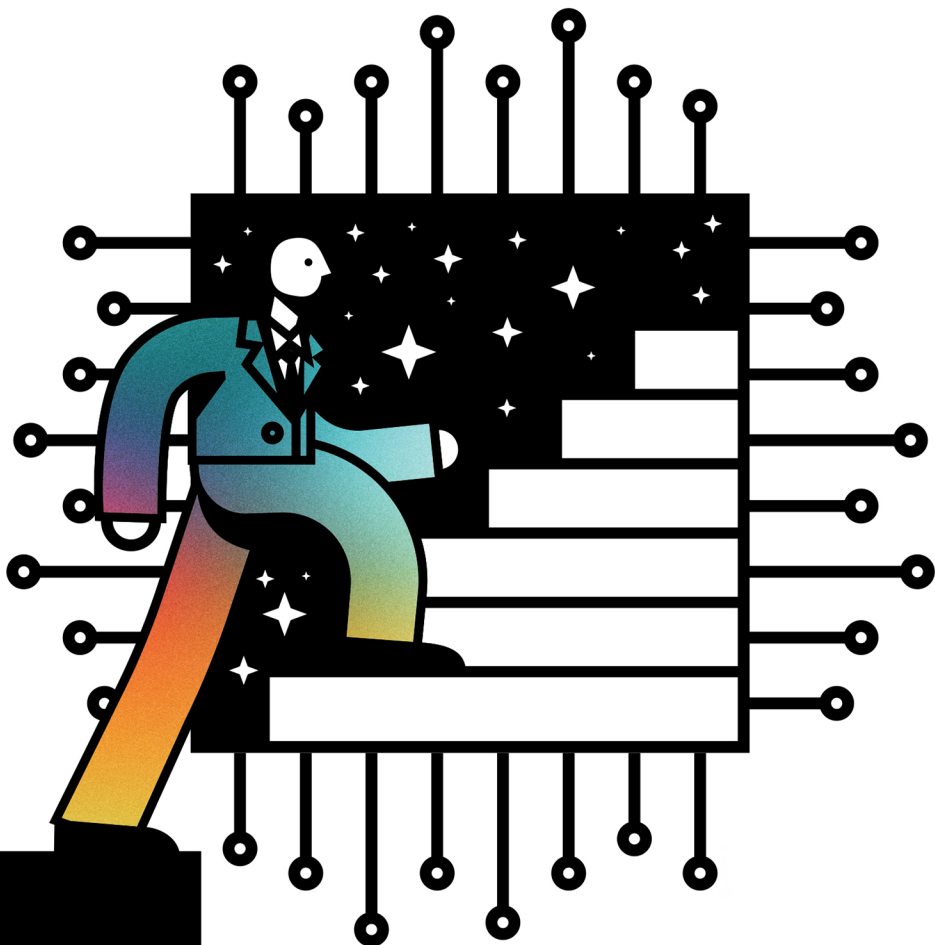


Impact of Artificial Intelligence on Data-Driven Decision Making in HR for Revolutionizing Organizational Growth



Edited by

Himanshu Rai

Arti Gupta

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INVESTOR IN PEOPLE

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Preface

The advent of artificial intelligence (AI) has profoundly transformed how organisations operate, especially in human resource management (HRM). As organisations strive to remain competitive in an increasingly complex world, leveraging AI for data-driven decision-making in HR is no longer optional but essential. This edited volume, *The Impact of Artificial Intelligence on Data-Driven Decision-Making in HR for Revolutionizing Organizational Growth*, delves into the multifaceted ways AI is reshaping HR practices, with a focus on fostering organisational growth and innovation. It brings together diverse perspectives, cutting-edge research and actionable insights to help organisations harness AI's potential while addressing associated challenges.

