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# EVOLUTION OF HRM THROUGH AI AS A MODERATOR

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## ABSTRACT:

The evolution of Human Resource Management (HRM) through AI as a moderator for recruitment has revolutionized the hiring process by enhancing efficiency, accuracy, and candidate experience. Traditional recruitment methods, often plagued by biases and time-consuming manual tasks, have given way to AI-powered tools that streamline candidate sourcing, screening, and selection. AI algorithms now analyse vast amounts of data to identify the best-fit candidates, reducing the reliance on subjective judgment and increasing the objectivity of the recruitment process. The selection processes can be streamlined using AI. While employees welcome the simplification of their jobs made possible by AI, they also express concerns regarding potential privacy and security risks, replacements, and layoffs.However, AI has expedited the completion of such tasks and has made formerly limited material more widely accessible. AI has the potential to revolutionize various industries by increasing productivity, reducing costs, and improving accuracy.

**KEYWORDS:** *Artificial Intelligence in recruitment, Recruitment process, Candidate screening, Bias reduction, Moderator, Evolution, H.R.M., Simplification, Replacement.*

## INTRODUCTION:

Before Artificial Intelligence (AI) was developed, tasks needed human labour. These were labour intensive, largely repetitive tasks. However, AI speeds up the completion of these tasks. AI has made formerly limited material found in encyclopaedias, libraries and other places more widely accessible. These days, AI can solve problems more quickly. AI refers to the technology that mimics human intelligence. AI has the power to revolutionize a number of industries while increasing productivity, cutting expenses and improving accuracy. The recruitment processes can all be streamlined using AI. It aids in the examination of resumes and the identification of qualified candidates, all of which will contribute to the development of excellent human resources inside the organisation. The selection process can be streamlined using AI. Employees are relieved that AI is making their jobs simpler, but they are also concerned about potential privacy and security risks, replacements and layoffs.

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## NEED FOR THE STUDY:

A.I. has expanded its reach across many fields. It is known for its ability to simplify the operations and provide excellent results. A.I. began to grow day by day. Many organisations began to adopt A.I. due to its advantages. Hence, it had become important to understand its impact on Human Resource Management. AI has improved the recruitment, selection, training and development processes that enables the organisation to tap qualified and quality workforce. This study focuses on AI role as a moderator in the evolution of HRM. A moderator is described as the someone who leads the discussion. So, AI provides the necessary assistance to Human Resource Management to identify and attract candidates, analyse resumes, train the employees by adapting to their rhythm.

## STATEMENT OF THE PROBLEM:

There have been lot of literature about Artificial Intelligence in Human Resource Management. Most of them considered the Artificial Intelligence as one of the important component or integral part of the Human Resource Management but this study considers the Artificial Intelligence as a moderator/catalyst that provides assistance to bring about the good performance of Human Resource Management of an 3 organisation. Also, this study focuses on both the positive and challenging aspects.

## OBJECTIVE OF THE STUDY:

- To study the role of A.I. in recruitment
- To analyse the role of A.I. in Selection
- To Understand the Challenges faced by employees with regard to A.I. in workplace

## SIGNIFICANCE OF THE STUDY:

It is the need of the hour to study about the impact that AI causes in Human Resource Management. AI improves the employee retention rate, increases the productivity of workforce, eliminate biases, automation of tasks, saving time, improve accuracy, reduces the cost, management of conflict, formulation of strategies, enhances the efficiency and effectiveness of performance of the organisation.

## LIMITATION OF THE STUDY:

• The period of Study is limited to six months.

• The sample size is restricted to 100 respondents.

• The result and findings are based on the opinion of the employees working in India.

