a tool to measure the AI capability of firms, and (3) examine the relationship between AI capability, organizational creativity, and performance.

After an initial invitation and three reminders spaced one week apart, 143 responses were received from various industries, including financial services, manufacturing, and high-tech companies. The respondents primarily held positions such as chief information officer, chief technology officer, director of IT, IT manager, and chief digital officer. Data were collected corresponding to 46 indicators.

Despite the growing interest in AI's business potential, early adopters report that many organizations struggle to realize business value from their AI investments. This contrast between expectations and reality is underscored by numerous articles promoting AI's benefits for core organizational operations. Brynjolfsson et al. describe this discrepancy, noting that much of the attention AI has garnered comes from vendors and the popular press, leading to inflated expectations. Often, AI is presented as a cure-all for business

problems, creating unrealistic hopes. Furthermore, many reports on AI's business value are produced by technology and business consultants who may lack the theoretical foundation to substantiate their findings.

2. **Nankervis, A., Connell, J., Cameron, R., Montague, A., &Prikshat, V. (2021). 'Are we there yet?'Australian HR professionals and the Fourth Industrial Revolution. Asia Pacific Journal of Human Resources, 59(1), 3-19.**

Although still in its early stages, the Fourth Industrial Revolution (FIR) – encompassing a wide array of artificial intelligence, robotics, and machine learning technologies – is set to fundamentally alter how we work and interact. This technological transformation presents both challenges and opportunities, particularly for Human Resource (HR) professionals who are expected to lead the way. However, there is limited knowledge about how prepared HR professionals in Australia are to equip their organizations for this new era of work. This paper aims to address this gap by exploring the preparedness of Australian HRM professionals for the FIR's impact on organizations, workplaces, jobs, and skills, as well as their own roles and competencies.

The study employed a sequential mixed methods research design, beginning with qualitative focus groups (n = 5), followed by a quantitative online survey of selected senior HR practitioners (n = 150). The findings reveal a paradox: while most HR professionals recognize the potential of FIR technologies to benefit their organizations by improving job performance, increasing productivity, and simplifying tasks for employees, many do not plan to implement these technologies in the near future. There was also limited support for the potential of FIR technologies to enhance HR processes and overall effectiveness. Additionally, most respondents expressed dissatisfaction with the current lack of Australian government strategies and policies regarding FIR.

2.3.2. National studies

1. **Mishra, H., &Venkatesan, M. (2021). Blockchain in human resource management of organizations: an empirical assessment to gauge HR and non-HR perspective. Journal of Organizational Change Management.**

The purpose of this study is to understand the views of employees about the application of distributed ledger database technology blockchain, in the area of human resource management (HRM) of organizations. The current study aims to understand the views of both HR and non-HR employees on how they assess the current scenario of HRM in their organizations, their awareness about the blockchain technology and their opinion about the scope of application of blockchain in HRM. A sample of 158 employees was collected consisting of employees working in both HR and non-HR profiles across various organizations. Chi-square test of homogeneity, loglinear analysis and basic frequencies were used to analyze the data Findings – The results revealed that there was no difference in viewpoints of HR and non-HR employees across all contexts related to blockchain in HRM. The study also analyzed the opinion of employees regarding advantages, organizational barriers and probable usages of blockchain in HRM. Research limitations/ implications – The study will provide an insight to the organization's decision-makers

who are willing to roll out Industry 4.0 technology blockchain in HRM and the beliefs of employees regarding the acceptance of such change in the organization. Originality/ value – This study will be a novel attempt to understand the scope of the application of blockchain technology in HRM of organizations in the Indian context

2. **Pillai, R., &Sivathanu, B. (2020). Adoption of artificial intelligence (AI) for talent acquisition in IT/ITeS organizations. Benchmarking: An International Journal.**

