

Redefining Talent Acquisition with the help of Artificial Intelligence: The new age

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Abstract:

The increasing role of technology has changed the way we operate. It is not even possible to think of a business practices without any technological support. As far as Artificial Intelligence is concerned, nowadays it is being used everywhere: from using smart phones to flight controls. As artificial intelligence is gaining importance day by day and its wider applications in several perspectives has become imperative and that can be utilized for the benefit of effectual AI in managing HR. Though the concept of artificial intelligence is more than a decade old, still in recent year's several organizations have not explored the concept whereas some have already started to explore and trying to implement AI in organization to gain a competitive edge. It is very obvious that nothing can be effectively delivered without anticipating, pre-planning, effective analysis and strategic perspective, AI is also helpful in generating insights on how to utilize technology for the smooth execution of HR practices which helps in providing an edge to produce desired competitive results. With the rising importance of human capital in our economy, HR Managers must not only focus on the data rather they need to leads with data. AI eliminates much of the manual analysis and emphasizing its role in overall business scenario. HR practices starting from recruitment, predicting and assessing performance, competency management has a growing pressure on HR Managers on how best to prepare their organization ahead with an effective strategy and actionable approach. As HR functions now a days are playing a leading role in all the business activities and also have become increasingly accountable for influencing business results. Aligning it with technology that enables an HR not only to predict problems but also helps in prescribing solutions; one of the most important step that HR managers can take to enable stronger business performance and we can say that AI plays an essential role in making HR processes and functions strategic and contemporary.

Key words: Human Resource, HR Managers, Artificial Intelligence, HR Functions, Emotional Intelligence

Introduction:

In this competitive business world the human resource is a desired input for improving the organizational performance. Organizations have to adopt innovative HR practices to enhance their performance and be different among its competitors. HR departments were primarily concerned with administrative functions. Earlier it was referred to as personnel management and the key responsibilities were clerical, and work assigned to the HR department focused on record keeping about the workforce. But the concept of human resources evolved in the last 20-30 years. Several research has shown the ways how organizations manage their workers which have impacted the organizations overall performance.

Emerging concept such as 'strategic HR' is often used to refer HR practices that have definitely provided a competitive advantage to organizations. Strategic HRM can be said as a paradigm shift over HR concept because now a days apart from administering several HR practices, other HR practices are also encouraged such as teamwork and performance management, which focus on key jobs rather than every job and on groups of critical workers rather than every worker.

In near future, apart from primary administrative functionality like recruitment, selection, appraising HRM is updating itself to more advanced options like Automation, Augmented Intelligence, Robotics and Artificial Intelligence that are completely redefining and reshaping the way of working. Artificial intelligence is a tool that use human intelligence in almost all the fields and tries to improve the performance. Also it is an emerging technology which is used in all industries to improve productivity and performance. AI has a tremendous power to act like a human brain with full efficiency. It uses several inputs to give productive outputs in the human resource management. Artificial intelligence uses certain algorithms and according to the algorithms it performs its actions. Many scientists, philosophers, mathematicians had the AI concept but never highlighted until Alan turing suggested the turing test which distinguish machines from humans. This test was done based on idea that if humans can store information and solve problems then why machines can't do the same. Till 1974 computers were not able to store the information but they just execute commands and funding was also a problem during that phase. Today's AI growing rapidly. Technology has been used widely spreading across all the fields. In today's world we are actually more dependent on the technology to do our things in easy way and therefore are much connected with technological advancement.

Human resource management is the way of managing people in the organization and also to deal with people having different attitudes in the organization. The main functioning of HRM are recruitment, selection, training, development, compensation management and their payrolls, performance appraisal, etc. It encourages employees to give their best in the organization and to so that organizational goals can be achieved. Employees should understand the importance of organization goal, mission vision and its existence in the society. It is the responsibility of every individual in the organization to contribute towards organizational success and organizations must support employee views towards organization.