The book opens with Chapter 1: *The AI Revolution in HR: Future-proofing Your Workforce*, setting the stage for understanding AI's foundational role in redefining HR practices. This chapter explores AI's ability to enhance efficiency, learning, performance management and employee engagement and outlines practical strategies for navigating the transformation effectively. Chapter 2: *Future Proofing HR with AI: Recent Trends and Research Agenda* employs the CIMO framework to synthesise current research on AI in HR. It identifies trends, highlights gaps in the literature and offers a structured roadmap for future research and practice. The ethical dimension of AI takes centre stage in Chapter 3: *AI and Human Resources: Ethical Concerns and Potential Spots of Biases*. This chapter examines the biases inherent in AI systems, discusses strategies for mitigating these biases and provides actionable recommendations for deploying AI ethically in HR. Chapter 4: *Navigating Inhibitors to Artificial Intelligence Adoption in Human Resource Management Practices* addresses the barriers to AI adoption in HR. Using the Fuzzy Analytic Hierarchy Process, it prioritises inhibitors and provides valuable insights into overcoming these challenges to achieve successful AI integration. The role of AI in enhancing employee well-being is explored in Chapter 5: *Smart Workplaces: Enhancing Employee Well-being and Work–Life Integration Through AI*. This chapter illustrates how AI tools, such as predictive models and wearable technologies, promote employee wellness, mental health and sustainable work–life balance. The transformative potential of AI in HR is further analysed in Chapter 6: *Human Resource 4.0: The AI-driven Revolution Redefining the Future of Talent*. This chapter explores how AI is revolutionising workforce management and employee experiences while emphasising the importance of ethical considerations. Chapter 7: *AI-driven HR Analytics for Optimizing Organizational Structure: A Synergistic Approach to Employee Engagement*

and Productivity presents the role of AI in reshaping traditional organisational structures. It emphasises the potential for AI to enhance productivity, inclusivity and decision-making through advanced analytics and employee engagement strategies. The human element in AI-augmented workplaces is the focus of Chapter 8: *Balancing Automation and Human Touch: Strategies for Nurturing the Human Element in an AI-augmented Workplace*. This chapter underscores the significance of maintaining human connection in the AI-powered workplace and proposes strategies to balance automation with empathy and expertise.

Chapter 9: *AI-powered Recruitment: A Bibliometric Analysis to Identify Emerging Trends and Research Gaps* examines the integration of AI in recruitment. Through bibliometric analysis, it identifies emerging trends, ethical challenges and practical applications for improving recruitment efficiency and fairness. The perspective of gig workers is explored in Chapter 10: *Gig Economy and Artificial Intelligence-related Subreddits: The Gig Workers Perspective*. This chapter highlights how AI-powered platforms and forums, such as Reddit, facilitate professional growth and improve job-matching processes for gig workers. Chapter 11: *Impact of AI on Data-driven Decision-making in HR for Revolutionizing Organizational Growth* provides a comprehensive framework to address AI-related misinformation. It discusses how organisations can develop literacy programmes and policies to maximise AI's potential while minimising risks. Diversity and inclusivity take the spotlight in Chapter 12: *The Role of AI in Building a Diverse Workforce*. This chapter explores how AI reduces biases, fosters fair hiring practices and supports equity-focussed HR initiatives. The intersection of AI and organisational learning is detailed in Chapter 13: *Harnessing AI and Data for Organizational Learning and Development*. It presents frameworks for integrating AI into decision-making processes while balancing automation with human oversight. Finally, Chapter 14: *AI for Fair Recruitment: Balancing Tech and Ethics* and Chapter 15: *Transformative Impacts of Artificial Intelligence on Human Resource Management* bring the book to a close. These chapters highlight AI's potential to enhance recruitment and HRM processes while addressing ethical considerations and challenges of adoption.

This book offers a comprehensive exploration of AI's transformative impact on HR, equipping HR professionals, organisational leaders, researchers and technology developers with the knowledge to navigate this evolving landscape. By combining theoretical insights with practical applications, this volume empowers readers to embrace AI as a catalyst for sustainable organisational growth and innovation.

We highly appreciate everyone involved in the publication of this book.

–Editors

Chapter 1

The AI Revolution in HR: Future-proofing Your Workforce

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Abstract

Purpose: Artificial intelligence (AI) offers a comprehensive versatile uses in human resources, like self-learning technology, analysing HR data for insights, and process automation, among other things. This study investigates the current and future impact of AI on human resource management, which will redefine work.

Need for the study: New AI technologies are emerging at a breakneck pace and changing the very fabric of some industries, such as HR. It is the study that we need to close the knowledge gap and clarify some misconceptions about AI, which will bring visibility to how it can augment human expertise.

Methodology: This study employed a methodology that included a literature review on AI in HRM and the high-level conceptual framework. Through a review of all pertinent research, industry reports, and empirical studies to uncover the most significant trends and innovations of AI for HR. It uncovers the ethical dilemmas and hurdles of AI implementation procedures.