Human resource managers are adopting AI technology for conducting various tasks of human resource management, starting from manpower planning till employee exit. AI technology is prominently used for talent acquisition in organizations. This research investigates the adoption of AI technology for talent acquisition. This study employs Technology-Organization-Environment (TOE) and Task-Technology-Fit (TTF) framework and proposes a model to explore the adoption of AI technology for talent acquisition. The survey was conducted among the 562 human resource managers and talent acquisition managers with a structured questionnaire. The analysis of data was completed using PLS-SEM. This research reveals that cost-effectiveness, relative advantage, top management support, HR readiness, competitive pressure and support from AI vendors positively affect AI technology adoption for talent acquisition. Security and privacy issues negatively influence the adoption of AI technology. It is found that task and technology characteristics influence the task technology fit of AI technology for talent acquisition. Adoption and task technology fit of AI technology influence the actual usage of AI technology for talent acquisition. It is revealed that stickiness to traditional talent acquisition methods negatively moderates the association between adoption and actual usage of AI technology for talent acquisition. The proposed model was empirically validated and revealed the predictors of adoption and actual usage of AI technology for talent acquisition.

3. Research Methodology

3.1. Statement of the Problem

Employees are considered the most important wealth of a nation, without which its other resources, namely, capital and natural resources cannot be used efficiently. The employees have the capacity to enhance society's productive capability, which in turn makes human resource management an effective tool for organizational development. The electronic management of human resources provides organizations with the procedures, decisions, relationships, and structures required to exercise the various HR management functions within the organization. The use of technology and computer applications has revolutionized the management of human resources in all sectors, in particular, the IT and ITES sector which requires human capital for achieving strategic goals and to achieve competitive advantage.

Effective management of human resources through hiring, performance management, learning and development, payroll process, employee self-service and rewarding help to cultivate healthy industrial relations with the employees, which consequently results in the

employees' contribution towards achieving the organizational goals. In this light, the study realized that it is necessary to analyze the Applications of Artificial intelligence in Human resource management across IT industries.

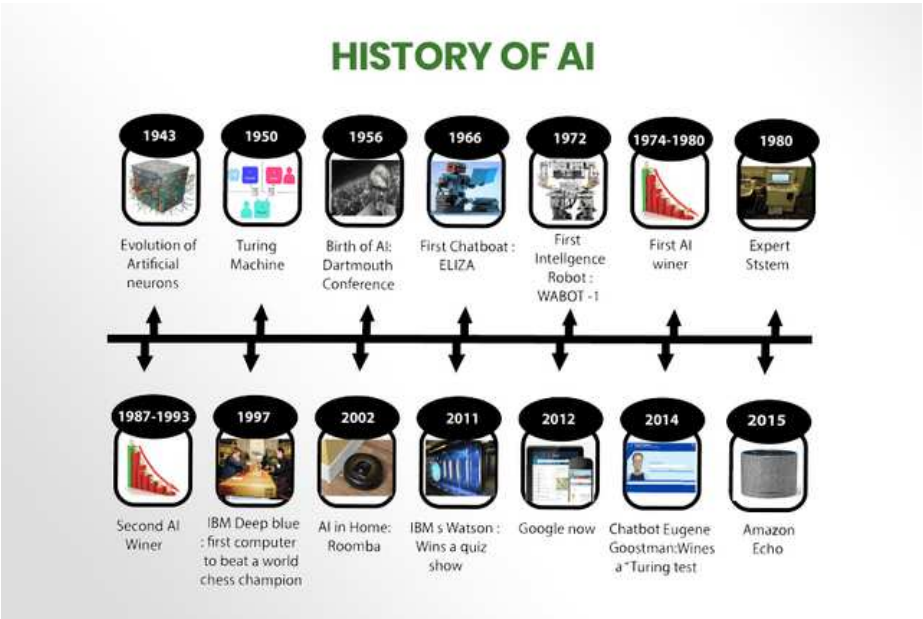
3.2. Research Questions

Research questions reflect what the researcher intends to find out, and therefore, they exert a strong influence on the entire research process. Research questions help in achieving the objectives of a study, and this constitutes the very basis of any research. Simply put, research questions determine the basic premise of a research study and they give a certain direction to the entire research. The following research questions were framed to achieve the research objectives:

1. How are IT companies using AI in their HR functions?
2. What are the perceptions towards AI integration in HRM functions?
3. What is the impact of AI on HRM performance?
4. How do the organizational factors influence the application of AI in HRM?
5. How do environmental factors influence the application of AI in HRM?

