
Perception of employers and employees towards artificial intelligence in innovative HRM

DR. BENITA. S. MONICA¹, MS. SHRUTI VYAS R²

¹Assistant Professor, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai – 77.

²MBA Student, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai – 77.

Email ID: benitasmonica.ssm@saveetha.com

Abstract: Artificial Intelligence is an innovative technology that permits computers to learn and suggest activities dependent on recently gathered data or information. AI can introduce open doors for dominating new abilities and acquiring extra time, permitting HR experts to extend their present parts to be more strategic areas inside their enterprise. Artificial intelligence is adding an individual touch to the new contestants and is enlarging the onboarding encounters of HR by making altered administrations. The sample for conducting this study is collected from the Automobile industry (2 & 3 Wheelers dealership) and the data is collected from the low, middle and top-level management. Tool used to analyze the data collected is Analysis of Variance (Anova), a statistical test of whether two or more population means are different, and therefore generalizes the *t*-test beyond two means. Results for the test conducted provided that there is no significant difference between the age and the described factors. This study will be useful for the HR professionals, who believe that implementing AI in the field of HR will replace humans and will help them with spending more time for their strategic fields rather than spending time for less prioritized HR functions.

Keywords: Artificial Intelligence, HR Trends, Digitization of HR, Innovative HRM, Employees Perception, AI in HRM

INTRODUCTION

The HR department of an organization is responsible for the planning of human resources, recruiting, selecting, training, developing, retaining and disputes handling of the employees. AI can be defined as any task performed by a program or a machine that a human could do to accomplish the task. AI systems will demonstrate subsequent behaviors related to human intelligence: planning, learning, reasoning, problem solving, knowledge representation, perception, motion, and manipulation and social intelligence and creativity. Chat bots are trend nowadays which is used for the HR functions for conveying reasonable and adaptable investigation through discussions on cell phones exploitation standard electronic specialized apparatuses and voice-enacted interfaces. AI innovation can smooth out application measures by planning more easy to understand structures that the work candidate is bound to finish, viably lessening the quantity of surrendered applications. By keeping up an information base of past candidates, AI innovation can examine the current pool of candidates and distinguish those that would be a solid match for a new set of applicants. HR experts can also use AI to help interior mobility and employee retention. Automating low priority, effectively repeatable managerial tasks gives HR experts more opportunity to add to key arranging at the hierarchical level. The sole application of latest technologies is not the literal digitization of HR. “Digital HR ought to additionally align culture, talent, structure, and processes to balance potency and innovation, additionally sustain a measurable impact on the larger organization as a result of it endlessly transforms.”

Our research idea is based on the rich knowledge acquired by our peer teams across the university. (A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiqc, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014). The objective of the study is to understand the perception of employees towards the implementation of artificial intelligence in innovative human resource management practices.

REVIEW OF LITERATURE

(Booth et al., 2017), have studied the reactions of the applicants towards the implementation of AI in the selection process and how those responses may influence results in impression of decency, organizational fascination, and

employment interest expectations, attraction and job pursuit. By this study the authors have studied how candidates respond to the utilization of AI in the selection process and how it can help an organization to assist associations in knowing how these practices affect job seekers' perceptions of the organization. According to their past examinations, results have proposed that the utilization of AI in the selecting a candidate may prompt more negative results when contrasted with utilizing customary traditional techniques like face-to-face meetings. The authors mainly examined applicant reactions to the use of advanced decision-making technologies in the selection process, such as artificial intelligence systems that make hiring decisions.

(Harris, 2018) had made a study on making better job hiring decisions using "Human in loop" techniques. In this study the author states that the machine learning algorithms are in existence for more than two decades for the purpose of filtering and sorting the candidate's applications, but still there is a need for the humans for better decision making and better understanding of machine based algorithms. The author focuses on the betterment of job hiring decisions by making use of the human feedback to train the machine learning algorithms and get accurate information by the use of data mining, text mining, rule based decisions, with special focus to the risks, such as over fitting data and avoiding bias among the candidates.

