

Review of Prominence and Challenges of implementing AI in People Management

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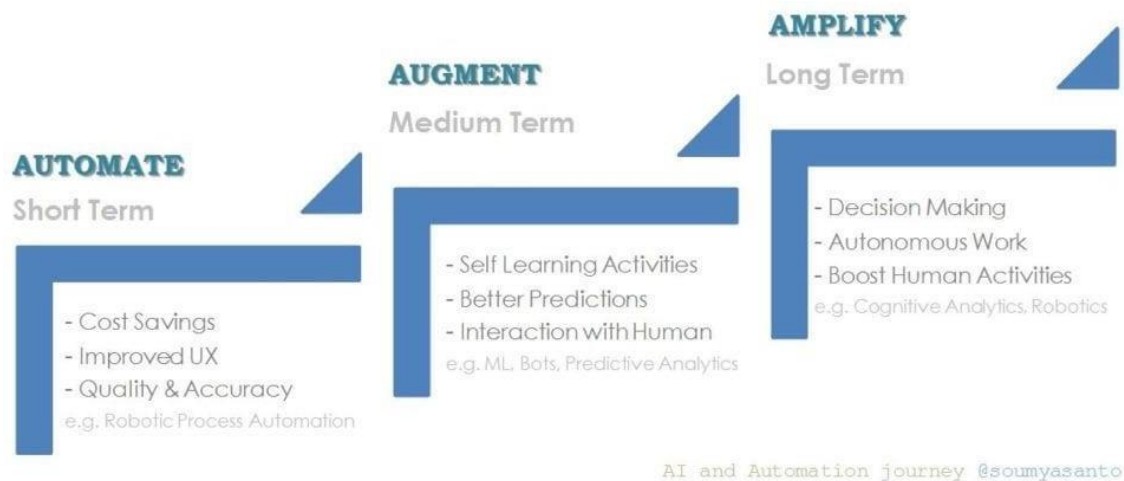
Introduction and Rationale of the study:

Artificial intelligence (AI), “the ability of a digital computer or computer-controlled robot to perform tasks commonly associated with intelligent beings. (Copeland, 2019) The term AI is most commonly used in scenarios of development of systems involving technology with similar human capabilities such as the ability to reason, determining the meaning, comprehending from past experiences. (B.J. Copeland, 2020)

Artificial intelligence (AI) is a new factor of production and has the potential to introduce new sources of growth, changing how work is done and reinforcing the role of people to drive growth in business. (<https://www.accenture.com>)AI refers to, “the multiple technologies that can be combined in different ways to sense, comprehend and act.” (Purdy Mark, Daugherty Paul, Davarzani Ladan, 2017) All three capabilities are underpinned by the ability to learn from experience and adapt over time.

A recently released report by Accenture Strategy says that, “sustained investment in Artificial Intelligence (AI) and human-machine collaboration (at the present rate of top companies) could result in significant gains in revenue, and also improve employment levels by 2022. The report suggest that AI has the potential to add US\$957 billion to India’s economy in 2035” (Purdy Mark, Daugherty Paul, Davarzani Ladan, 2017).In August and September 2015, the Accenture Institute for High Performance (AIHP), in partnership with Accenture Strategy, surveyed 1,770 front-line, mid-level and executive- level managers from 14 countries stated that “AI would enable both, the cost-cutting automation of routine work and value-adding augmentation of human capabilities.” (Accenture, 2015)

AI has evolved from automating to augmenting and expected to amplify the Business process (Sen, 2018)Automation tries to identify key activities which could be automated to provide increased efficiency and effectiveness. Augmentation involves adding more value to the people function for providing better business understandings. Amplifying involves restyling work flow to enhance people related activities and decision making



Source: <https://www.digitalhrtech.com/ai-in-hr-impact-adoption-automation>

A research carried out by KPMG reiterated the point that cognitively enabled data models will help in real time reporting. This will crumble the traditional functioning of HR and make it more evidence based which will lead to higher accuracy in strategic decision making.