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## REVIEW OF LITERATURE:

**Sunaina Arora et al**, (2021) had a study on "Recruitment search engines for screening resumes through AI by using Boolean search function", in their study, recruiters no longer receive hard copies of resumes, that are not relevant. AI has made recruiting easier by streamlining search algorithms and facilitating human computer contact. Recruiters using a candidate database driven by multi-filter search tool. The demonstration paper actually uses search engine tools in order to shift through a large amount of a data and find the appropriate applicants. It demonstrates how Boolean artificial intelligence simplifies the recruiter`s task of finding the ideal candidate. AI streamlining the process the recruiting process by identifying the ideal candidate freeing up recruiter has a bright future. companies are already providing recruiters with 360- degree tools that assist with every aspect of human resources. The primary benefits of artificial intelligence is its ability to mimic human decision making and behaviour while eliminating human flaws like emotions, bias, lack of energy and short attention spans. additionally, achieving constant efficiency with several AI computers is easier for numerous human workers to follow suit. According to the data, AI can expedite the hiring process, eliminates labour-intensive, repetitive activities from employee profile, and increase employee productivity. In the hiring process, AI is required to identify the necessary information from a large database in a short amount of time. AI reduces the time. AI reduces the time and costs hiring managers incur during the recruitment process.

**Tim Cooley and Ivar Oswalt (2021)**, had a study on, "Operationalising Artificial Intelligence in Simulation Based Training". In their study, it is inferred that various performance measurements must be taken into consideration for comparison with standards which will facilitate the customisation of training modules to individual trainee. The efficiency of the training will be improved if the trainee is given more training on the tasks where he/she is deficient rather than the task where the trainee is proficient.

**Wajiha Fatima et al, (2021)**, had a study on," The revolution of recruitment with AI" in the AI powered recruitment system is a technical advancement that employee natural language processing and machine learning algorithms to automate a number of hiring related operations. The goal of this method is to assist businesses. by lowering the time and the efforts needed to find and assess possible applicants, the recruiting process can be made more productive and efficient. It is the employer's responsibility to find suitable candidate for a post. Following the evaluation of CVs or resumes, small numbers of highly suited individuals are selected, and their technical and soft skills are assessed in an interview. But most applicants are hired after a face-to-face interview and check of their resumes. Employees encounter a lot of challenges during the interview process, including evaluating a sizable volume of resumes and CVs, the requirements for a technical person, and schedule conflicts. These platforms have made it possible to track the hiring process, evaluate a huge number resumes in a short number of times, and

draw in a vast talent poll. Even though these are all distinct platforms, time and resources remain a worry, because it takes time and money to manage all the platforms. this issue can be resolved by creating a stand - alone platform that encompasses almost all the recruitment stages, from job posting to recruitment and automatic the hiring process at every opportunity. For example, an automated interview system that uses deep learning and natural languages processing to assess candidate emotions and responses during the interviews in order to determine their personality 12 and technical skills, or an automated CV analysis system that compares a candidate`s profile to the job description.

**Bachelor's thesis et al (2020)**, had a study on "The use of artificial intelligence in the recruitment" he seeks to provide information on the application of artificial intelligence to hiring practices. Furthermore, the study explores the topic from the standpoint of the job candidate, highlighting the benefits and potential drawbacks of utilizing AI. The subject is relevant now because of AI is a widely used phrase and many companies are starting to use AI tools in hiring to increase the efficiency of developing a talent pool of productive workers. When applying for job, most potential employees must go through a recruitment procedure during which they may came into contact with AI usage in recruitment. The format of tis bachelor's thesis is a review of the literature. The analysis indicates that many organizations have included AI into their hiring procedure. Larger companies and recruitment firms are currently focused streamline their hiring procedures. Its yet unknown how far these organization have gone with implementation. When AI instrument are among the most widely utilized AI applications are chatbots, task automation tools, and software for vetting resumes and videos. the candidate is given better experience and consideration in the AI powered hiring process. Research topics that might be explored further includes how candidate feel about AI being used in the hiring process and how much of it is being used in particular firms. The phrase AI is no longer obscure. It has the potential to upend a number of business and free people from boring, repetitive jobs, freeing them up to focus on more difficult tasks.

**Hind Ben Bya et al (2020)**, had a study on," Artificial Intelligence in Organizations: Current State and Future Opportunities". In their study, it is inferred that the A.I. is being used in large organisations but they are still at their early stages. However, the presence of AI is largely absent from small organisations except technology startups. AI is used to achieve different goals which are efficiency in processes, enhancing the products and services that are existing, creation of new products and services, improvement in making decision and reduction in cost. Reduction in Workforce was the last objective though it was a common theme in AI focused press. Firms focused on AI to automate repetitive tasks whereas now they move towards creativity, decision making and problem solving. Companies have to develop applications of AI which have 13 economic value and which paves way for work by both humans and machines. Leaders have to understand the impact that AI has on workforce and have to train the workers to adapt to AI and hire for new jobs demanded by AI.