(Meyer von Wolff et al., 2020) have made a qualitative empirical study based on the grounded-theory process as regards the rise of chatbots, their application areas and underlying objectives at digital workplaces. In this study the authors state that the workplaces and the ways of doing their jobs have been changed drastically but still the changes have not been totally implemented that may lead to the betterment by the rise of chatbots and concluded that these maybe especially useful in the self-service domain, where the chat bots provides information, carries out processes, or captures process-related data and the authors also added that these may lead to automation, workload reduction, and cost reduction are the fundamental objectives of chat bots in workplace scenarios.

(Kaplan, 2016) in his detailed study had explained that the issue with this definition of artificial intelligence is estimating human intelligence to contrast it with that of the robots or machines occupying it. The author rather expresses that his very own translation of insight would be that it is the capacity to make appropriate speculations in a convenient style dependent on restricted data. Implementation of AI in various departments solely depends upon the organization implementing it. AI is defined as the ability of conducting such things as machines to learn, predict and understand on their own as the way to that of humans.

(Lawler and Elliot, 1996) have conducted an examination which researches the effect of a specialist framework utilized as a decision guide in a vocation assessment framework or a job evaluation system. This study mainly focuses on the expert system with relevance to the HR context to examine the efficiency within the area of managerial decision making.

(Adepu et al., 2020) have presented a research on the perception of HR executives towards the implementation of AI in the HR department in the IT sector. According to their study more of the people who are already using or implementing AI in HR practices are likely to have positive perception towards it. They also believe that more people tend to expect the positive changes in the traditional HR practices.

(Johansson and Herranen, 2019) have made a research to investigate the implementation of technical advancements, progressions, specifically Artificial Intelligence (AI), for the enlistment cycle or the recruitment drive. It particularly intends to explore where AI can be executed in the conventional enrollment measure and potentially make the cycle more powerful, just as what the suggestions would be of including AI inside enlistment. The outcomes of this study show that the territory of AI in enrollment is moderately new and there are very few organizations that use AI in all pieces of their recruitment cycle. The most reasonable parts to actualize AI in conventional enlistment incorporate enrollment exercises, for example, predetermination and correspondence with up-and-comers and conveying enrollment results for candidates. The primary advantages of AI were viewed as the speeded quality and disposal of routine assignments, while the significant test was viewed as the organizations' general availability towards new advances.

(Sirisha, 2019) has studied that hr isn't generally related with the implementation of AI in HR practices. The inability to convey AI with her practices could be very backward which makes the associations hard to become large and make due in this globe driven by these cutting edge innovations and machines. Worldwide workforce is totally undermined by AI and progressed self learning machines and they are cleaning ceaselessly the obstruction or contribution of people in every single viewpoint. According to the author, relating to all actuality any cutting edge innovation that is made and utilized to serve mankind not for its obliteration. To rival AI and progressed machines the genuine test presently exists in the separate hr – divisions that how well they train and re-change their workforce in understanding the AI and teaming up and working with AI and Robots.

(Sekhri and Cheema, 2019) had made a research on the new era of HRM, AI reinventing HRM functions. According to the authors AI is providing personal touch to the new candidate and assisting them in knowing the organization better and is also automating the joining experience of a candidate after recruitment by creating customized solutions. They state Artificial intelligence as an really undaunted coach and demanding aide in HRM and have mentioned how AI and ML is changing and rehashing different HRM capacities like enlistment, screening and party time measure, authoritative, socialization, learning and movement, execution assessment and representative maintenance.

(Claus, 2019) have made a study in the title HR disruption—Time already to reinvent talent management. This study focuses on the reinvention of talent management practices as there are rapid changes in the factors like demographics, environment that have made it harder for a worker to work. Hence according to this study talent acquisition has gone down and companies are no longer able to meet the required talents. The organizations should be ready to develop new breeds of HRM stacks including design thinking, agile management, behavioral economics and analytics to augment their HR competencies. Organizations will not be able to acquire needed talent unless they augment or automate their existing process or procedures.