Artificial intelligence plays a vital role in human resource management by reducing the workload of human resource manager because artificial intelligence provides results based on algorithms and based upon algorithms the entire process like recruitment, selection, training, development etc takes place. Linking artificial intelligence with human resource will enhance the process and it makes the work more convenient and also produces accurate result. It reduces the scope of manual work and paper work and it makes easy for the human resource manager to accomplish the tasks easily. In human resource management, the concept of artificial intelligence have its own importance because of its remarkable results and in future definitely it is going to evolve as an emerging trend for every organization that will reduce the workload of the human resource manager in the organization. While talking about distinct HR functioning, it also helps in selecting candidates based upon their resume and information provided in the resume. It is one of the examples to recognize that data-driven insights can have a major impact, reducing risk and driving success in decision-making to enhance organizational performance or predicting future outcomes.

At present the buzz word is AI that is not only responsible for complete transformation of the human resources, but also it is transforming the organizations globally in each and every sector. However failure to deploy AI with HR practices could prove to be an alarming situation that may prevent the organizations to grow big and survive in this globe driven era with these advanced technologies and machines. AI is just a technology and when we talk about the benefits of the same, it provides efficiency gains and it allows us to do the same thing as we used to do earlier but at a faster pace, that saves our time, cost and energy. For example, while recruiting, technology helps us to recruit people faster over the internet, but now with the help of AI, recruiting the right people has become faster by assessing skill match for roles, predicting the likelihood of future success, and predicting the expected time to fill any given role.

IBM was one of the first to adopt HR practices using artificial intelligence (AI) technology and this means, it has the ability of insights and learnings to share to help others get started. Some of the experts revealed that, AI is effective in HR because it helps:

- Solve business challenges
- Attract and develop new skills
- Improve employee experiences
- Provide analytical decision support
- Make efficient use of HR budgets

Considering the experience of IBM it is very much clear that AI can be applied in almost any area of HR, including candidate attraction, hiring, learning, compensation, career management, and HR support. The future of HR will most probably involve human-machine alliance and that can start up being good initiative. The central need is to highlight the potential of Artificial Intelligence in Human Resource Management based on the task-technology fit approach. Based

on this, we are basically exploring explored in candidate search with knowledge-based search engines and how it is helpful in Talent acquisition. The insights gained are based on the answers received on feedback based questionnaire and study are discussed and summarized.

Global workforce is completely threatened by AI. But, in reality any advanced technology that is created and is used for the benefit of humanity not for its destruction. To compete with AI the real challenge now lies within the respective HR departments.

Literature Review:

In the paper titled how AI and machine learning will impact HR practices today published by Anupam jauhari (2017) quoted that AI has becoming more and more important now a days and reshaping the way companies used for hiring. Not only this but every activity other than recruitment becomes easy for the HR practitioners because machine learning technology will make use of chatbot and proceed all the activities. AI will screen candidates and send the confirmation or rejection email to the candidates based on the analysis. The report of Deloitte 5th annual global human capital trends 53% of companies are ready to deploy digital tools while 22% have already deployed there tools. AI and machine learning are the current buzzwords in present days scenario and HR chatbotscan be used to work efficiently. Actually HR managers will have many tasks that they can do with the help of using chatbot to get quick solutions.

Out of all the technological advantages, we can say AI is the most groundbreaking one. Looking into the application of AI in almost every sector the results are remarkable. Almost all the companies across the globe are adopting the concept of AI and India is no longer an exception. The new firms especially (start-up's) are now integrating their business with AI to stay more visible and to be competitive. Talent acquisition is main important activity. We can remove plenty of stressful and monotonous work. Talent acquisition software are able to scan, read and evaluate applicants and quickly eliminates 75% of them from the recruiting process and somewhere this minimizes the workload of an HR to a greater extent. AI can also predicts the requirements of employees, can help in minimizing the retention of the employees in the organization. Thus it plays a very important role in the organization.