Objectives of the paper:

The research focuses on the following objectives:

- 1) To recognize the role of AI in various functions of Human Resource Management
- 2) To understand the various challenges faced by Professionals while implementing AI at workplace
- 3) To know the emerging skill sets required by HR professionals in the light of use of AI

Literature review:

AI term was coined by John McCarthy around thirty years back (ALKA SEKHRI, 2019) Human Resource Management is defined as “planning, organizing, directing, controlling of procurement, development, compensation integration, maintenance and separation of human resources to the end so that individual, organizational and social objectives are achieved.”(Edwin B Flippo)

(Dr. K. Uma Devi, 2020) Supports the use of AI in reduction of repetitive and low value mundane task in HR operations while discussing the role of AI in green HRM functions of recruitment and talent management

The paper by Ghatpande Kalpana and Mugdha Dani throws light on cost effectiveness, optimization of employees’ capacity and elimination of human biases as the purpose of implementing technology in HRM. However behavioural intention of use and user support

are the factors that affect the use of technology in various functions of HRM. The technology's use in various function of HRM is seen like recruitment, selection, employee profile information systems, learning, performance management thus leading to elimination of paper work. (Ghatpande, 2020)

Alka Sekhri in the research article focuses on the culmination of machine learning into artificial intelligence. It highlights the various functions of HRM in which AI can be incorporated like in case of recruitment, screening of candidates CV's, concept of zero hour processing and use of chatbot Mya .The paper also talks about use of AI to screen humongous resumes to near perfect accuracy. The research restates the point of AI contributing to socialization, aid in learning and development, performance evaluation and employee retention customised as per organizations requirement. (ALKA SEKHRI, 2019)

Hmoud explained the importance of recruitment and selection function in human resources and application of AI in this function to automate candidate and desired skill profile search. The paper addresses the use of Chatbots and recruitment assistants like Mya, HireVue and Vendy for communication with the candidates. The paper further highlights the use of AI accentuating the recruitment process by adding more transparency to hiring process, removing human biases and enhancing employers brand image However, the presence of human touch cannot be denied. (Hmoud, 2019)

The main motivators to embrace technology in HRM cited are search for cheaper and faster HR processes. The main hurdles identified were uncertainty of technology choice, cost of implementation, employee and managerial resistance.(Saukkonen, 2019). Recruitment, quantitative resource planning and training & development are the areas to be most affected by technology

Ruby Merlin discussed the applications of AI in various HR functions like recruitment, learning and development, performance management and retention of employees. AI can automate the monotonous task of streaming large resumes to shortlist the candidates through audio and visual analysis of the candidate (Ruby Merlin.P, 2018). Chatbots can enhance candidate experience and identify individual requirements like curated learning content considering learning styles and on the job motivators. AI can eradicate biases, analyse the trends for employee engagement and retention of employees.

The study by Vijit Chaturvedi brings out the fact the AI aids in the manual analysis and challenging planning, thereby making the process of decision making less biased. It also tries to highlight the contribution of AI in maintain work life balance with focus being on physical wellness and emotional fitness(Vijit Chaturvedi, 2017)

The above literature discusses the role of AI in various functions of HRM with a major role focus seen in recruitment and selection. Hence an attempt is made to understand the role of AI beyond talent acquisition function and challenges faced by HR and new skills essential to thrive the new situation

Methodology:

Research is based on secondary data. The data has been collected through various internet websites and published reports and literature.

Discussion :***Objective 1: To recognize the role of AI in various functions of Human Resource Management*****Case 1:IBM**

Watson Candidate Assistant (WCA) developed by IBM is used to engage its job candidates through personalised application process. This resulted in increase of high potential candidates with better fit to the specified jobs. (Feinzig, 2018)

IBM designed 'Engage at IBM' to help manager improve managing and inspiring their teams and an AI based decision support system to help with compensation management for first line managers. 'Your Learning' is a personalised learning digital space which helps employees enrol for targeted learning, explore skill needed to prepare themselves for higher responsibilities. A chatbot is available to answer employee queries 24/7 thereby helped IBM to accelerate strategic skill acquisition.

IBM's 'Watson Career Coach' is a personal career advisor for employees looking out for future opportunities. It matches skills and job opportunities and provides a career graph to the employees along with learning recommendations.

IBM uses Chatbots which are used whole year or seasonal (performance management, benefit enrolment and compensation planning.) The chatbot of new hire is the busiest chatbot answering 700 questions per day.