3.3. Evolution of AI and HR

FIGURE 1. Evolution of AI.



Source: Revolution Of AI In 2020! Is It Real? - Amclab. (2019, November 24). Amclab. https://www.amclaboratories.com/revolution-of-ai-in-2020-is-it-real/.

1. Alan Turing developed a test to determine whether a machine can have human intelligent behavior or not.

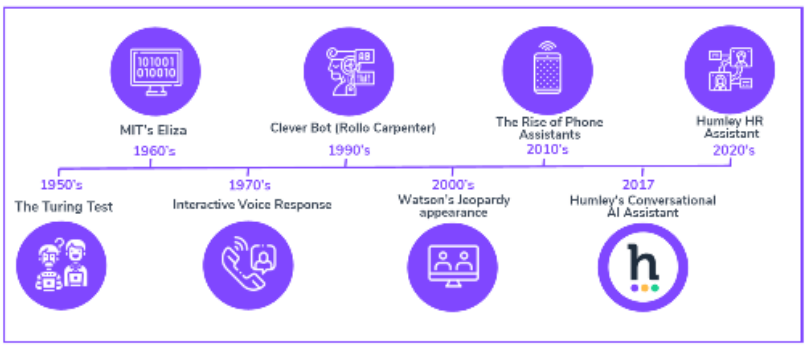
2. A computer scientist from America, John McCarthy coined the term Artificial Intelligence in 1955.
3. In 1961, First Robot was introduced at General Motors.
4. In 1965, MIT AI laboratory-created Eliza, the first chatbot on Natural Language Processing (NLP)
5. Garry Kasparov, the chess world champion was defeated in 1997 by a chess-playing computer called IBM's Deep Blue.
6. In 1999, MIT AI laboratory-developed Kismet, the first emotional AI demo.
7. The development of self-driving cars was started by Google in 2009.
8. 2011 saw a lot in AI. Jeopardy champions were defeated by IBM Watson. Cortana, Google Now and Siri became popular.
9. World champion Lee Sedol was defeated in Go (an ancient Chinese board game) by Google DeepMind's AlphaGo in 2016.
10. 2017- the year when skin cancer and heart rhythms were diagnosed by medical breakthroughs with AI.

The evolution of AI over the past 70 years has been revolutionary. From the 1950s to today, artificial intelligence, including its subsets like deep learning and machine learning, has permeated every industry, thanks to the contributions of companies, computer scientists, and software developers.

3.3.1. Evolution of AI in HR

Chatbots have existed since the early 1960s, gradually becoming more sophisticated over the decades. Initially, they served as proof-of-concept models for future advancements. By the mid-2000s, chatbots started being commercially deployed to automate basic customer requests. However, their binary nature often led to disappointing and frustrating experiences, with users frequently encountering confusing interactions and ultimately seeking human assistance.

FIGURE 2. Evolution of AI in HR.



