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सपादक

डॉ. बी.एल. भादानी

पूर्व विभागाध्यक्ष

इतिहास विभाग,

अलिगढ़ मुस्लिम विश्वविद्यालय, अलीगढ़

प्रबन्धक सपादक

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## INDEX

S.NO.	TITLE	PAGE NO.
1	A STUDY AND REVIEW OF ASSET QUALITY OF PUBLIC SECTOR BANKS IN INDIA	1
2	JOB LOSSES DUE TO COVID-19 AND ITS' IMPACT ON HUMAN RESOURCE DEVELOPMENT & BUSINESS SUSTAINABILITY	12
3	A STUDY ON IMPACT OF COVID-19 ON CONSUMER TOWARDS ONLINE STREAMING SERVICES MARKET	28
4	A STUDY ON IMPACT OF SOCIAL MEDIA MARKETING ON CONSUMER BUYING DECISION OF HYGINE DISINFECTANT PRODUCTS (HAND SANITIZER/HAND WASH/MASK/VEGETABLE CLEANER) DURING COVID-19 IN PUNE	34
5	DISCOUNTED CASH FLOW VALUATION USING THREE STATEMENT MODEL FOR TATA CONSULTANCY SERVICES: AN EMPIRICAL ANALYSIS	42
6	A STUDY ON THE IMPACT OF CURRENT SCENARIO ON HIGHER EDUCATION	46
7	SIGNIFICANCE OF INNOVATIVE TEACHING TECHNIQUE - A SURVEY	49
8	ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT: A GLOBAL COMPETENCY PERSPECTIVE	54
9	ENABLERS FOR ORGANIZATIONAL CREATIVITY LEADING TO SUSTAINABLE INNOVATION PRACTICES	62
10	A CASE STUDY ON DES RANGEELA: INNOVATING THE HANDICRAFTS AND ARTISANS OF RURAL INDIA TO URBAN MARKETS	77
11	SPORTS TOURISM: A NICHE AND UNTAPPED MARKET	92
12	A STUDY ON NEW NORMAL CHALLENGES AND OPPORTUNITIES FOR MSMES WITH REFERENCE TO ATMA NIRBHAR BHARAT PACKAGE	98
13	ICT BASED PEDAGOGY CHALLENGES & OPPORTUNITIES POST COVID-19: A STUDY IN INDIAN MANAGEMENT EDUCATIONAL INSTITUTIONS	104

14	REVIEW OF MARKETING SIGNIFICANCE OF SOCIAL MEDIA PLATFORMS FOR BUSINESS ORGANISATIONS	112
15	EMPOWERING TRIBAL WOMEN THROUGH SHGS: A CASE STUDY IN THE KANDHAMAL DISTRICT OF ODISHA	117
16	A STUDY OF FINANCIAL PROBLEMS OF MICRO, SMALL AND MEDIUM SCALE TEXTILE UNITS IN SOLAPUR CITY	126
17	SUSTAINABILITY IN EDUCATION IN THE POST COVID 19 CRISIS: AN EMPIRICAL STUDY	142
18	COVID-19 PANDEMIC: THE ABYSS FOR A SHARING ECONOMY AND SHAPING THE FUTURE OF WORK	150
19	A PROBE INTO SOCIO – ECONOMIC, PSYCHOLOGICAL AND SITUATIONAL PROFILE OF THE PRODUCER OF DISTRIBUTION CHANNEL IN THE AGRICULTURAL MARKETING SYSTEM	156
20	MANAGERIAL CHALLENGES IN INTERNATIONAL BUSINESS POST COVID-19 PANDEMIC: A THEORETICAL PERSPECTIVE	160
21	CSR IN THE PANDEMIC TIMES 2020: A NOBLE GESTURE BY PREMIER ESTABLISHMENTS IN INDIA	167
22	CONSUMER BEHAVIOUR TOWARDS ORGANIC FOOD PRODUCTS: A THEORETICAL PERSPECTIVES	176
23	EFFECT OF THE USE OF TECHNOLOGY OF INFORMATION & COMMUNICATION AND SOCIAL DIGITAL MEDIA SITES ON JOB PERFORMANCE	183
24	AN ANALYSIS OF WORKING CAPITAL IN PRE AND POST AMALGAMATION PERIOD OF TEXTILE INDUSTRY	193
25	NANOTECHNOLOGY:- A NEW REGENERATION AND REPAIR TECHNIQUE IN DRUG DELIVERY	198
26	BASIC ENCOUNTER GROUPS: A REFLECTION OF EFFECT OF PERSON CENTERED BEG THERAPY IN THE CONTEXT OF ANXIETY IN THE INDIAN WORKING WOMEN	204
27	CASE STUDY – INTERNATIONAL BUSINESS	210
28	ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN COMMUNITY DEVELOPMENT	215

**ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT: A GLOBAL  
COMPETENCY PERSPECTIVE**

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**Abstract:**

Over the years, the advancement in technology has been a catalyst in revolutionising the World. Artificial Intelligence is one of innovative technology that is being used to integrate and mechanize Human Resource Management Functions. This paper elucidates how the Artificial Intelligence Technology is being implemented by various Indian and Global companies for Human Resource Management. The conclusion of analysis is that, the role of AI is new yet substantially significant in numerous functions carried out by the human resource department. Companies are making use of Artificial Intelligence predominantly in Talent Acquisition, Training & Development, Compensation & Benefits, Performance Management and Employee Engagement. Artificial Intelligence powered systems are transforming the way Human Resource Management Functions and will keep enhancing and complementing the Humans in various Areas.

**Keywords:** Artificial Intelligence, Machine Learning, Human Resource, Recruitment, Training, Performance Management

**Introduction:**

Technological development has directed organizations towards growth and expansion. This initiates the opportunities to update and adopt innovative business processes. Artificial Intelligence (AI) is one of the new technologies that is being used in recent times. It is entirely altering the Human Resources Management (HRM) and its function from time to time. HRM has been turning away from its basic administrative roles such as recruitment, selection, appraising towards using innovative technologies like Automation, Artificial Intelligence and Robotics. Although, HR has not conventionally been associated with the emergent technologies, so incapability to incorporate AI with HR practices could prove to be a trouble situation making the organizations tough to flourish and last in this world driven by various progressive technologies and machineries. AI has modified numerous HR functions by automating communication, eradicating human bias, increasing effectiveness and providing additional insights from multiple data sets.

Workforce from various regions of the world is threatened by AI as they are reducing the participation of humans in almost every HR Function. The actual task today is within the HR departments that how they prepare and re-transform employees in learning, teaming up and working with AI & Robots. Artificial Intelligence is already transforming numerous industries. Recently an advanced AI robot, Sophia, joined the panel at United Nations Convention on Sustainable Development and it was pitched questions at the event. Artificial Intelligence is creating several solutions for hiring-managers with simple recruiting tools, applications and innovative AI solutions.

**Machine learning and HR**

Machine learning has tapped Human Resource Management at a very slower and lagged pace as compared with other fields—marketing, communications, even health care. But the worth of machine learning in human resources can now be tapped, because of the algorithms that can predict employee attrition, for example, or deep learning neural networks emphasises on more transparent reasoning in showing why a particular result or conclusion was made. Machine learning is ability to learn patterns directly from data without being explicitly programmed. It significantly contributes to the HR function as many traditional processes like Procurement and Employee Engagement is enhanced.

### Artificial intelligence (AI), Automation & Human Intellect

Artificial intelligence (AI) is wide-ranging branch of computer science concerned with building smart machines capable of performing tasks that typically require human intelligence. It is the capability of a machine to interpret and learn from the given data without being programmed with instructions. Healthcare, Manufacturing, Retail, Sports, Accounting and Finance are many of the business fields where it is widely use but advancements in machine learning and deep learning are creating a paradigm shift in virtually every sector of the tech industry.

Many times, automation and artificial intelligence are used alternatively, but they are not the same. AI learns with each task and the computer can think for itself. Automation systems are provided with instructions but won't learn from the task. The key difference is that AI mimics human intelligence decisions and actions, while automation focuses on streamlining repetitive, instructive tasks. Artificial intelligence deals with technologies, systems or even processes that competently mimic how human beings make decisions, react to new information, speak, hear, as well as understand language. Human Intelligence relates to adaptive learning and experience. It does not always depend on pre-fed data like the ones required for AI. Human intelligence adapts to the environment using a mix of several cognitive activities. On the other hand, Artificial intelligence focuses on designing machines that can just mimic human behaviour and cognition.