In the word of Lorenzo milani et al (2017) the paper title exploring the impact of AI on HRM: From 2012, new wave of AI can be seen. AI is a combination of psychology, mathematics, philosophy and it delivers better services to the customer and not having excessive costs also. At present many companies are using AI and getting several benefits. Companies such as Google, IBM are using this technology and through this AI customers have easy access of information. AI is going to reduce the work load for HR managers. Also it saves time because it helps in recruitment and selection as well as granting leaves to employees in the organization. If

it is done manually, the person has to check all the records to get detailed information of employees leave but once the AI is introduced, it gives clear cut information and updating all the information regarding to employees everytime.

In the article:**how AI is reinventing HR**, was clearly stated that all the organizations mostly looking for AI solutions for their business. As interpreted above, by using AI in organization it can reduce the time consumed for filling and hiring the candidates who applied for the job, through screening multiple candidates, collects data and they rank the candidates by considering other information like experience ,skill set etc., to find right person. After finding the perfect fit for the role next main part is interviewing, now a days.

Faiyaz in year 2018 stated that there is a necessity of this technology in each and every organization as it makes the work of HR manager or superiors easy. Managers in the organization can conduct the interviews with the help of some prerecorded questions so that candidates may attend interviews and there will be algorithms which are already coded to the system suit to see how to select the candidates, on what bases they have to select according to the requirements of an organization. This AI technology may reduce employees' turnover in the companies and definitely it will be the key era for managers.

In the paper titled AI in HR a real killer app clearly shows that AI is often used in most of the areas of management and also it talks about the risks that will occur when it is not used properly. AI are made and controlled by humans and they work based on the instructions given by humans. The systems with algorithms and some learning tools are used in AI because they have the capacity to analyze millions of information and they act very quickly unlike human beings. These all papers help us to see all the possible outcomes for any problem.

AI plays a major role in organizations relating to operations, data generalization that means developing algorithms based on some criteria. It assists the HR professionals to do their work in more ease way. Undoubtfully, AI has positive impact on many aspects related to HR functioning. Talent sourcing is one of the important function of AI in HR. HR teams get strengthen by using AI technology, as they can check the process of more number of resumes and can identify the best among them. Using AI, the managers can save time as well as it is able to select the best suitable candidate for the job by assessing the elements like values, skills, experience etc. The all new joining employee has different learning preferences so by analyzing the employee behavior personalization or customization situation can be easily handled. Retention of talent and employee satisfaction is most important and is also most difficult one to handle. Thus AI helps HR professionals to focus on employees performance, work life balance and trying to create belongingness in the organization irrespective of the benefits provided by the organization. Predicting the best and the fit hire for future is most important in every organization and the use of AI integrated systems helps the recruitment team to analyze the received resumes and then compares them with already existing employee of same job role and

then based on the result it will select the best candidate. In case of AI, as there is zero human intervention chances of human biasness will also be zero. The use of AI integrated systems will help to speed up the recruitment process. The hiring managers may be wrong while selecting the right person for the right job whereas systems with algorithms checks out profile of candidates and choose the best suitable person but most of the organizations are still lagging in integrating AI into its HR-Practices because of its cost associated in integration.

Research Gap:

The relationship between the use of technology and HR functioning has clarified by many researchers but the specific impact on talent acquisition is to be establish.

Research Objectives:

- To identify the effective use of technology for HR functioning.
- To identify and analyze the role of AI in Talent Acquisition, one of the major functions of HRM.
- To identify the impact of AI on employers and the employees involved in the TA process.

Research Methodology:

In our research work we have gathered data from primary source of data and analyzed the following important aspects on the basis of the feedback collected from the HR professionals. The questionnaire was in both open ended and close ended form. The questionnaire was divided into two sections: **1. Personal information and 2. Areas of Talent Acquisition**

- Awareness about the concept of AI.
- Status of Talent Acquisition in the organization.
- Understanding level of AI among employees in Talent acquisition process.
- How AI will be benefitting the major areas of Talent acquisition?
- What would be possible challenges that can be faced by adopting the AI process?
- Budget as a kind of constraint in AI process.
- Management initiative towards improving the AI technology literacy of HR team.