(Yano, 2017) has studied how artificial intelligence will change HR practices. In this study the author had made clear to the people the definition of real AI as compared to the AI shown in movies. The author also focuses on the five misconceptions of people towards AI without knowing how it is going to influence everything in the HR practices. The misconceptions stated by the author are: AI cannot be understood by those lacking a technical background. AI is a new technology or a machine. AI requires lots and large amounts of data to be useful. AI will bring us closer to a world in which the fear of "Big Brother" indiscriminately controls people. AI is relevant and applicable only for the future and not applicable now. In this study the author had clearly defined the misconceptions and myths people have towards implementation of AI in HR.

(Rana and Others, 2018) has conducted a research in the title The Future of HR in the Presence of AI: A Conceptual Study. The study straightly focuses on the amalgamation of AI and HR functions as complementary roles. According to the author most of the HR practitioners are afraid of being replaced by machines and because of that they are hesitating to implement AI in HR. The author also adds a point that AI is something which could be used as a supporting tool for the functions to be carried on by the HR and it cannot overrule or replace the human beings from the HR cadre. It is indeed a valuable thing which is not yet recognized in the field.

(Jia et al., 2018) made a conceptual artificial intelligence application framework in human resource management. In the study the authors states that the principle of the six simple dimensions of human useful resources management, which incorporates human resources methods and planning recruitment, selection, development, performance management, revenue evaluation, and the worker courting management, is integrated with its ability corresponding AI software applicability. Finally, the author argues that the realistic implication of AIHRM offers recommendations and instructions for the improvement of AI in employer human useful resource management.

(Hutson, 2017) in his study AI in Action: How algorithms can analyze the mood of the masses the author states that the Optical Character Recognition (OCR) is used to identify resumes hardcopy and pictures, or then again utilize the large information strategy to channel electronic resumes, investigate resumes, consolidate the attributes of resume and text data extraction procedures, through coordinating, relationship examination and measurable investigation. The information base can be changed over into an organized resume in a moment or two and push the applicant's resume to the organization precisely and rapidly. Simultaneously, through the investigation of resume and employment coordinating the framework can prescribe appropriate situations to applicants, particularly for some very good quality abilities. In this cycle, AI has the attributes of screening the applicants without partiality (Hutson, 2017)

(Pandey et al., 2020) has made a research on Human resource practices in Indian army and has suggested the implementation of artificial intelligence for Human resource management functions. This study focuses on the problems and challenges of the Indian Army Human resource functions. Because of the deployment rates increasing and easier money making jobs available people now are hesitant in joining the army and it is a matter which needs to be analyzed relating to the existing methodologies of recruitment, selection, reward systems, appraisal etc which are outdated. The authors argue that AI is playing a potential role in easing the tasks and challenges of HR managers without bias. The authors aim in the study is to suggest implementation of AI in the HR practices of the Indian Army for the betterment of the tasks and challenges and to take accurate decisions and to locate potential talents and candidates.

RESEARCH METHODOLOGY

The design of the research used for this study is Cross-sectional design. Data for this study has been collected using a Questionnaire. Primary and Secondary data are used in this study and both play an important role on their parts, whereas primary data is the main chapter for this study. The questionnaire is framed using various contents i.e. Advantages and Disadvantages of Artificial Intelligence, Digitizing HR Functions. The Sampling technique used in this study is Convenience Sampling Method. A type of psychometric response **scale** in which responders specify their level of agreement to a statement typically in **five points**: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree is used as a tool for data collection in this research. The sample is collected from Automobile industry (Two wheelers and Three Wheelers dealership) and the data is collected from 102 employees and employers i.e. from all levels of management (low , middle and top level). The company has 15 branches in total and 50-60 employees in each branch.

The profile of the respondents is represented through the following pie charts

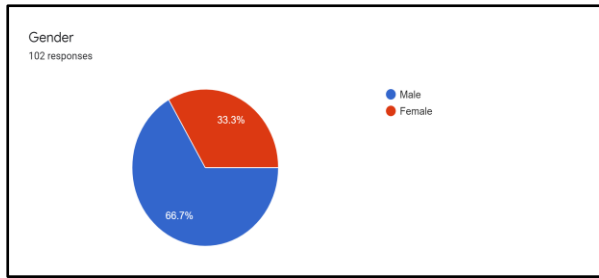


Fig.1: The pie chart depicts the percentage of gender in the sample. 66.7% of the sample were Male and 33.3% were Female employees.