### Businesses implementing AI in HR functions

AI technologies offer significant opportunities to improve HR functions, such as self-service transactions, recruiting and talent acquisition, payroll, reporting, access policies and procedures. We are living in an era in which AI capabilities are reaching new heights and have a major impact on how we operate our business. Human resources executives have faith that merging AI into HR administration functions will benefit and improve the overall employee experience. This will provide more capacity, more time and budget, and more accurate information for decisive people management



Figure1. Artificial Intelligence in HRM

### Review of literature:

The role of AI in business is evident; there are various areas in which AI and robotics have taken over. There are many studies trying to find the impact of Artificial Intelligence on Business and Economics. There is further research of Artificial Intelligence impacting negatively on functions such as production, performance management, sale, forecasting, customer relationship management, banking system, and training. (Dirican.C, 2015) The researcher raised a very interesting question that should we continue to make provisions for severance pay of the company's staff or should we

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calculate reserve for depreciation / amortization of robots in the company, which side of the balance sheet will be managed by human resources managers or shall we still name human resources?

Artificial Intelligence has been playing a very important role in Human Resource management. AI has helped in taking decisions and dealing with ambiguity. (Jarrahi.H, 2018) Although, the role of humans is vital for technologies are reliant on humans when subconscious decisions are to be taken. And the researcher has tried to suggest that AI systems should be designed with the intention of augmenting, not replacing, human contributions. The researcher concludes that Humans and AI technologies can collaborate to deal with different aspects of decision-making. AI is likely to be well positioned to tackle complexity issues (using analytical approaches) allowing humans to focus more on uncertainty and equivocality, using more creative and intuitive approaches.

Many companies have been implementing modern technologies in numerous HR activities such as recruitment and performance appraisal (Jain, 2018). The researcher has quoted that most of the companies has been adopting modern technology in various HR process like recruitment process, performance appraisal process, cloud-based HR systems.

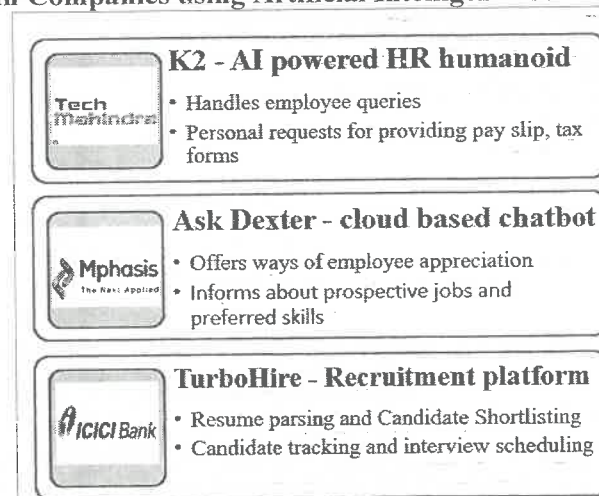
(Buzko, 2016) Research Paper titled as Artificial Intelligence technologies in human resource development. The researchers examined the hurdles of AI technologies in HR area. It is noted that AI unable to recognize the effectiveness of training expenses but it simplifies the rapid analysis of data. The main factor amount of training in the company is the net income of the company for the previous year and the transition from discrete paradigm of information processing to continuous paradigm allow faster and more accurate adapting to environment requirements. The authors have concluded that in contemporary corporate situations, it becomes more important to use artificial intelligence technologies for decision making. AI will reduce the managers mundane work time by performing administrative tasks that eats up most of the effective time of the managers, in less time and cost Kolbjornsrud et al. (2016)

AI technology also has tremendous impact on recruitment activity as it enables the recruiter to align all unstructured candidate bio-data, construct profile into uniformity, identify and match skill sets required for the industry. (Geetha & D. Reddy, 2018).AI facilitates in candidates screening, follow-up communications to candidates and employee relations.

#### **Implementation of Artificial Intelligence by various organisations:**

Companies in India as well as abroad are making use of AI for various human resource management functions such as Recruitment, Selection, Employee Engagement, Compensation and Benefits, Performance Management, Retention, Employee Relations.

- **Some Indian Companies using Artificial Intelligence software listed below:**



**Figure 2. Some Indian Companies using Artificial Intelligence Software**

**Artificial Intelligence Tools used in various HR functions:**

**Compensation and Benefits:**

1. *Darwinbox*, used by Swiggy, is making the recruitment process automated also used in compensation and benefits for handling payroll activities and employee retention by predicting attrition.
2. *K2, an AI powered humanoid*, used by Tech Mahindra, handles routine HR transactions such as handling payslips / Tax Forms requests thus automating work of Compensation and Benefits.