Case 2: AMAZON

Amazon is currently deploying an automated tracking and termination process. The system tracks the rates of each fulfilment centres, workers' productivity and automatically issues warnings or terminations. (Samantha Chan , 2019)

Case 3: Capgemini

Capgemini's 'Digital Learning Operations' delivers extraordinary value, and their clients have enjoyed 50% efficiencies in learning operations and process optimizations,

and 40% savings in cost-to-serve through vendor management frameworks. (Pendlebury-Green, 2018)

Case 4: Companies like Staples, Delta, Public Storage and CVS Health use AI-powered assistant ‘Olivia’, to engage with candidates on web, mobile or through social channels to learn about their skills, expertise and relevant job experience. Olivia then presents candidates with next steps, schedules interviews and answers company- or process-related questions using natural language technology. (Alyssa Schroer, 2020)

Mya (an AI assistant) saved cosmetics giant L'Oreal an average of 40 minutes per candidate review, which over six months translated to about 45 working days. (Alyssa Schroer, 2020)

Case 5: CISCO

CISCO has made use of AI in improving meetings at workplace. Use of AI, reduces the time spent in getting the minutes started. The Voice enabled assistants named ‘Spark’ can help in conducting the conference calls, recording the meetings and improve the ergonomics of the meeting. Facial recognition can help making a humane connect during video calling and also play a role of active listener. (Kerravala, 2017)

Case 6: DBS

The DBS Talent Acquisition team created a recruitment bot titled, ‘Jobs Intelligence Maestro’ (JIM) which shortened the screening time to 8 minutes per candidate from previous 32 minutes, improved completion rate of job application from 85% to 97 % along with 96% applicant query handling. Thus, it helped HR professionals to focus their time on value added activities like sharing values and culture of DBS with the candidate. (Jeanne Meister, 2019)

Case 7: Cable and Wireless

AI is enabling customer service agents at Cable and Wireless to help customers faster and with more accuracy. AI locates the information faster and accurately, thus reducing the stress on employees, specially the new hires (LISA RABASCA ROEPE, 2016)

Case 8: U.S. Army

The U.S. Army has been using virtual agent ‘SGT STAR’ to answer questions from soldiers and potential recruits for a decade. SGT STAR’s data also has helped the Army with its forecasting and planning, and has enabled the Army to tweak its web pages to anticipate searches and questions that soldiers and potential recruits will ask. (LISA RABASCA ROEPE, 2016)

Case 9: Using deep learning and TensorFlow, oMelhorTrato.com uses AI to automate part of their hiring process. The set-up combs through the CVs of job applicants who apply through the company website and third parties, distinguishing between good and bad candidates by looking for certain qualifications. Human resources used to spend around two-thirds of their time manually reading the CVs—time that has been freed up due to AI. (Olivia Krauth, 2017)

Case 10:

Organizations like Amazon and Google use AI for employee life cycle management including employee leave management. Google uses artificial intelligence to model interactions of HR with its employees.

IBM analyses the social media presence of the candidate applying for the job, language used by the candidate and checks whether they have violence or anger problems. The organizations also analyses the sentences and facial expressions to determine suitability of the candidate for the company (Manson, 2019)

Case11:Gartner.com

According the report published by Gartner, HR recruiters use Chabot for scheduling appointments or answering common questions, especially for candidate intensive organizations. The report also throws light on the aspect of use of AI – Voice of the employee, to monitor employee engagement and to diagnose organization culture. The report talks about use of chatbot i.e. HR virtual assistants which has been adopted leading to reduction of calls at help desk (EGHAM, U.K., 2019)

The following is a tabular compilation of the application of AI in People Management activities

BROAD FUNCTION	AI APPLICATION NAME	AI TYPE	ORGANIZATION	UNIQUE FEARTURE
TALENT ACQUIZITION	Watson Candidate Assistant (WCA)	Chatbot	IBM	personalised application process increase in flow of high potential candidates
	Olivia	Chatbot	Staples, Delta, Public Storage and CVS Health	engage with candidates on web, mobile or through social channels for

				recruitment
	XOR	Chatbot	IKEA	reduce the drop off rates and increase in the number of applicants in the recruitment process
	Mya	Chatbot	L'Oreal	Reduced processing time per candidate
	Intelligence Maestro (JIM)		DBS	shortened the screening time per candidate
	TensorFlow		oMelhorTrato.com	automate part of their hiring process
	SGT STAR		US ARMY	Solve questions from potential recruits
CONDUCT MEETINGS	Spark		CISCO	helps in conducting the conference calls, recording the meetings and improve the ergonomics of the meeting.
	Amy		Hitlist	Schedule meetings. Send emails
PROVIDE SERVICES			Cable and Wireless	help customers faster and with more accuracy
RETRENCHMENT/ RESIZING			AMAZON	automated tracking and termination process
LEARNING & DEVELOPMENT	Your Learning and PowerAI	Personalised learning	IBM	Help achieve 60 hours of learning per year
	Olivia		Staples, Delta,	

			Public Storage and CVS Health	
CAREER GROWTH	Watson Career Coach		IBM	Personal career advisor for employees

If organizations wish to remain competitive in today's global economy, they will need to look at ways to incorporate conversational AI for HR transactions in their decision-making process. HR professionals will be able to focus more on strategic planning on an organizational level.