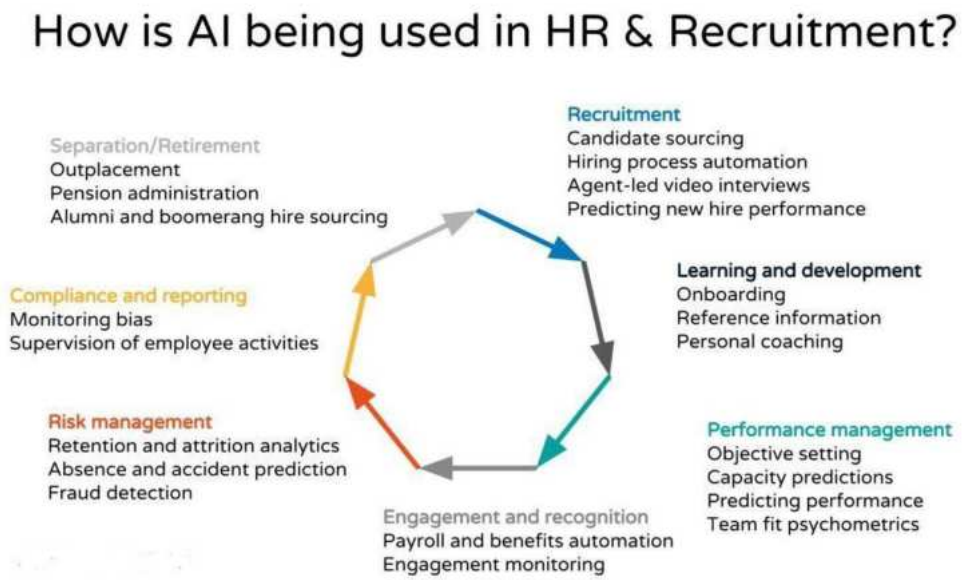
Source: C. (2020, October 1). The Evolution Of Conversational AI - Humley. Humley. https://humleyai.com/2020/10/01/the-evolution-of-conversational-ai/.

In the last five years, significant advancements in Natural Language Processing (NLP) and Machine Learning (ML), along with affordable computing power, have propelled Conversational AI solutions forward, surpassing early attempts at automating repetitive tasks. Today's user experiences are vastly superior to early chatbots, with many interactions now closely mimicking human responses. Importantly, these advanced solutions can manage a growing array of complex tasks and inquiries.

Moreover, certain Conversational AI Assistants now integrate smoothly with enterprise applications, gathering data and delivering personalized responses while maintaining security and data sensitivity.

This technological evolution has profound implications across various enterprise departments. In HR, for instance, Humley's HR Assistant has successfully integrated with over 90% of leading HR SaaS enterprise solutions, automating up to 80% of employee queries. This enables employees to make routine and complex requests through the platform, receiving swift and accurate responses. Tasks ranging from employee recognition and pension status updates to holiday entitlements and onboarding queries are now automated, freeing HR teams to focus on strategic tasks that leverage their expertise and add significant value to the organization.

FIGURE 3. Application of AI in HR.



3.4. Applications of AI in HR

The Department of Human Resources plays a tedious role in the recruitment and training of employees. To lessen the manual burden of the people working under human resources, Artificial intelligence offers a lot of applications.

Some of these applications are:

(1). Talent Acquisition and Recruitment

Talent acquisition is a critical function of the HR department, pivotal for the company's growth. Artificial intelligence's most significant impact in HR is evident in talent acquisition. AI streamlines processes such as applicant screening, database management, interview scheduling, and addressing candidate queries, significantly reducing time and effort. This efficiency allows HR teams to concentrate on essential activities like sourcing, personnel management, and recruitment marketing. AI-assisted recruitment ensures candidates align with the company's standards, making the screening process swift, efficient, and effective. High-potential candidates are identified and engaged through chatbots, which also manage onboarding, assigning positions according to job profiles. Consequently, the best candidates are efficiently scheduled for interviews.

(2). Orientation of New Recruits

Upon recruitment, AI-driven systems facilitate the onboarding of new employees by providing essential corporate knowledge and guidelines. New hires receive information on job profiles, company policies, task assignments, and team details via a mobile app or their laptops. This process, known as onboarding, is crucial for enhancing the HR team's efficiency and ensuring new employees are well-integrated. A structured onboarding process increases employee retention. AI also addresses common queries from recruits, automating responses to prevent manual handling. Additionally, AI customizes processes to individual roles, manages contact details, verifies legal documents, and handles other critical tasks.

