



**Human resources (HR) and competencies toward Artificial Intelligence (AI) in  
organizational life**

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**ABSTRACT**

**Research Title :** Human Resources (HR) and Competencies Toward Artificial Intelligence (AI) in Organizational Life

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The purpose of this study was to ascertain how human resource departments may improve their expertise in artificial intelligence (AI); how the various parameters of human resources departments are directly impacted in the absence of AI; and how those factors subsequently affect organization life. The use of human resources has been changed by artificial intelligence (AI), including the electronic submission of job applications, the popularity of digital platforms for exams and interviews, and the transfer of analog to digital recruiting processes. Humans will always have vulnerabilities and insecurities and maintaining the accuracy of all the information is difficult; and problems with HR departments, such as prejudice, presumptions, and time limits. Collected data from secondary sources, websites, publications, and research papers were used to acquire the data for this study. The HR divisions will benefit from the AI blend in operations, and HR practices will be effectively held. Under the AI system, HR may learn to use a variety of mechanics to find top candidates, as well as learn how to improve organizational life and be seen as fair and stylish by job searchers. The researcher assessed the potential of AI in the field of HR. Despite the encouraging study results, AI has not yet entirely automated the entire recruiting and selection process. HR departments and job searchers may still have options thanks to AI, which might also widen the strategy. The findings of this study's work won't be applicable to everyone.

The impact of AI on HR departments in various industries and other supporting skills for HR workers are not covered in this article.

**Keywords:** Human Resources (HR), competencies, Artificial Intelligence (AI)



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Name Sheela Devi



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## **1. Introduction:**

### **1.1 Research Background**

It is astonishing to examine how corporate bodies and their operations are expanding in this highly fast-paced environment, from conventional methods to extensive data management and from machine learning to artificial intelligence (Hekkala, 2019). According to a 2017 research by Deloitte, approximately 83 percent of individuals in senior management agreed that developing talents and abilities is essential for firms to succeed. Businesses employing AI avoid incurring high costs by putting candidates through the standard recruiting and selection procedures, and companies use artificial intelligence (AI) to prevent making more expenditures (Ahmed, 2018).

To retain a positive organizational environment, human resources are crucial. However, businesses are having trouble filling positions with the proper people due to outdated hiring and selection procedure (Manika, 2019). The organization's routine capacities will transform in a better way as in the current timeline with modernized methods of artificial intelligence in every function of human resources (Chakaraborty et al., 2020). AI has revolutionized how human resources are used, including how job applications are sent electronically, examinations and interviews are conducted primarily on digital platforms, and how recruiting procedures have transitioned from analog to digital (Azadeh et al., 2019). AI finally resolves the scaling issues and difficulties associated with the conventional technique (Jia et al., 2018).

The AI blend in operation will positively impact the human resource department and hold the human resources practices effectively (Meijerink et al., 2021). HR may develop numerous abilities and talents under the artificial intelligence system that will assist in locating the best people using various mechanics, learning to ensure better organizational life, and being recognized as fair and fashionable by job seekers (Garg et al., 2018). Considering the boundless dimensions and relevance of AI, companies such as Google, IBM, Tesla, Amazon, and Apple have adopted artificial intelligence in their human resources procedures and innovative employee problem-solving practices (Aspan, 2020).

With 1,393 startups, the United States is home to approximately 40% of the AI-influenced businesses worldwide. Seven hundred sixty-nine enterprises using AI make up around 22% of the total number of companies worldwide. China comes in third place, providing 11% with 383 AI-focused businesses. From 2010 to 2018, about 40% of GAFBA businesses, including Google, Apple, Facebook, and Amazon, implemented AI into their HR systems. The US has made significant investments in AI applications, but China is investing aggressively to overtake the US's hegemony in the global market. China received 11% of the international funds for AI promotion in 2016; by 2017, that percentage had increased to 48%. China plans to gain a significant lead by 2025 and achieve total domination in AI-related activities worldwide by 2030 (Berger, 2018).

## **1.2 Research Problems**

The human resources department may broadly define human resources as using employees' abilities and talents for organizational advancements (Budhwar et al., 2022). Businesses must fully utilize their HR competencies (Wright et al., 2018). As previously mentioned, AI has brought about several changes in the human resources sector, including transitioning from a paper-based hiring and selection process to a digital one. Job seekers have also benefited from AI, making it simple to access many applicants and review them quickly (Upadhayay & Khandelwal, 2018).

Implementing AI may also simplify administrative jobs since it increases HR efficiency ratios by saving time on various tasks, including automated hiring, personnel screening, and lowering employee expenses to the firm (CTC) and staffing costs (Cope et al., 2020). As a result, these advantages help the company as a whole, but for HR departments, employee retention and development are crucial (Krishnakumar, 2019). It's critical to hire the proper workforce in terms of capabilities and assess job candidates based on competencies to gauge HR success in any firm (Pickup, 2018).