Findings: Aggregate, as well as the current and future scope for AI in human resource management, is discussed in this article. The study systematically unpacks and recognises benefits like increased efficiency, decision-making, learning and development, and performance management while highlighting employee engagement and recruitment.

Practical implications: The paper suggests rethinking job descriptions, providing more training, and encouraging a cooperative spirit among humans and AI to traverse this change successfully. It provides an overview of what

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we know about AI in HRM – where it stands today, where its limits are, and how it can be improved.

Keywords: Artificial intelligence; employee engagement; employee involvement; ethical considerations; human resource management; performance-based management

1. Introduction

AI is a wide-growing technology that is turning out to be an essential component of modern business operation processes. During the last few years, AI has also become very popular in the area of HRM. AI technologies can support the work of HR managers in various ways: enhancing the recruitment process, improving employee performance management, and assisting them in making decisions. Brooks (1991) believes that the AI technology status quo can be assessed from three levels, namely, the basic support layer and platform framework layer, as well as the domain-based technology layer. Amidst this, it can be indicated that the realm of jobs in the current decade is definitely characterised by the information revolution. It seems that its associated technologies are infusing society to such a degree that an anticipated fourth industrial revolution could have been suggested (Xu et al., 2018). Klaus Schwab behind the formulation of the principle of the fourth industrial revolution, the former secretary of the WEF (World Economic Forum, 2018), order to portray the progressive expansion in digitalised revolution (that started towards the finish of a century ago) that is described by an intertwining innovation authentically bridging the borders between the physical, advanced, and natural (Schwab, 2017). In this fourth industrial revolution, many relevant technological forces are at work (e.g. three-dimensional printing, quantum physics, computing, nanotechnology, biotechnology, and other alternative procedures of energy technology, to name a few) (O'Reilly et al., 2018). However, one in particular stands among the most prominent emerging technologies with the potential to reconfigure current business functioning – artificial intelligence (hereafter AI), which is catching a lot of attention in mass media, academic research, and industry. Usually, AI, which is an umbrella term defined by John McCarthy in 1955, comprises a variety of computational procedures capable of closely imitating humanised progressions so that they may be considered precisely brilliant (e.g. processing vast volumes of information quickly in order to discover, associate, and patterns prediction) (Wisskirchen et al., 2017). AI is so prevalent that organisations are looking for opportunities where they can use AI or what their AI strategy is. In addition, a global study of 85% of executives revealed that they were likely to invest significantly in AI technology over the upcoming few years (Pallathadka et al., 2023). Moreover, this technology is forecasted to revolutionise the world of industry in the current decade (Pereira et al., 2023). Several study reports proclaimed that the potential assistance of AI lay behind its (sort-of) ability to revolutionise organisations, industries, and society (Lee et al., 2023). Overall, AI can be

envisaged as a transformative technology since AI will change how and what we do in society (Pavaloaia & Necula, 2023).

Over the last decade or so, AI has come a long way. Nonetheless, its application, implications, effects, and contingent prerequisites of success concerning organisational operations, in general, are not entirely understood, as is the scenario concerning HRM more precisely – and even more particularised within HR recruitment and selection (Collins, 2021). Over half of businesses employing AI specifically use it to enhance and streamline the recruitment and hiring processes (Horodyski, 2023; Mendelson, 2024). To both recruiters, it saves hours of time and effort in the repetitive daily tasks when AI assistance can provide better employer response times, helping to create a positive employer brand (Cachat-Rosset & Klarsfeld, 2023). However, both methods are equally controversial and attract criticism for recruitment and HR selection. AI could also have potentially deleterious effects, turning against diversity in its organisation usage and substituting or replacing humans for part of tasks and jobs (Figueroa-Armijos et al., 2023; Laurim et al., 2021). Additionally, various critical questions concerning ethical matters and the responses towards AI and attitudes from its potential users (probable recruiters, selection grade managers, and prospective applicants) remain open, calling for a broader and more level-based organised review of this subtype.

Within this scope, this study investigates AI with a focus on HR recruitment and selection processes by outlining futuristic developments and posed challenges identified in the extant literature.