An online survey was conducted through Google form to cover the diverse area. Responses of 30 professionals were collected in which 2 were incomplete. Therefore we have taken a sample size of 28 professionals including some HR professionals. 70% of the respondents were 31 to 40 years old which means that there is not an even distribution of respondents.

Analysis and Interpretation:

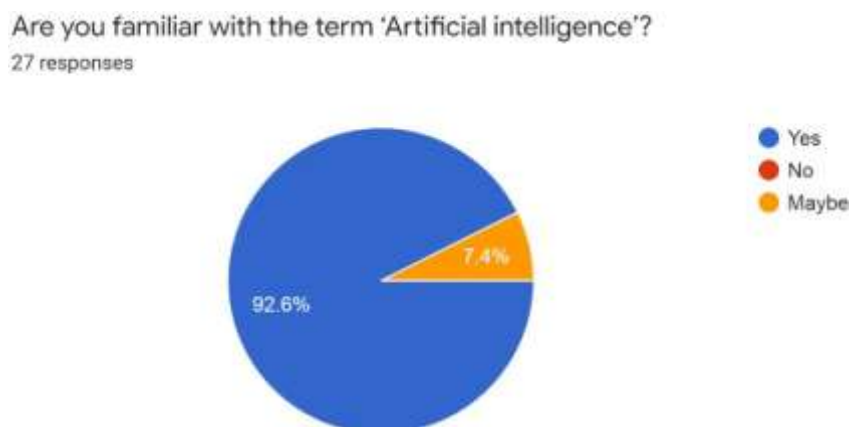


Figure 1: 92% respondents were familiar with the term AI while some are not pretty confident about the same.

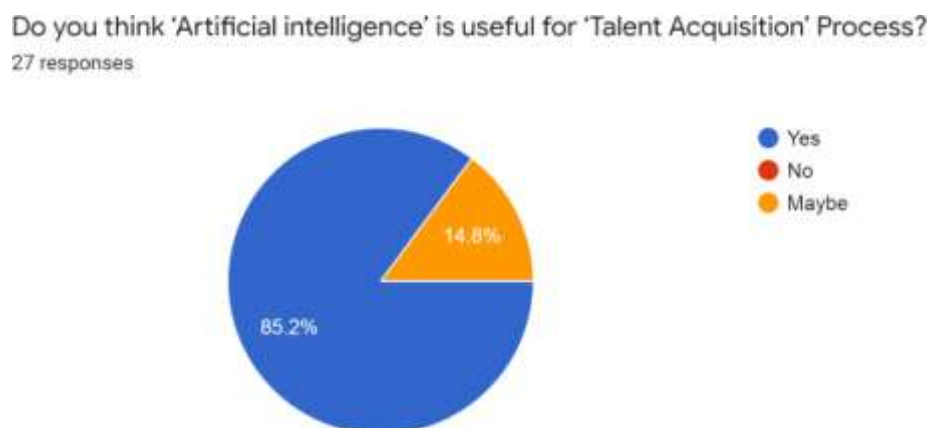


Figure 2: 85% respondents find AI as a useful tool for TA process whereas 14% of respondents are not in the position to answer.

AI is expected to increase the accuracy of recruitment function?

28 responses

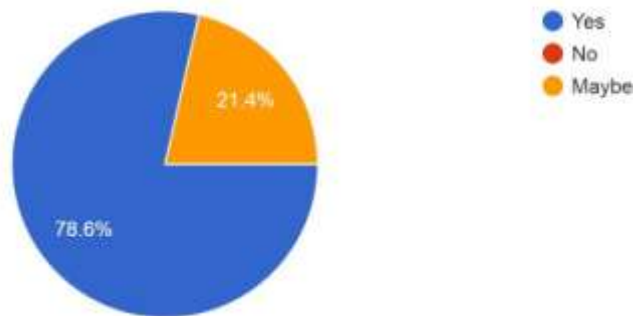


Figure 3: 78% respondents agreed that through AI, the accuracy of recruitment process will be increase, whereas 21% were not confident.