**In Lee, Yong Jae Shin et al, (2020)** had a study on, "Machine learning for enterprises: Applications, algorithm selection, and challenges". Machine learning holds great promise for lowering product and service costs, speeding up business processes, and serving customers better. It is recognized as one of the most important application areas in this era of unprecedented technological development, and its adoption is gaining momentum across almost all industries. We offer a brief discussion of categories of machine learning and then present three types of machine-learning usage at enterprises. The trade-off between the accuracy and interpretability of machine learning algorithms, a crucial consideration in selecting the right algorithm for the task at hand. We next outline three cases of machine-learning development in financial services. Finally, we discuss challenges all managers must confront in deploying machine-learning applications.

**Stephen A Woods et al, (2020)** had a study on, "Personnel selection in the digital age: A review of validity and applicant reactions, and future research challenges". In digital selection procedures (DSPs) with particular attention to advances in internetbased techniques. The emergence of DSPs in selection research and practice, we highlight five main categories of methods (online applications, online psychometric testing, digital interviews, gamified assessment and social media). The evidence bases for each of these DSP groups, focusing on construct and criterion validity, and applicant reactions to their use in organizations. Based on the findings of our review, we present a critique of the evidence base for DSPs in industrial, work and organizational psychology and set out an agenda for advancing research.

**Yalcin Acikgoz et al, (2020)** had a study on, "Artificial intelligence (AI) is increasingly being utilized by organizations in selection decisions". Research has fallen behind the practice, and one area in need of investigation is how applicants' perceptions of justice are formed in this increased involvement of AI in the hiring process. Two studies were conducted to investigate the effects of using AI in selection on justice perceptions. Findings indicated that AI-based interviewing was generally viewed as less procedurally and interactionally just than traditional human-based interviewing. The effect of interview type on different applicant reaction outcomes was mediated by justice dimensions, particularly two-way communication.

## DATA ANALYSIS AND INTERPRETATION:

This part deals with the analysis of the data collected through primary source and interpretation of the same.

The frequency and percentage of the demographic variables collected from the sample respondents are summarised in the following table.

| | Strongly agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | Frequency | % | Frequency | % | Frequency | % |
| Faster candidate screening | 47 | 47 | 43 | 43 | 8 | 8 | 1 | 1 | 1 | 1 |
| Elimination of human involvement | 28 | 28 | 53 | 53 | 15 | 15 | 2 | 2 | 2 | 2 |
| Low consumption of time | 36 | 36 | 36 | 36 | 26 | 26 | 2 | 2 | 0 | 0 |
| Limited access to candidate data | 24 | 24 | 43 | 43 | 19 | 19 | 13 | 13 | 1 | 1 |
| Limited qualified data | 27 | 27 | 37 | 37 | 24 | 24 | 6 | 6 | 6 | 6 |
| Excessive number of job application | 30 | 30 | 42 | 42 | 15 | 15 | 12 | 12 | 1 | 1 |
| Lack of transparency in hiring decision | 22 | 22 | 38 | 38 | 27 | 27 | 9 | 9 | 4 | 4 |
| Inefficient communication with candidate | 30 | 30 | 44 | 44 | 14 | 14 | 5 | 5 | 7 | 7 |

**Source data: primary data**

## Interpretation:

It is know from the above table that 90% of the respondents agree that there is faster candidate screening because of A.I , 81% of the respondents agree that A. I helps to elimination of human involved, 72% of the respondents agree that A. I helps to low consumption of time, 67% of the respondents agree that A. I helps to limited access to candidate data, 64% of the respondents agree that A. I helps to limited qualified data, 72% of the respondents agree that A. I helps to excessive number of job application, 60% of the respondents agree that A. I helps to lack of transparency in hiring decision, 74% of the respondents agree that A. I helps to inefficient communication with candidate of recruitment has been improved.