However, human participation usually leads to errors and prejudices, and for HR departments, this occurs most frequently during the employment process's screening phase (Robert et al., 2020). Due to the numerous problems in HR-related activities, many organizations are still hesitant to incorporate AI into their HR practices as they are unsure how and to what degree AI can assist companies (Singh & Doval, 2019).



Due to their direct interaction with job searchers, human resources departments should play a significant role in determining whether a company's recruiting process should be transactional or relationship-based. Transactional recruiting may identify the best candidate for the position from a vast dataset of job searchers and may provide the organization with a qualified applicant. On the other hand, a relationship-based strategy may result in the business hiring an underqualified individual, disrupting organizational life (Sanusi et al., 2022).

Recruiters now employ people by scanning their profiles, interviewing the chosen ones, and providing feedback to the rejected ones. It is inevitable for humans to have weaknesses and insecurities. It's challenging to maintain the integrity of all the information. It is possible to pinpoint issues with HR departments, including bias, assumptions, and time constraints (Premnath et al., 2020). It is noted that a lack of AI may prevent a business from hiring the best candidate (William et al., 2021). This article will offer HR departments a framework for using AI to improve organizational life. By utilizing AI in the hiring process, employers and job searchers will be able to look for particular abilities in candidates, and candidates will also be aware of the competencies they can provide to any firm.

### **1.3 Objective of the study.**

This study aims to determine how human resource departments can enhance their knowledge and competencies across artificial intelligence (AI). Furthermore, how human resources departments' various parameters are directly impacted without AI, and how those parameters subsequently impact organization life without the use of AI.

### **1.4 Scope of the study**

Artificial intelligence is essential to maintain the quickly changing organizational environment and perform human resources-related jobs using AI because many firms still utilize out-of-date human resource capabilities in the digital era (Aspen, 2020). This study is like the nature of documentary research. Moreover, to enhance organizational life for employers and employees,

defining the abilities that may use artificial intelligence in HR is essential. It is also important to consider how human resources could apply an AI-based approach to benefit different departments. Thirty papers from 2017 and after were thus assessed, and they will be awarded credit for aiding in accomplishing the study's objectives.

### **1.5 Research Significance**

The importance of this study will present the benefits of artificial intelligence and its use in human resources to develop competencies on five parameters. This study examines the Human resources strategic planning through AI, recruitment and selection process through AI, training and expansion through AI, performance evaluation through AI, and Human resources practice through AI. The findings of this study will aid firms in understanding the significance of integrating artificial intelligence (AI) into the system to carry out HR-related procedures to create a better, more equitable, and bias-free workplace, particularly for human resources departments.

## **2. Literature Review**

### **2.1 Artificial Intelligence (AI)**

AI stresses employing some form of algorithm to forecast certain activities based on the data that is already accessible. It uses many neural networks throughout the enormous dataset to produce flexible, practical, and capable concepts for the human decision-making process (Bankins et al., 2022). Employing AI leads to benefits that respond to the unknown aspects that can be helpful for HR to carry out its activities, such as first locating perfect candidates and then giving the candidates specific attributes to make them even better. Moreover, it results from AI's quantifiable parameters and the everyday difficulties HR faces owing to its complexity in producing biased results (Simoes et al., 2018).

Even though HR activities are linked to those of other departments, and decisions made without using data will compromise the entire situation and negatively impact organizational performance, AI eliminates the scope of business by using the data through algorithms. Therefore, there should be validity and reliability in the results that can be achieved through AI (Giffen et al., 2022). Human resources cannot monitor workers' unusual abilities and talents without AI, such as their dedication to meeting sales goals and the time and effort needed to sustain a long-term connection (Davenport et al., 2020).

Human resources frequently lack algorithm-based measurement and exploration and base judgments on organizational structure, worth, and status (Chakaraborty et al., 2020). As a result, there appears to be a lack of justice and ethical concerns in the analysis of individual performance. In the worst-case circumstances, qualified employees may also be let go (Cope et al., 2020). The key aim of artificial intelligence is to provide every aspect of learning from a personal point of view that any machine can understand. To discover how engines use complex information about people from abstraction and concepts to solve problems for humans and to provide them with opportunities to get better. It lessens human mistakes, eliminates hazards for persons through robotic AI, and gives consumers the precise digital help they seek (Azadeh et al., 2019).

Most businesses are not very interested in using AI within their HR department, and they are least interested in using AI to improve HR capabilities. For instance, a survey done in Denmark revealed that 41% of employers are not prepared to deploy technology that can do tasks, provide human support, and make snap judgments about persons in their businesses (Minbeva, 2020).