Do you believe the process of AI can be used in Talent acquisition for achieving higher quality and productivity?

28 responses

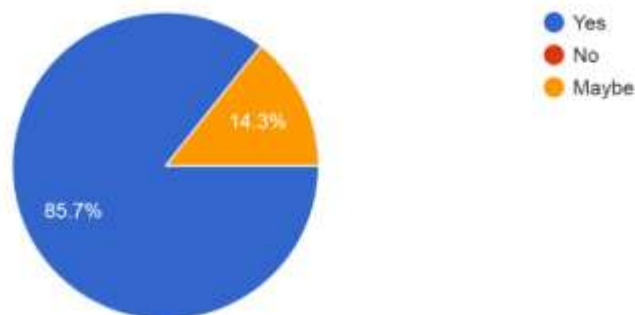


Figure 4: 85% respondents were of the view that that AI can be used to achieve higher quality and productivity.

Dehumanizing the recruitment process is one of the negative impacts of AI.

26 responses

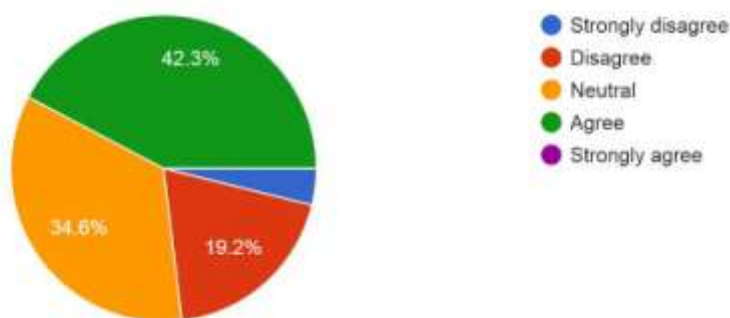


Figure 5: 42% respondents accepted 'dehumanizing' as one of the negative impacts of AI while 34% were neutral on this aspect.

Is budget a kind of constraint in adopting AI tools in the area of TA in organisations?

28 responses

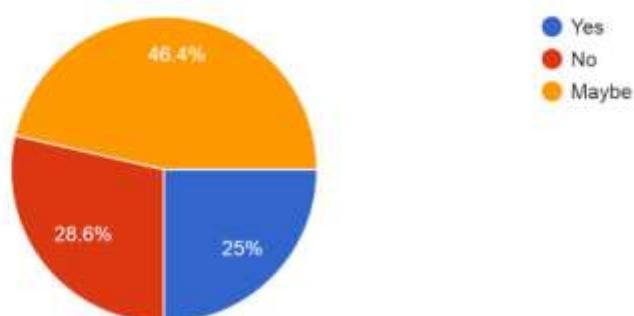


Figure 6: 25% respondents accepted budget as a constraint whereas 46% respondents were not clear.

Findings of the survey:

After the interpretation of the survey, findings were not very encouraging but satisfactory. Some of the key findings of the research are discussed below:

- Almost all the employees are familiar with term AI, still the professionals including the HRs need to learn more about how AI which can be used for the purpose of improving recruitment.
- Some of the benefits of implementing AI in TA according to the surveyare:
 - Time saving and cost effective
 - Less humanintervention
 - Transparency
 - Better conversion & retention ratio
 - Minimizingcomplexity
- Some of the challenges while adopting AIare:
 - Imparting knowledge toemployees
 - Fear of job losses/Dehumanization
 - Maximum technologydependents.
 - Scarcity of HR professionals skilled in this area.
- 55% of respondents said that ‘predictive analytics ‘may be one of the tools for greater utility in TAprocess.
- When asked about the greatest source for sourcing of candidates, 57% respondents opted for ‘SocialMedia’.
- The most important finding of the survey was that, Management is putting its great effort in initiating to improve the AI technology literacy of HR team. 78% respondents were in the favor of thestatement.