## The strategies being used in recruitment process with help of A. I in recruitment

| | **Efficiently used** | | **Sometimes used** | | **Rarely used** | | **Not used** | |
|---|---|---|---|---|---|---|---|---|
| | Frequency | **%** | Frequency | **%** | Frequency | **%** | Frequency | **%** |
| **Clear job description** | **60** | **60** | **29** | **29** | **9** | **9** | **2** | **2** |
| **Usage of A. I Tools** | **37** | **37** | **46** | **46** | **12** | **12** | **5** | **5** |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Competitive package** | **40** | **40** | **37** | **37** | **20** | **20** | **3** | **3** |
| **Flexible work arrangement** | **37** | **37** | **35** | **35** | **19** | **19** | **9** | **9** |
| **Professional training** | **41** | **41** | **33** | **33** | **21** | **21** | **5** | **5** |
| **Providing skills of solving ability** | **38** | **38** | **44** | **44** | **15** | **15** | **3** | **3** |
| **Intelligent candidate sourcing** | **43** | **43** | **39** | **39** | **15** | **15** | **3** | **3** |
| **Predictive analytics training** | **46** | **46** | **40** | **40** | **12** | **12** | **2** | **2** |

**Source : primary data**

## Interpretation:

It is know from the above table that 89% of the respondents are used to accept the clear job description, 83% of the respondents are used to accept the usage of A. I tools, 77% of the respondents used to accept the competitive package, 72% of the respondents are used to accept the flexible work arrangement, 74% of the respondents are used to accept the professional training, 82% of the respondents are used to accept the providing skills of solving ability, 82% of the respondents used to accept the intelligent candidate sourcing, 86% of the respondents used to accept the predictive analytics training has been improved A. I in recruitment

## The level of concern with regard to difficulty faced in the recruitment in workplace as result of using AI

| | **Extremely concerned** | | **Very concerned** | | **Moderately concerned** | | **Slightly concerned** | | **Not at all concerned** | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency | **%** | Frequency | **%** | Frequency | **%** | Frequency | **%** | Frequency | **%** |
| **Bias and fairness in AI Algorithms** | **41** | **41** | **41** | **41** | **13** | **13** | **2** | **2** | **3** | **3** |
| **Data privacy and security concern** | **29** | **29** | **51** | **51** | **13** | **13** | **3** | **3** | **4** | **4** |
| **Lack of human involvement** | **31** | **31** | **36** | **36** | **24** | **24** | **6** | **6** | **3** | **3** |
| **Transparency of AI decision** | **27** | **27** | **35** | **35** | **16** | **16** | **19** | **19** | **3** | **3** |
| **Potential job losses** | **30** | **30** | **33** | **33** | **15** | **15** | **6** | **6** | **16** | **16** |
| **Ethical consideration** | | | | | | **17** | **15** | **15** | **6** | **6** |
| **Balancing efficiency with candidate experience** | **35** | **35** | **34** | **34** | **22** | **22** | **5** | **5** | **4** | **4** |
| **Security concerns** | **36** | **36** | **33** | **33** | **19** | **19** | **7** | **7** | **5** | **5** |

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**SOURCE: Primary data**

## Interpretation:

It is known from the above table that 82% of the respondents are concerned about bias and fairness in AI algorithms, 80% of the respondents are concerned about data privacy and concern , 67% of the respondents are concerned about lack of human involvement , 62% of the respondents are concerned about transparency of AI decision , 63 of the respondents concerned about the potential job losses, 62% of the respondents are concerned about ethical consideration , 69% of the respondents are concerned about balancing efficiency with candidate experience, 69% of the respondents are concerned about security concerns because of the emergence of artificial intelligence as one of its reasons.