## **2.2 Human Resources (HR)**

Strategic planning is essential in human resources. AI implementation is required for HR-related tasks. To carry out practical planning activities, a company needs AI, which executes and intimately understands the data (Sakka et al., 2022). Planning for human resources is made more precise and clear with the use of AI. It takes a lot of time and effort to conduct HR practices without AI during the HR planning phase. An organization may use AI to comprehend the nature of business, determine the extent of development, and predict future

trends. HR practices may employ predictive analysis to work more efficiently (Uphadhyay & Khandelwal, 2018).

In the recruiting and selection process, candidates' professional aptitudes and capabilities are frequently disregarded while their words and looks are prioritized. AI keeps the interview's correctness and neutrality. Sometimes a rejected candidate demonstrates more incredible professionalism than the chosen one. AI will show that a candidate may be evaluated using various models and algorithms rather than just HR alone. The evaluation model in HR for selection and recruiting is based on big data analysis to locate the best employees for the firm. AI pulls information utilizing automated data screening to select the best applicant for the company and expedites the entire recruiting process (Mukherjee & Krishnan, 2022).

Utilizing AI in training and development programs for staff members will increase their work satisfaction. Each unique development plan will be created by a new style of training and development that uses AI (Garg et al., 2018). AI records each employee's daily performance for the organization's human resources department. AI eliminates performance evaluation mistakes brought on by psychological damage. AI enables proper and consistent performance assessment methods that eliminate partiality from performance evaluation (Wright et al., 2018).

### **2.3 Competencies**

AI helps human resources investigate or explore ways to improve performance, prediction, and decision-making. The decision-making fundamental capabilities of human resources are enabled by the application of AI. The human resources department must vehemently oppose AI in service businesses (Anton et al., 2022). Artificial intelligence expands three distinct areas to which HR capabilities may be enhanced by automated decision-intensive jobs, cognitive consumer purchasing behavior, and cognitive connection to HR-related activities through software. The National Aeronautics and Space Administration (NASA) encouraged HRM to use AI technology in their practices and gave them the authority to accomplish HR tasks (Davenport & Ronanki, 2018).

The AI analyzes data using machine learning and algorithms to discover a hidden trend that was missed by earlier businesses. AI can improve human resource capabilities in projecting consumer purchase trends, creating individualized ads, and spotting fraud. Candidates, for

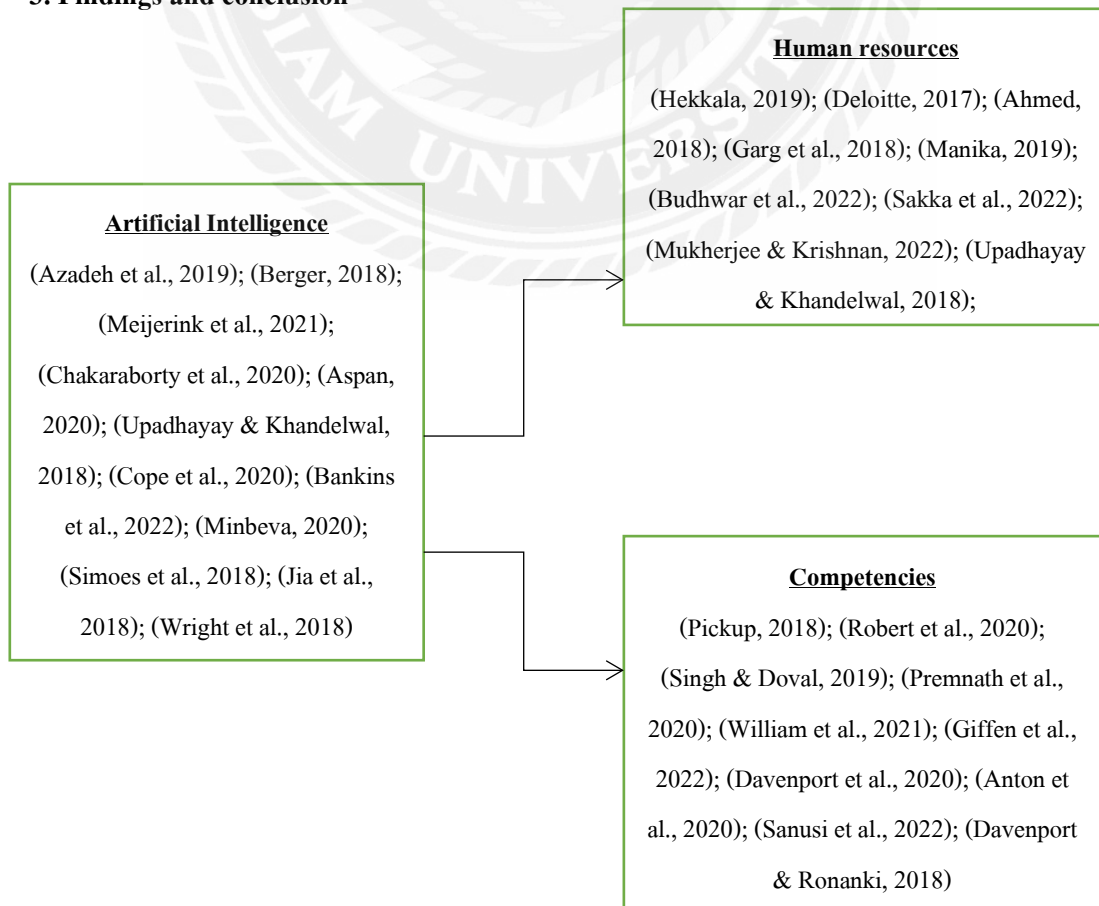
instance, used AI to tailor messaging to different demographic groups to boost the effectiveness of each campaign and save costs. AI could also accurately and promptly diagnose cancer patients (Sanusi et al., 2022).