2. Review of Relevant Literature

Johnson (2011) examined AI usage in employee engagement and established that employee experiences can be increased via AI by providing personalised feedback and recognition. However, these studies also identified several challenges associated with using AI in HRM, including bias and privacy concerns.

Kang et al. (2021) proposed an AI-based diversity and inclusion assessment tool that used machine learning algorithms to identify potential biases in hiring and promotion decisions.

Liu et al. (2021) studied the ethical implications of AI in HRM, highlighting the need for transparency, accountability, and human oversight in policymaking.

Hughes and Rog (2008) explored AI usage in recruitment and selection, training and development, and performance management. They found that AI can expand the efficacy and usefulness of these HR activities.

Taneja and Sharma (2020) proposed an AI-based employee well-being system, which used machine-learning algorithms to monitor employee mental health and provide personalised support.

Gallo et al. (2020) studied the usage of AI-based virtual assistants in remote onboarding and training.

Sanyal et al. (2019) inspected the application of AI-based chatbots in talent acquisition, particularly for pre-screening candidates and scheduling interviews.

Guo et al. (2019) suggested an AI-based talent identification system that used machine-learning algorithms to identify high-potential employees.

Tambe et al. (2019) examine the confrontation with and prospects of AI embracing in HR practices. The authors highlight the importance of a human-centred approach to AI development in HR and advocate for collaboration between HR practitioners and AI experts. The authors also discuss the potential effect on workforce diversity and equity and the need for transparency and accountability in AI decision-making.

Crabb (2011) investigates the possibility of AI alleviating the shortage of healthcare workers. The authors argue that AI can augment healthcare developments, improve patient outcomes, and reduce the workload of healthcare staff. They highlight the role of AI in enhancing diagnostic accuracy, providing personalised treatment plans, and facilitating telemedicine. However, the authors also caution that AI cannot replace human healthcare professionals entirely and highlight the importance of ethical considerations in AI implementation.

R&D (2018), the research paper 'Recruitment Through Artificial Intelligence: A Conceptual Study', describes AI's crucial role in the recruitment process. AI technology can help screen candidates, generate messages to candidates, manage employee relations, schedule interviews, and more.

Saha et al. (2018) explored AI-based predictive analytics in HRM, particularly for predicting employee turnover and identifying high-potential employees.

Kshetri (2018) examined the potential use of blockchain technology in HRM, particularly for verifying employee credentials and managing employee data.

Jarrahi (2018), in the report article 'Artificial Intelligence and the Future of Work: Human-AI Symbiosis in Organizational Decision Making', discusses the usefulness of AI in supporting human decision-making, especially in dealing with ambiguity and dubiousness in an organisation. However, the author emphasises that the role of humans in decision-making is still essential, as technologies rely on human subconscious decisions to evaluate and facilitate the outcomes of decisions.

Li et al. (2017) examined using AI-based virtual assistants in HRM, particularly for onboarding and training.

Buzko et al. (2016), the research paper 'Artificial Intelligence Technologies in Human Resource Development', explore the challenges of implementing AI technologies in HR. The authors note that AI may not be able to determine the usefulness of training expenditure, but it can assist humans in analysing data promptly.

Kapoor (2010), a study by a researcher, observed the utilisation of business intelligence for HRM. The study explored the business acumen and data analytics features incorporated in HRM divisions by investigating the principal business aptitude vendor.

3. Conceptual Framework

Organisations are increasingly integrating the utilisation of AI in their Human Resources while working towards boosting their efficiency and output. These are grey areas where businesses began automating several things like HR tasks and payroll processing or started computing the data to get insights into their employees. Likewise, AI in the same setting can be leveraged to provide employees with

tailored learning opportunities that can foster skill and knowledge acquisition that will, in turn, make them better performers.

For using AI in Human Resource Management, the conceptual framework laid down involves mainly four parts, namely, (1) Recruitment and Selection, (2) Learning and Development, (3) Performance Management or Employee Appraisal System, and lastly, (4) Employee Engagement.