AI processes data more quickly than the average human. It is also able to cast a wider net, bringing attention to people who employers might not have considered or who may not even be looking for work. Having more qualified candidates from the beginning shortens the process, enabling managers to dedicate more time to analysing HR data and improving strategic planning. (McGovern, 2018)

Objective2: To understand the various challenges faced by Professionals while implementing AI at workplace

According to a report released by E& Y titled, "The new age: artificial intelligence for human resource opportunities and functions", the barriers for implementing AI include Talent gap, privacy concern, maintenance and integration (<https://www.ey.com> , 2018)

According to study done by the website Gartner, the barriers for AI can be categorised as; The first barrier is skills. AI will bring about change in the skill needed to complete a task. This being necessary to carry out existing jobs and to be able to undertake newly created jobs.

The second challenge is the fear of the unknown. Employees are not able to understand the benefits and use of AI at workplaces. Some of the benefits can be measured in terms of increase in revenue, or saving time, but there are other perceived benefits such as better customer experience which is difficult to quantify accurately.

The third challenge is the full data scope or the data quality derived from AI. The success of AI relies on the fact that large amount of information can be drawn best suited for a given situation. But the loophole here being that insufficient data and data that does not match the past, AI is unable to process it, leading to failure of AI. (Goasduff, 2018)

A study done by Bernar Marr & Co., has identified the mentioned barriers for AI adoption; which are:

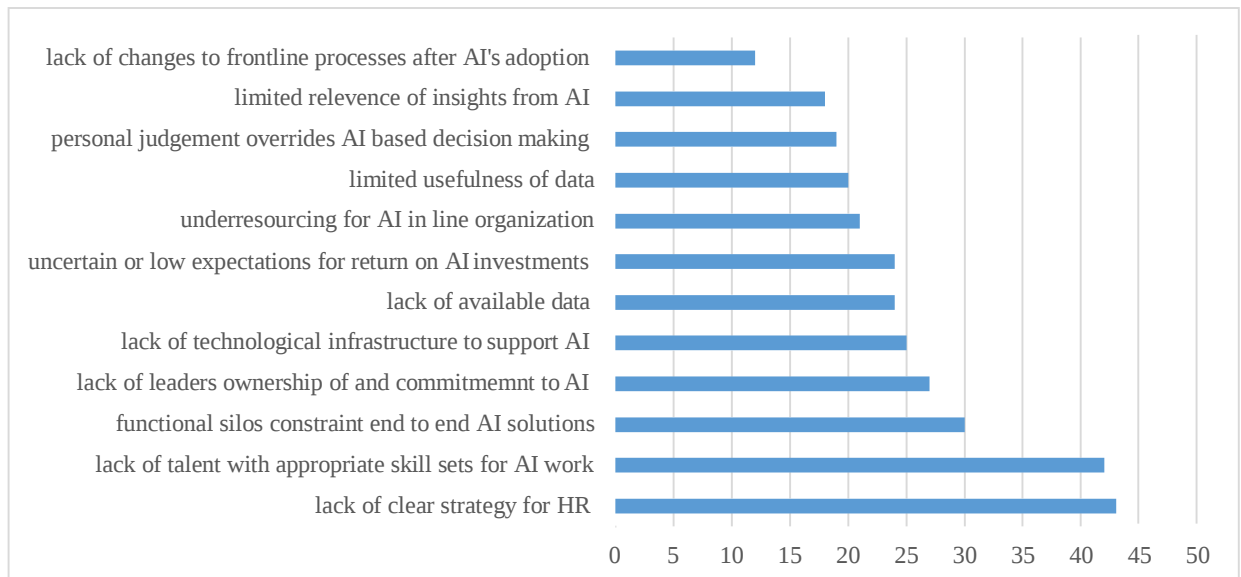
Cultural barriers- is in regard to all about resistance to change. It usually needs persuasion so that new processes can be adopted. The next barrier is that of Fear, owing to the fact that there is a huge amount that is still unknown when it comes to the part AI will have to play in the future. The thought of losing control leads to the fear factor that machines can replace/ take over humans' leads to unrest.

Shortage of talent is the next barrier; shortage is in terms of availability of data and trained professionals.