(3). Training the Recruits:

AI development services empower employees to learn and adapt to their roles independently. It keeps them updated on the latest industry technologies and software advancements. AI assesses documents and exams, automatically determining appropriate training needs for employees, providing tailored skill development based on job descriptions for enhanced growth. AI in HR technology analyzes data to alert the HR team about training requirements, boosting employee productivity and learning efficiency. It supports targeted programs and skills training, enabling employees to self-learn and meet company demands effectively.

(4). Enhancement of employee experience

Employees expect a supportive and constructive experience when engaging with customized systems, thanks to high automation levels and a strong emphasis on customer experience. Today, employee experiences are increasingly influenced by consumer technology, leading them to seek alternatives for engagement and support.

AI can be seamlessly integrated throughout the employee lifecycle, from recruiting and onboarding to HR service delivery and career development, creating a personalized employee experience. Human resources departments can now assess employee engagement and job satisfaction with greater accuracy through tailored feedback surveys and employee

recognition programs. Understanding employees' needs is crucial, and this insight brings significant organizational benefits.

(5). Leadership

AI not only assists and develops trainees but also enhances the work methods of trainers and project leaders. By assessing the characteristics of leaders through team feedback, AI identifies the skills and traits they need to develop. Additionally, leaders can use dashboards to self-analyze and improve their skill sets to meet workplace demands.

3.5. Deploying AI in HR

- Like any technology, AI must be deployed cautiously. Cute HR outlines key factors to consider when implementing artificial intelligence in human resources:
- Successful AI outcomes rely on real-time, reliable data, making it crucial to obtain accurate data and ensure a clear, output-driven goal. The AI ecosystem differs from other IT environments, requiring specific skills and techniques. The HR team must be meticulous in gathering, cleaning, and curating the right data sources.
- Understanding the insights to be derived is essential, necessitating clear guidance on recognizing and analyzing the correct patterns. AI can produce accurate and unbiased results based on the algorithms and logic provided. The company must ensure data accuracy, remembering that AI will perform tasks as directed and cannot independently make decisions (Rani, 2023).

3.6. Challenges of AI in Human Resource Management

While artificial intelligence is set to positively impact human resources management in the coming years, HR practitioners should remain aware of potential challenges. A major concern among HR executives is making AI both easier and safer to use. Security and privacy issues are the primary reasons for hesitation in adopting AI at work.

According to Oracle's survey, 31% of respondents prefer interacting with humans over machines in the workplace. HR professionals must stay updated with evolving trends and technologies to address these concerns effectively.

Employees expect their employers to protect their personal data and obtain consent before using technology to gather information about them. Conversely, organizations seek protection from data breaches, creating a leap of faith for HR professionals.

Another challenge is maintaining AI, which requires constant evaluations and upgrades, making it a time-consuming process. With the shift to SAAS (Software as a Service), data availability is limited, restricting the full technological integration of HR operations (Rani, 2023).

4. Conclusion

AI-based HR solutions significantly boost employee productivity by analyzing, anticipating, diagnosing, and enhancing resources while focusing on employee needs and

outcomes. Organizations should adopt AI solutions that align with their business needs, are compatible with their culture, and create the necessary digital maps.

AI will influence employees in various ways in the future, offering quick and accurate customer experiences. Therefore, it's essential to focus on employee needs and be aware of potential repercussions.

Challenges include privacy concerns, a shortage of skilled personnel, maintenance, integration capabilities, and a lack of proven applications. However, taking precautions during AI implementation can prevent unnecessary issues.

Key aspects of managing AI systems include finding reliable learning data sets, using the correct implementation strategy, seeking clarity, reducing bias, and considering unintended consequences.

Conflict of interest: The authors Mr. Pramod B P and Dr. M R Jhansi Rani declare that there are no conflicts of interest regarding the publication of this paper.

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