Conclusions:

Integration of HR practices with AI based applicants definitely has a stronger impact in enhancing the organizational performance and growth. Even though AI applications may not possess the human abilities like the emotional and cognitive abilities, but these powerful AI based HR applications can able to analyze, predict, diagnose, and also it is powerful resource for any kind of organization.

But, the real fear that is daunting the Global workforce is how AI is showing its impact in job cutting in various sectors throughout the globe. But, the reality is that, it is not the kind of technology that are replacing people, but it is all about how the people should change and can use these technologies in creating wealth and prosperity. In reality, there may be some percentage of employees that are affected by the AI based functions, therefore it becomes one of the major concerns of the HR Professionals and organizations to focus on its employee needs, satisfaction and possible outcomes. And, finally based on our study most of the organizations are successfully integrating AI based tools in recruitment but in near future AI will be involved everywhere in HR. Not only in recruitment but all other functions such as: training, on boarding, performance analysis, retention etc. are also going to be affected. As per our research work, most of the organizations are still lagging in integrating AI to its HR-Practices because of its cost associated in integration. It is concluded that the AI implementation should be viewed as an optimistic opportunity, because AI enhances the lives. It can provide better future if it is clearly understood and utilized in a proper way.

The job of a recruiter is time taking and complex and very often has to fill many roles at once. Recruiters should prioritize all of the roles they are responsible for, and at the same time, they need to develop a way that can differentiate the candidates competing for the same role. If these challenges are not met, chances are there that wrong roles get prioritized, and even where the right roles are prioritized, possibility of selecting a wrong candidate might happen. AI can also be used in a scenario and can predict how much time a job requisition will take to fill based on historical data, allowing recruiters to reprioritize if required. AI can also be used to determine a kind of skill match between a candidate's resume and the job requisition. Furthermore, it can help recruiters write more effective job descriptions and filter candidates according to the requirement within a stipulated time frame. Along with this, it also minimizes the impact of unconscious biasness in all the process and stages.

Despite having requisite information and knowledge about the term, organizations are not frequently using the concept. AI's usage is expected to grow in next 2-3 years. AI as a disruptor is going to transform all the HR functions and TA be the first aspect set to see the change. As a result in next 5 years there will be significant changes in the organizational functioning and to be a leader in the market, industries need to improve their hiring, lower day to day cost and competitive edge over other talent teams.

Suggestions:

- Apart from AI, one aspect that HR managers are focusing on, is the concept of 'emotional intelligence'. After all the whole process is about attracting great talent because we want, need and like them. AI always sees data whereas human sees emotion. So if we are adopting AI for our organization somewhere we are neglecting the emotions of the candidates. Therefore it's the responsibility of the HR professionals to balance both the situation.
- Introducing AI may vary from organization to organization. It's upon you that you want to incorporate AI in your organization or not. Every organization has different goals, budget and workforce, but AI is the solution for every problem and every situation, just need to maintain balance.
- HR professionals need to be skilled up to use this technology from different sources such as; HR technology conferences, HR periodicals, online forum discussions etc.
- AI is not yet highly used in the process of TA but based on the findings it is expected to grow. Therefore need to gear up our employees through training and by educating them for better future.

Scope for further research:

The findings of the study pave the way for several other options of future research. As in our study we have mentioned that other than AI, 'Emotional intelligence' is one of major aspect on which employer should focus on. We have not focused much on this concept, although it can play a major role in motivating the workforce. We have also mentioned in our study that introducing AI in HR-Practices will empower the employees as well as the working culture. But ways to empower employees should be developed that is easily adoptable by the workforce.

Limitations of the study:

This study is limited to only one HR function i.e. Talent Acquisition. Further research work can be done on usage of AI in several other functions such as Training & Development, Performance Appraisal, Compensation etc.

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