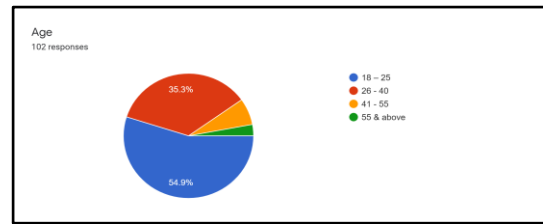


Fig.2: The pie chart describes the age of the employee respondents. 54.9% of employees were of age 18-25 years, 35.3% of employees were of age 26 - 40, 6.9% of 41-55 age group and 2.9% of 55 and above age group.

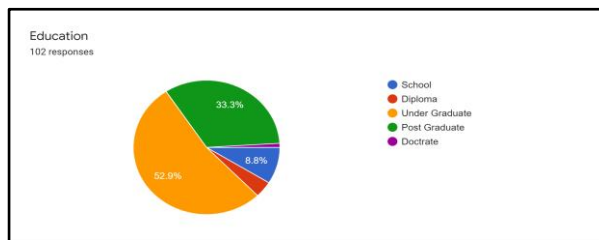


Fig.3: The chart depicts the Education of respondents. 33.3% of respondents were Post graduates. 52.9% are undergraduates & 8.8% have completed only School.1% are Doctrate & 4% Diploma course.

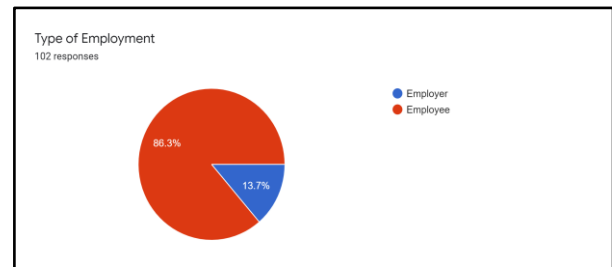


Fig.4: The pie chart shows the type of the employment of the respondents. 86.3% of the respondents were employees and 13.7% were employers.

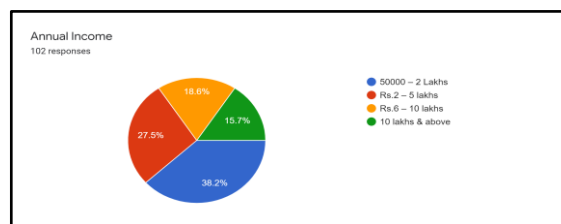


Fig.5: The pie chart describes the annual income of sample respondents.38.2% of respondents were earning Rs.50000 to Rs. 2 lakhs. 27.5% of respondents were Rs. 2 - 5 lakhs. 18.6% were earning Rs. 6- 10 Lakhs whereas only 15.7% were earning Rs.10 lakhs above.

DATA ANALYSIS

The Software used for SPSS is of version 27. The tools used for this study are **Frequency analysis** which is a statistically descriptive and measurable strategy that shows the quantity of events of every reaction / response picked by the respondents. Analysis of mean is a systematic statistical procedure used in depicting significant differences among groups of information in a visual form. Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors.

RESULTS

Table 1: Mean Analysis of AI implementation in HRM:

| S.No | Particulars | Mean | Rank |
|------|--------------------------------------|--------|------|
| 1 | AI for Employee engagement | 3.4363 | 1 |
| 2 | AI in Recruitment | 3.3908 | 2 |
| 3 | Automated FAQs | 3.2966 | 3 |
| 4 | AI in Learning and staff development | 3.2941 | 4 |

AI implementation in HRM

The table 1 depicts the mean values of the perception regarding AI implementation in four aspects of human resource. AI in Employee Engagement has scored the maximum mean which means that the employees perceive that artificial intelligence is required in employee engagement activities. And they also believe that AI is very much required in the recruitment process.

Age & Education Vs AI in Recruitment:

Null Hypothesis: There is no significant difference among the age and education with respect to AI in recruitment.

Alternative Hypothesis: There is a significant difference among the age and education with respect to AI in recruitment.