3.1. AI Applications in Recruitment and Selection

The recruiting and selection processes are vital functions of HRM. AI can automatically go through the profiles of applicants with best matches for select criteria and decrease the time and human power needed to find suitable candidates. AI algorithms can process job descriptions and carry out resume screening, provided the CVs of skill-matched and testimony candidates who be a think matching research which allowed streamline wealth of applications. In addition to this, position of AI can make recruitment more transparent means with the help of this new technology recruiters would be able to evaluate all candidates in a very unbiased manner as there is no human like logic among machines and they follow strict guidelines unlike human emotions. More generally, AI was characterised to refer to a broad variety of computational methods that emulate humanised results or related behaviours which seems to be intelligent for performing tasks such as data processing at large scale, pattern detection, correlation, and prediction (Wisskirchen et al., 2017). That is, AIs have our algorithm and computing technology pre-installed to be able to allow it. It could make a decision in real time after analysis of the data for learning more from situations itself and get used easier adjusting responses (Kshetri, 2018). This description also illustrates the opportunities AI-capitalises on in areas like data handling (e.g. fetching, cleansing) and regulating decisions. The two ubiquitous tasks pertinent to an HR recruitment and selection processes that organisations are already leveraging AI at a growing rate (Lee & Kim, 2015; Li et al., 2017).

Wisskirchen et al. (2017) found such applications include ML the usage based on a machine and programming based on a computer to augment a functional norm for which we do not know the form analytically. Instead, we have data set based example or based on the past experience, and robotics (automated tasks performed by machines intended either to emulate human behaviour or work in unison with human dematerialisation) (Liu et al., 2021). According to the fifth matrix research, new economic model shall be –Gig economy (temporary worker engagement based on the demand over coding application and autonomous driving) – car can drive by itself using sensors networks (Wisskirchen et al., 2017).

Deep learning is a subfield of machine learning. The two are pretty much the same as they follow a sequence of binary/algorithms which try to present complex data abstractions, but the key dissimilarity is, when it comes to deep learning algorithm, the type used for modelling is artificial neural network and meant for teaching machine on its own (Liu et al., 2021). The algorithms used in ML enable computers to perform tasks independently (with no need for programming) that involve the most identification of patterns from massive data and forecasting. To

illustrate, natural language processing (NLP) is an example of such a technique which can gather and analyse data sources automatically at high speed (Merlin & Jayam, 2018). For this reason, the techniques are fundamental to big data and even though we often think it as identical with traditional data extraction and mining. Based on its ability to identify configurations, model those patterns in testable models and predict based off of the patterns that sets these techniques apart from more exploratory descriptive forms of data mining. ML/DL algorithms can vary depending on the target aimed at it is used for, including supervised learning, unsupervised learning staying semi-supervised induction and reinforcement education (Murgai, 2018). According to Kshetri (2018), some of the critical corporate HRML/DL use perspectives are related to different types of media and aim at providing similar or additional contribution to anomaly detection, background verification, content personalisation as major areas in which HRM practitioners are facing key challenges from ethics and data management together with applied issues linked specificity such as images/video/speech recognition.

In a broad sense, robotics refers to automatically performing tasks or executing behaviours through robots (automated robotic machines with the potential ability to incorporate ML/DL into their software), ranging from imitating human functions (Geeta & BhanuSree Reddy, 2018). The differentiation between bots (or computer programmes based on rules performed automatically), co-bots (or collaborative robots), and chatbots (like a special type of bot designed to have conversations with people and result policy-specific response). In these areas, AI applications typically come in the form of bots or chatbots used for HR staffing and selection process purposes. For instance, in the similar project, bots can very quickly define which profiles might be the most aligned with a certain role, which could save some time on aspects like preselection phase. Chatbots can engage in a screening interview with jobseekers and serve as the front-end at which applicants for the job are first contacted; this help to reduce the turnaround time on the part of organisations and make things fluid for candidates (Rajesh et al., 2018). In summary, AI provides tools and methods which aid in facilitating the various functions of an HR recruitment and selection application (Riebli, 2018).

3.2. AI Applications in Learning and Development

The prerequisites for most improved skills and knowledge are learning and development. AI-driven, personalised training can develop learning programmes tailored to employees' needs and job tasks and learning styles. In addition, AI algorithms will give employees personalised feedback on their performance and advise them how to evolve. In addition, AI can help in spotting skill gaps and suggest training mechanism to bridge these gaps (Saha et al., 2018).

3.3. AI Applications in Performance Management

Checking and evaluating the performance of employees constitutes performance management. However, it is probable through AI to automate the evaluation of performance, making HR's task easier and faster. AI algorithms have the ability

to go over employee data such as productivity, attendance, and quality of work to find patterns in the trends of performance (Sanyal et al., 2019). AI can further recognise the elements that challenge employee efficiency and suggest remedies.