The last but not the least is the lack of strategic approach to AI adoption. Failure to plan the introduction of AI technology means that strategic business objectives are not identified and they and thereby the entire scheme does not fit with the organisation's overall plans for growth and business development.(Marr, 2019)

AI systems have obstacles and risks procurement of resources is complex and arduous: trained professions are too few and the demand is high. The data required are often not available, not accessible or not of sufficient quality. The article also gives an overview of the main barriers to AI implementation and adoption (Miriam van Lijnden, 2019)

According to report released by Mckinsey, barriers to adoption of AI is as follows
(Michael Chui, 2020)



Source: <https://www.mckinsey.com/featured-insights/artificial-intelligence/ai-adoption-advances-but-foundational-barriers-remain>

As observed during the study the barriers can be classified as technical barriers owing to availability of resources, availability of data, technical infrastructure, administrative hurdles and knowledge, security concerns while on the other hand human factors encompasses attitude, fear, lack of trained professionals, trust issues.

Objective 3: To know the emerging skill sets required by HR professionals in the light of use of AI

According to an article written in HR Technologist, Sushman Biswas suggests HR professionals to develop teams which can partner with IT for effective functioning HR professionals will have more time for humane activities, leaving the mundane work of searching and sorting to the computers. (Sushman Biswas, 2018)

Accenture's report on creating the future workforce focused on accelerating the reskilling of people, changing the mind-set from point specific learning to lifelong learning. The human resource personnel need to focus on redesigning jobs and creating value corporations where employees choose the projects as per their area of interest and skill level. Also, it is expected to change the work teams into smaller, independent, project based teams thereby creating more flexible and collaborative workplaces (Ellyn Shook and Mark Knickrehm, 2017)

According to the article released by Jim –A –Min, the administrative burden of HR will reduce due to advent of AI, but skill focusing on people and data will be the new norm. (Ji-A-Min, 2017). People focused skills involve focus on employee re skilling and talent advising.(Ji-A-Min, 2017)The report also talks about AI bringing in automation, more efficiency and high data driven decisions. The skills required in the new era include people focused skills such as creativity, critical thinking and empathy.HR professionals have the responsibility to develop a culture which empowers and motivates employees for lifelong learning. They have to identify personalised training based on different learning styles, providing real time and actionable feedback.

Being a talent advisor, HR professionals need to be a creative problem solver, use business insight for delivering the business outcomes and Skills Focus on data include scientific mindset, domain knowledge for interpreting influencing hiring manager through the use of data analytics.

Data focused skills include a scientific mindset, domain knowledge and business insight to link the results and implement recommendations. Data focused HR professionals need to be able to define KSAOs for individual and small teams project deliverables and the GIG workers.(Ji-A-Min, 2017)

HR professionals need to combine both the soft skills such as empathy, judgement with the analytical and predictive skills for effective functioning.HR professionals need to be digitally literate and also need to be aware of various learning platforms available for employee learning.(Oliver Pickup, 2018)

According to a report released by World Economic Forum on The Future of Jobs, the following skills are essential in the coming days include Critical Problem solving, critical thinking, creativity, people management, EI, Relationship making, negotiation and cognitive flexibility.(Soumyasanto Sen, 2019)

The new era necessitates HR professionals who drive value creation with agility, adaptable organizations with diverse employees.(Global Human Capital Leadership, 2019)

AI and humans will have to evolve simultaneously, both need each other to function effectively; organizations will have to develop teams which can partner with IT for effective functioning HR, employees will have to shift the mind-set from point specific learning to lifelong learning, employees will have to develop creative thinking, critical thinking and empathy. (Sen, 2018)

Conclusion:

Recent studies have proven the effectiveness of AI interface at workplace in different segments. AI is assisting humans by reducing repetitive work, carrying out effective and complex analysis of data in considerable time, thus making more time for humans for value added activities. Its major utilisation has been evident in the area of Talent Acquisition, where a large part was spent in screening of resumes, answering candidates' queries, scheduling interviews. Training and career growth related queries are another evolving section in AI. AI has also contributed in the people analytics and retention, detection of attrition patterns and employee leave management and severance policies.

AI being a constantly evolving technology it requires reskilling of HR professionals. The reskilling can be broadly classified as technical skills which include technical infrastructure, administrative hurdles and knowledge, security concerns and attitude, skills encompassing cultural changes, creativity and empathy to overcome the talent gap generated.

The overall sentiment is that, AI will not eliminate jobs. But it shall become a job motivator and eliminator of repetitive task. This is the continuous process of evolution where adapting to new technological developments has become the necessity of the hour irrespective of the branch of the organisation an individual belongs

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