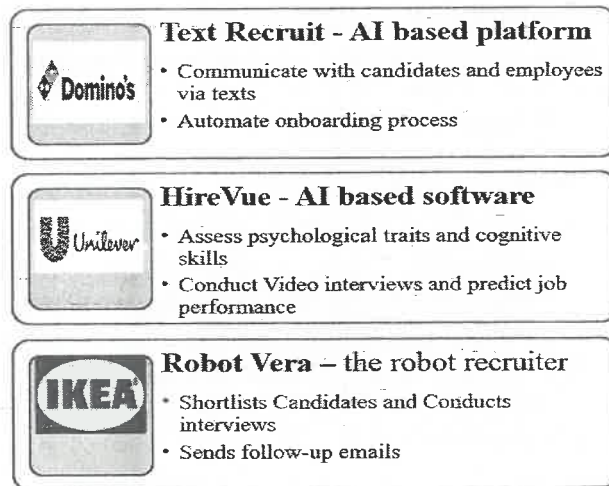
**Talent Acquisition:**

1. *Belong*, used by Myntra, makes the recruitment process automated by discovering and engaging new talent, through predictive analysis and data science.
2. *TurboHire*, used by ICICI Bank, is being used in every step of recruitment from screening to onboarding.
3. *Tookitaki*, used by Mindtree, is AI powered Decision Support System for screening resumes, eliminating bias, but also discovering fraudulent resumes.
4. *Param.ai*, an AI software, is used by Indigo Airlines to eliminate repetitive manual tasks such as resume screening.
5. *Talview*, used by Bajaj Allianz for automated video interviews and analysis of behavioural profile of the candidates.

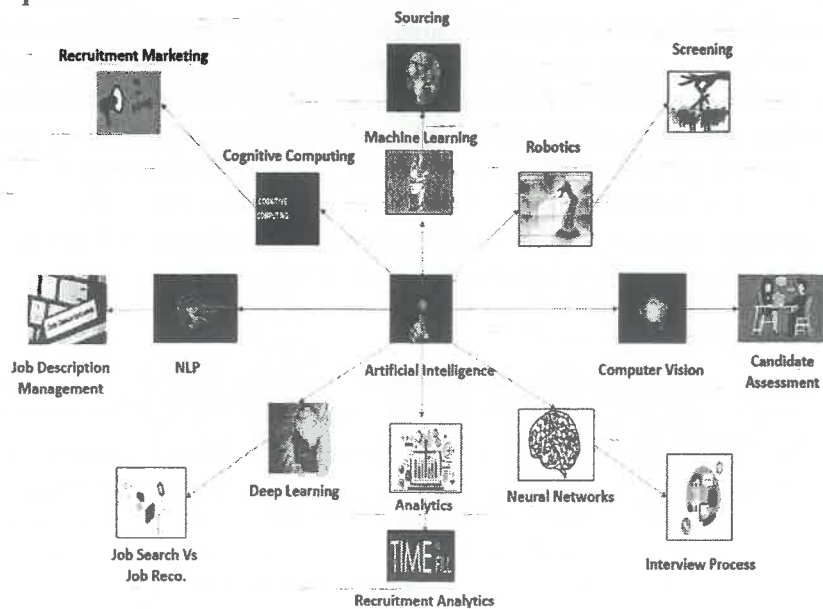
**Employee Relations:**

*Ask Dexter*, a cloud based Chabot, is being used by Mphasis. It resolves queries related to leave and company policies. It also provides simple ways of employee appreciation across all the levels of corporate hierarchy.

- **Global Companies using Artificial Intelligence Software's listed below:**



*Figure 3. Some Global Companies using Artificial Intelligence Software*



Source: <https://www.digitalhrtech.com/>

Applications of AI can be found in every stage of the recruiting life cycle

### Job Ad Postings

AI can help to reduce biased input/language while framing job descriptions. During the framing process of Job Description sometimes the use of verbatim used tend to be biased towards a specific gender. Example “We are looking to hire Design Super Heroes”, this will not be favorable to the female candidates looking for jobs.