3.4. AI Applications in Employee Engagement

According to Wikipedia, Employee Engagement is the extent that a worker feels dedicated to their employment duties. AI can help in improving employee engagement by giving personalised feedback and recognition to employees. AI algorithms can be leveraged to uncover job satisfaction, work–life balance, engagement factors in real time, and effectively guide businesses on the strategies for improvement. AI provides a way to automate some processes, perform data analysis, or provide personalised feedback to employees (Tan & Teo, 2016). AI in each role can help to streamline HR processes, optimise candidate matches, relieve decision-making, and create superior employee experiences. However, the applications in HRM also involve ethical concerns (such as biasedness and secrecy). Automation in HRM application and tools which can be utilised in HRM for capturing the most continuous AI advances with Machine Learning, NLPs, and Robots (Taneja & Sharma, 2020). By training algorithms using all the relevant data available, machine-learning models can help HR professionals to predict how well new employees are likely to perform, who is likely to be a good performer, and how likely they are going to leave (exit). The techniques of natural language processing allow for the dissection and understanding of the enormous amounts of unstructured text that pour into large organisations daily – feedback from employees, for instance, and overall sentiment (Heuvel et al., 2019). That feedback and sentiment can give large organisations a real-time understanding of concerns, if any, among their employees, as well as inform them about areas where they should consider making improvements.

Once an organisation understands what its employees are saying, it can start to use technology in ways that benefit both employees and the organisation as a whole, such as in the automation of certain tasks or in the providing of answers to questions that employees frequently ask.

3.5. Advantages of AI in HRM

The union of HRM with AI can yield several positive outcomes for organisations. To start with, AI can make the recruitment process run considerably smoother. It can reduce bias (though some have questioned whether AI might be just another tool for some anti-affirmative action bias), and it can help identify candidates with the best overall fit for the organisation. AI can also give a big boost to employee engagement. One way it can do this is to provide a level of personalised attention to employees – the kind of attention that would be nearly impossible for HR to provide at scale without AI. Finally, AI can really help with the performance management piece of HR’s puzzle. It can do this mainly by aiding synchronous feedback and curating the signals that the HR folks should pay attention to. Human resources management stands to gain many advantages from the increased use of AI. These include the following subsections.

3.5.1. Enhanced Efficiency and Process Effectiveness

AI can take over many HR functions, which allows HR specialists to work on the more tactical features of their jobs.

3.5.2. Optimised Candidate Selection

AI algorithms screen resumes and rank candidates, with some preliminary and first-pass selection processes now fully automated.

3.5.3. Strengthened Data-driven Decision-making

AI can serve as an ‘intelligent assistant’, providing HR professionals with insights that can help them to be more effective decision-makers.

3.5.4. Better Employee Experiences

AI can tailor many HR functions (e.g. training, feedback, alike) to individual employees and can even provide ‘virtual’ HR professionals who are available 24/7.

4. Analysis and Findings

The literature review showed several AI benefits in HRM, which include more competent and valuable processes in recruitment and selection, enhanced decision-making in the domain of HRM, and overall improved employee experiences in their HR department. AI can help HR professionals process large amounts of data and recognise patterns and trends through which they can make better – and, in some instances, more human – decisions. AI will revolutionise HR and challenge traditional perceptions of work, talent, positions, and competencies. It could acquire an active, engaging position in your organisation’s AI funding. AI relates to the workforce in terms of role definition, skills, and what it means for the employee. Since the development of AI is progressing exponentially, HR leaders are expected to get ready by identifying the primary competencies and applications of AI currently and how to prepare in light of GenAI’s impacts on their organisations. To achieve business outcomes, Chief Human Resource Officers (CHRO) need a somewhat formal method of analysing technology trends in this three-step method.

To gauge the AI impact, HR experts and leaders should focus on key areas like – preparing for AI adoption, planning for workforce impact, and getting HR function in action mode.

4.1. Prepare for AI Adoption

4.1.1. Distinguish Reality from Myth

The first thing when a new technology trend is identified such as generative AI, then there must be a way of separating myths from reality in an effort to wipe off all the myths. The HR technology lead should engage the other stakeholders particularly IT, legal, compliance and industry, and subject matter experts (SMEs)