AI has also helped examine worker satisfaction and workplace factors (Premnath et al., 2020). In this sense, the software heavily integrates algorithmic decision-making and process automation with AI. Studies have demonstrated that AI-based expert systems can replicate the recommendations provided by employee benefits specialists. Consequently, AI-enabled HRM would display a list of benefits from which workers may pick and choose such benefits for employees (Singh & Doval, 2019).

### 3. Research Methodology

The study used qualitative research methods. Conceptual. Data were taken from previous articles and website This researcher used secondary data for the study. For secondary data researcher used various website articles, journals and information that is useful in the research process.

### 3. Findings and conclusion



### **Figure 1: A proposed framework adopted for this study**

Figure 1 explains the influence that AI (artificial intelligence) creates on the Human resources department and the competencies of human resources personnel. Considering the framework, the findings of this study are mentioned below:

a. AI replaced the analog approach of recruiting with a digital method. b. AI successfully combines human resources techniques. c. Through AI mechanics, AI improves job applicants' evaluation procedures. d. AI raises the HR staff's productivity ratio. d. AI enhances the initial stages of hiring. f. AI eliminates the challenges of time limits, bias, and assumptions in hiring and selection. f. Human decision-making and AI algorithms are directly related to one another. h. The absence of AI has a detrimental effect on organizational performance. i. Robotics and AI help us learn from human faults. j. AI enables the human resources planning process. k. The human resources division can use AI to forecast upcoming trends. l. Work satisfaction and AI have a considerable beneficial link. m. Decision-intensive tasks are strengthened by AI, cognitive consumer purchasing patterns, and cognitive connections to HR-related activities. n. AI machine learning can identify trends in consumer spending. o. AI investigated the link between workplace variables and employee satisfaction.

#### **4. Recommendations**

Human resources departments must do internal research to determine how much artificial intelligence is needed in the system and how much data will be incorporated into AI systems to reap the benefits of this technology. It is essential to realize that AI will not take people's place in the foreseeable future. On the other side, it will strengthen human judgment. If the HR departments want insightful responses, they must be ready to use AI to a considerable extent and ask pertinent questions under the direction of AI.

Through digitization, AI substantially influences human resources department infrastructure that may support their job. New applications and hiring procedures may benefit from more substantial transformation with the help of artificial intelligence (Simoes et al., 2018).

The HR department should investigate using AI in human resources-related transactions to improve efficiency. The human resources department should use the artificial intelligence innovation process to forecast the outcomes of human reality and factuality to accelerate the development of new challenges and solutions.

AI enhanced personalized training system in the organization (Singh & Doval, 2019). Therefore, training sessions for individual interests that match the characteristics should be introduced to improve the workplace capacity. The human resources department must have high intellectual abilities to collaborate with machines to prevent AI from being utilized mistakenly. In addition, to develop human resources selection and recruitment processes that are more swift and adaptable as AI is sanctioned, a bold and visionary policy should be designed for the challenging situation. This policy should have a broad opinion horizon, a collective mind, and integrated human knowledge capacities. As AI develops, the HR department will access new technologies and data protection solutions, from deep learning to genetic algorithms.

AI will make HR professionals' strategic planning better and more capable (Bankins et al., 2022). With AI, HR employees would have more sophisticated competencies and skill sets. The organization's knowledge competence level with AI education would improve the human resources division's use of logic, critical thinking, and learning strategies. The HR department's skill competency will increase with the application of AI, owing to the content of AI. In an organization, artificial intelligence will build the cultural environment and human-centric sensibility. The HR department's responsibilities and activities will be closely connected and cooperative. The adoption of AI is advised for a business to assess the link between HR staff and tools. Self-learning regarding AI education would be encouraged to improve the organization's capacity for decision-making, self-learning regarding AI education would be encouraged. The human resources department in the organization should implement AI in the human resources division to improve employee abilities, develop cognitive inclinations, and become problem solvers.

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