### Candidate Sourcing

It is utmost important to source the right candidate at the right time, and the numerous sourcing channels available now a days creates more necessity for precision. There are many integrated web search methodologies that can help to enhance the precision of sourcing. AI can also identify passive candidates and can keep engaging them by using predictive analytics and NLP. It can also include job posting options like permitting candidates to apply within the software, or on the company’s website. Candidate relationship management system uses machine learning to enable proactive recruitment and build a potential talent pool by analysing interactions between recruiter and potential candidate, which ultimately help in building relationship between them.

### Candidate Screening

Candidate screening becomes ultimately important once a substantial good set of resumes are sourced. This is done by resume parsing tools, using Natural Language Processing, deep learning and machine learning to prioritize the resumes. Tools helps in matching described skills and shortlisting resumes by using machine learning and pattern recognition techniques. Their matching engine uses contextual analysis and matches candidate profiles based on the required skills, roles, expertise level, and then candidates are ranked according to their scores for the particular job.

### Candidate Assessment

Pre-employment assessment tools are used to compare the critical competencies required to that of the skills possessed by the candidates making easy to find the best person-job and person-organization fit. These tools come in many different shapes and sizes, ranging from chatbots, personality and skill assessments to culture fit, social skills, and beyond. Chatbots use NLP and Machine learning to strike conversation with candidates and perform candidate screening. Also if there is pre-existing candidate database chatbots can initiate a message trial with passive candidates to understand their status and interest in job openings and the interest candidates can be pre-screened using advanced screening questions.

**Interview process:**

This is the most important process of talent acquisition as it provides a great experience to the candidates even if they do not clear the interview. This is essential as the candidates could be the future stakeholders, future customers or future employees. Various tools for pre-employment testing and video interviewing platforms are used. As AI-powered solution is used to identify suitable interview slots and specializes in productivity, scheduling, efficiency and lead conversion through the use of real-time emotional analytics. AI is mostly used to reduce the administrative hassle of interview scheduling, where the tool connects all the calendars and suggest the best time to interview candidates. There are also mechanisms where tools send an SMS, email and IVR (interactive voice response) to the candidate with a video interview.

**Onboarding:**

This is the most important aspect as the first impression to be made about the organization. The main objective should be to keep the process as smooth as possible and to provide the new joiner a great experience as possible. AI uses machine learning to provide all the tools necessary for organizations to maximize employee engagement. It provides the essence of the organization straight into the heart of the new employee, as the culture could be reflected through this entire process. It gives them a 360-degree view of the organization and the chance to introduce themselves through the use of chatbots. It helps organizations in building a great pre-boarding & onboarding experience for employees.

**Companies using AI in Talent Acquisition**

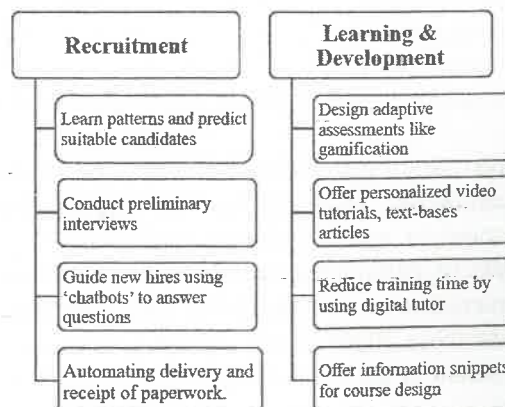
1. Ikea uses 'Robot Vera' which conducts interviews and sends out follow up emails. Using AI simplifies initial selection, enhancing Ikea's candidate sourcing strategies.
2. Skoda Auto uses cloud-based 'IBM Watson' Assistant to help the hiring process of new employees more efficient and less time-consuming. Applicants interact with the virtual assistant by making inquiries related to the job like daily work hours, shift timings and other job-related questions.
3. L'Oréal has adopted an AI powered chatbot called 'Mya' which is utilized screens potential candidates, schedule interviews and help automate post apply candidate engagement.