Table 2: Age & Education Vs AI in Recruitment

| Particulars | AGE | | EDUCATION | |
|---|---------|------|-----------|------|
| | F-VALUE | p | F-VALUE | p |
| Manually Screening- time taking | 1.875 | .139 | 1.758 | .144 |
| Difficulty in selection | 1.331 | .269 | 2.054 | .093 |
| Bias in selection | 2.788 | .045 | 1.686 | .159 |
| Applicant Tracking System (ATS) – Time saving | .352 | .788 | .668 | .616 |
| Data Accuracy | .111 | .953 | .456 | .768 |
| Costly Installation charges | .399 | .754 | .300 | .877 |
| company culture and values are not validated | .351 | .788 | .871 | .484 |

The table 2 shows the one-way analysis of Age VS perception of employers and employees towards AI in HRM. From the analysis it is visible that the majority of ‘p’ values are greater than 0.05 which means that there is no significant difference among the age with respect to AI in recruitment. But there is a difference in the perception that AI will help to reduce the bias in selection based on the age group.

Age & Education VS AI in Employee Engagement:

Null Hypothesis: There is no significant difference among the age and education with respect to employee engagement.

Alternative Hypothesis: There is a significant difference among the age and education with respect to employee engagement.

Table 3:

| Particulars | Age | | Education | |
|-------------------------------------|---------|-----------|-----------|-----------|
| | F-Value | Sig-Value | F-Value | Sig-Value |
| Difficulty in communication | .147 | .931 | .334 | .854 |
| Personal Touch | .267 | .849 | .301 | .877 |
| Personalized Internal Communication | 1.069 | .366 | .292 | .882 |
| Chat bots for better interaction | .646 | .587 | .705 | .591 |

Age & Education VS AI in Employee Engagement

The above table, it shows the one-way analysis of Age VS perception of employers and employees towards AI in HRM. From the analysis it is visible that the majority of ‘p’ values are greater than 0.05 which means that there is no significant difference among the age with respect to AI in employee engagement.

Age & Education Vs AI in Learning & Staff Development:

Null Hypothesis: There is no significant difference among the age and education with respect to AI in Learning & Staff Development.

Alternative Hypothesis: There is a significant difference among the age and education with respect to AI in Learning & Staff Development.

Table 4:

| Particulars | Age | | Education | |
|--|---------|-----------|-----------|-----------|
| | F-Value | Sig-Value | F-Value | Sig-Value |
| Digitalized Training Programs | .112 | .953 | .913 | .459 |
| Automated learning | .209 | .890 | .375 | .826 |
| Learning Management System | .448 | .719 | .350 | .844 |
| LMS tracking | 1.007 | .393 | .498 | .737 |
| Reduced Human touch | .203 | .894 | .327 | .859 |
| Automated Employee Surveys | .498 | .685 | .954 | .437 |
| Automated performance analysis will help to direct employee's career | 1.402 | .247 | .920 | .456 |

Age & Education Vs AI in Learning & Staff Development

The above table shows the one-way analysis of Age VS perception of employers and employees towards AI in HRM. From the analysis it is visible that the majority of 'p' values are greater than 0.05 which means that there is no significant difference among the age with respect to AI in Learning & Staff Development.

CONCLUSION

Artificial Intelligence in Human resources provides the HR departments with a golden opportunity to enhance the candidate and employee experience by the automation of repetitive and less prioritized tasks so that more time could be spent on focusing on the more strategic and high valued tasks and enhance the creative work of the HR teams. At a high tech level AI is a technology which allows the computerized programs to learn from and make recommendations or recommend actions based on the previous collected data. This kind of technologies which are developing can be used in various methods to streamline the process and improve efficiency of the work. Importance and valuable commitment of AI in extemporizing the authoritative dynamic measure, better deciding abilities, talent acquisition and encourage the comprehension for better worthiness, acceptability and incorporation of AI within the HRM department within the organizations. This study presented a community approach by featuring the correlative function of HRM in viable use of AI. The overall advice of this study based on the results drawn is to specialize in implementing the AI as only a supporting tool for HR functions and not overrule the role of HR. No matter how many technologies come and go, the human interference in the HR department and its functions will always be there and it cannot be overruled or separated from humans as most of the respondents responded that in HR functions human touch is an important aspect to deal with the employees and human resources of an organization.

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