**ANOVA TABLE SHOWING RELATIONSHIP BETWEEN THE WORK EXPERIENCE AND THE CHALLENGES FACED BY EMPLOYEES WITH REGARD TO A.I. IN WORKPLACE**

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| **Challenges with regard to Recruitment** | **Between groups** | 76.779 | 3 | 25.593 | 0.538 | 0.658 |
| | **Within Groups** | 4570.061 | 96 | 47.605 | | |

**DUNCAN TABLE SHOWING RELATIONSHIP BETWEEN THE WORK EXPERIENCE AND THE CHALLENGES FACED BY EMPLOYEES WITH REGARD TO A.I. IN WORKPLACE**

| Challenges faced | Work Experience | N | Subset for Alpha = 0.05 |
|---|---|---|---|
| | | | 1 |
| Recruitment | Less than 2 Years | 58 | 30.4483 |
| | 2 to 5 years | 17 | 29.6471 |
| | 5 to 10 years | 10 | 29.7000 |
| | More than 10 years | 15 | 32.4667 |
| | Sig. | | 0.292 |

- ❖ It is inferred from the above tables that there is no significant difference between work experience of employees and the challenges faced by them with regard to A.I. in Workplace (RECRUITMENT). Since, the p-value is greater than 0.05, p=0.658

- ❖ From the above table it is noted that employees who have less than 10 years of experience face challenges in selection.

## ROLE OF A.I. IN SELECTION

The outcome with regard to benefits of AI is displayed in the table below

**Role AI in selection**

| | Strongly agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | Frequency | % | Frequency | % | Frequency | % |
| Resume / Bio analysis | 43 | 43 | 39 | 39 | 17 | 17 | 1 | 1 | 0 | 0 |
| Candidate Matching | 25 | 25 | 57 | 57 | 17 | 17 | 0 | 0 | 1 | 1 |
| Predictive Analytics | 32 | 32 | 28 | 28 | 39 | 39 | 1 | 1 | 0 | 0 |
| Video Interview Analysis | 23 | 23 | 45 | 45 | 22 | 22 | 10 | 10 | 0 | 0 |
| Focusing on criteria inclusion | 28 | 28 | 36 | 36 | 29 | 29 | 2 | 2 | 5 | 5 |
| Continuous Improvement | 25 | 25 | 46 | 46 | 19 | 19 | 7 | 7 | 3 | 3 |
| Learn and adapt on past data | 28 | 28 | 40 | 40 | 25 | 25 | 6 | 6 | 1 | 1 |
| Skill gap analysis | 24 | 24 | 47 | 47 | 23 | 23 | 5 | 5 | 1 | 1 |

**Source: Primary Data**

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## Interpretation:

From the above table we came to know that 82% of the respondents agree that resume/bio analysis because of A.I., 82% of the respondents agree that the A.I. is candidate matching, 60% of the respondents agree that the A.I. is predictive analytics, 68% of the respondents agree that the A.I. is video interview analysis, 64% of the respondents agree that the A.I. is f ocusing on criteria inclusion, 71% of the respondents agree that the A.I. is continuous improvement, 68% of the respondents agree that the A.I. is learn and adapt on past data, 71% of the respondents agree that the A.I. is skill gap analysis of the role of selection has been improved.

**EMPLOYEES PERCEPTION TOWARDS AI IN SELECTION**

The outcome with regard to benefits of AI is displayed in the table below:

**Perception towards AI in selection**

| | Strongly agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | Frequency | % | Frequency | % | Frequency | % |
| Increased Efficiency & Objectivity | 45 | 45 | 42 | 42 | 12 | 12 | 1 | 1 | 0 | 0 |
| Concerns about bias & fairness | 24 | 24 | 61 | 61 | 13 | 13 | 2 | 2 | 0 | 0 |
| Job assessment & examination | 24 | 24 | 45 | 45 | 21 | 21 | 9 | 9 | 1 | 1 |
| Concerns about privacy | 30 | 30 | 36 | 36 | 22 | 22 | 6 | 6 | 6 | 6 |
| Thoughts / Ideas | 20 | 20 | 47 | 47 | 22 | 22 | 9 | 9 | 2 | 2 |
| Decision Making | 27 | 27 | 36 | 36 | 29 | 29 | 5 | 5 | 3 | 3 |
| Job Performance Predictions | 25 | 25 | 51 | 51 | 18 | 18 | 6 | 6 | 0 | 0 |

**Source: Primary Data**

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**Interpretation:**

From the above perception ,we came to know that 87% of the respondents agree that Increased Efficiency & Objectivity, because of A.I., 85% of the respondents agree that Concerns about bias & fairness, 69% of the respondents agree that the A.I. is Job assessment & examination, 66% of the respondents agree that the A.I. is Concerns about privacy, 67% of the respondents agree that the A.I. is , Thoughts / Ideas, 63% of the respondents agree that the A.I. Decision Makings, 76% of the respondents agree that the A.I. is Job Performance Predictions.