**Companies using AI in Training and Development:**

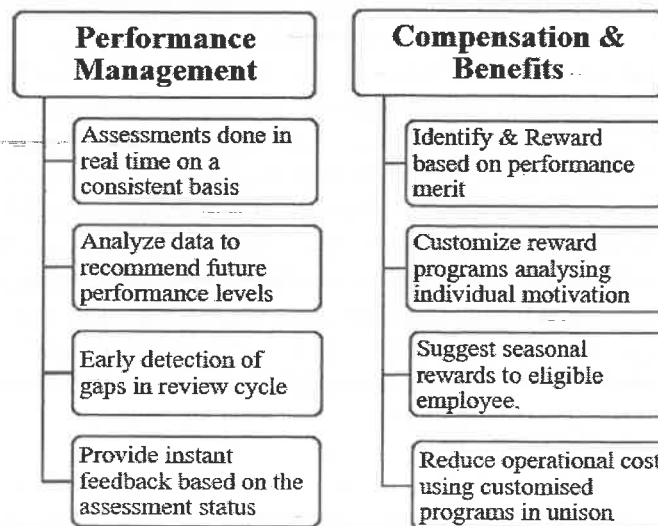
1. Unilever uses 'InnerMobility by Gloat' to enable their employees to find areas where they can learn and upskill in a universal learning environment. It provides the insight to understand the interest of the people in which type of project people are more interested in and which type of skills we lack in it.
2. IBM introduced 'Your Learning' - a tool powered by IBM Watson that offers access to tailored talent development strategies for all employees working in their organization.

**Processes in which Artificial Intelligence can be applied in HRM Functions:**

- Listed below are various methods that illustrate how AI Systems are being implemented by organisations.



AI powered systems do the repetitive work making AI more of a support function letting HR professionals focus at the strategic level decisions. These systems are capable of having personalized communication, provide the management with predictions by data analysis to address business matters.



#### Implication of the study:

Several nascent computer technologies, growing volumes of data along with immense theoretical understanding signifies that Artificial Intelligence is being integrated into the HRM Functions making them efficient and systematic. The findings of this study proclaim how Artificial Intelligence amalgamation with HRM Functions is proving to be valuable for the industry professionals, HRs and organisations.

It is observed that various organisations are at either an early stage of implementing AI or considering implementation. This study describes the Global and Indian companies making use of AI and the benefits, also the implications on organizational effectiveness. Hence this study would be useful for companies that are interested in using AI in their recruitment and other HRM functions. This research lists numerous ways in which AI is getting more value to organisations reducing costs and increasing profits as a result of improved productivity.

Researchers and Executives would be benefited by understanding the implications of AI not just considering the bright side but they also know challenges like Biases that may come in the way of application of AI in business operations.

It would be helpful to discover how AI will impact businesses by learning from the ones already using the technology. Also, it may provide assistance in finding solutions to issues that impact the way that HR professionals work.

#### Conclusion:

The HR industry experienced a drastic change because of the alignment of the workforce in recent years. It has changed the way the HR industry used to deal with the teams both in terms of hiring the candidates and engaging them. HR industry has huge inclination towards Artificial intelligence and Machine Learning technologies. This has made way for many multinational companies to adopt technologically innovative processes in the organization. 'Artificially Intelligent Human Resource Systems' are helping in thinking, behaving and predicting the same way as human brain works. The predictive analytics were giving powerful insights around performance, hiring trends, attrition, etc. Powerful AI based HR applications used for HRM Functions are being used to analyse, predict, diagnose, and it is powerful resource for the organizations.

Dread amongst the global workforce is about AI implementation resulting in decline of jobs across various sectors of the world. Without a doubt, AI is taking over many HR functions, but it does not

mean that AI is taking over the HR jobs and replacing HR. There is a lot of administration related work for HRs which is significant and repetitive such as job posting, sourcing, screening, scheduling meetings, preparing timesheets, recording and verifying accounts. AI will hugely benefit the HRs by relieving them from routine tasks also ensuring they dedicate more time in strategic thinking, creativity, relationship building, emotional intelligence and better problem handling. Certainly, it is not that the advanced technologies are substituting people, but it is more about how the people should transform and interpret these technologies in creating capital and prosperity. —

AI being simply is a tool that provides HR team members additional time to get to know employees, build company culture and resolve issues that crop up. However, monitoring and controlling of Artificially Intelligent Human systems is very essential. To conclude the AI implementation should be viewed as an optimistic opportunity, because AI enhances the lives, AI creates better future if it is clearly understood and utilised in a proper way. This is making the overall processes of Human Resource Management more efficient, less time consuming and more accurate result oriented. But the “human” aspect of human resources can't be neglected. Decisions like the final hiring or discovering artistic ways to keep employees engaged, HR leaders know their employees in a better way than any AI software does. Creativity and empathy are certain qualities that only humans can bring to the organization.

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