**MEAN AND STANDARD DEVIATION OF EMPLOYEES**

**PERCEPTION TOWARDSA.I. IN SELECTION**

| EMPLOYEES PERCEPTION TOWARDS A.I. IN SELECTION | MEAN | STANDARD DEVIATION | RANK |
|---|---|---|---|
| Increased Efficiency & Objectivity | 4.31 | 0.720 | I |
| Concerns about bias & fairness | 4.07 | 0.671 | II |
| Transparency in Decision-Making | 3.90 | 0.835 | IV |
| Job assessment & examination | 3.82 | 0.936 | V |
| Concerns about privacy | 3.78 | 1.124 | VII |
| Thoughts / Ideas | 3.74 | 0.949 | VIII |
| Decision Making | 3.79 | 0.998 | VI |
| Job Performance Predictions | 3.95 | 0.821 | III |

**ANOVA TABLE SHOWING RELATIONSHIP BETWEEN THE WORKS EXPERIENCE A ND THE CHALLENGES FACED BY EMPLOYEES WITH REGARD TOA.I. IN WORKPLACE**

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| **Challenges with regard to Selection** | **Between groups** | 94.304 | 3 | 31.435 | 0.982 | 0.405 |
| | **Within groups** | 3073.886 | 96 | 32.020 | | |

**DUNCAN TABLE SHOWING RELATIONSHIP BETWEEN THE WORK EXPERIENCE AND THE CHALLENGES FACED BY EMPLOYEES WITH REGARD TOA.I. IN WORKPLACE**

| Challenges faced | Work Experience | N | Subset for Alpha = 0.05 |
|---|---|---|---|
| | | | 1 |
| **Selection** | Less than 2 Years | 58 | 32.2069 |
| | 2 to 5 years | 17 | 29.5294 |
| | 5 to 10 years | 10 | 31.6000 |
| | More than 10 years | 15 | 31.5333 |
| | Sig. | | 0.222 |

- It is inferred from the above tables that there is no significant difference between work experience of employees and the challenges faced by them with regard to A.I. in Workplace (Selection). Since, the p-value is greater than 0.05 , p=0.405.

- From the above table it is noted that employees who have less than 2 years of experience face challenges in selection.

## SUGGESTIONS OF THE STUDY:

- Organizations could take steps to maintain the morale and instil the confidence among employees with regard to their employment.
- People must become aware that A.I. is not just about Robots and Other Science fiction ideas. Even the simplest of things that we use daily, like E-Mail for instance, also uses A.I.

- ❖ AI may have transformed certain jobs and made some positions obsolete, but it has also opened up new opportunities for people to explore. It's important to embrace these changes and focus on the possibilities that AI can bring, rather than getting caught up in unnecessary hype and exaggerations. Remember, with an open mind and a willingness to adapt, we can thrive in the age of AI.

## CONCLUSION OF THE STUDY:

The evolution of Human Resource Management (HRM) through AI as a moderator has led to a more efficient and data-driven approach to talent acquisition, management, and development. AI tools have enabled HR professionals to streamline processes, make more informed decisions, and personalize experiences for employees. However, it's crucial to ensure that AI is used ethically and with consideration for its impact on employees' privacy and well-being. The integration of AI in HRM has not only enhanced operational efficiency but also facilitated the identification of patterns and trends in employee behaviour and performance. By leveraging AI algorithms, HR professionals can gain deeper insights into workforce dynamics, enabling them to proactively address issues such as attrition, burnout, and skill gaps. Additionally, AI-powered analytics can aid in the development of strategic workforce planning initiatives, ensuring that organizations have the right talent in place to achieve their long-term objectives. Thus, the evolution of HRM through AI as a moderator signifies a transformative shift towards a more agile, data driven, and people-centric approach to human resource management.

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