

## Changing hr roles with artificial intelligence

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### **Abstract**

The human resource roles have evolved with the changing business environment. The digital revolution has made eminent changes in human resource functions like introduction of human resource management portals. With the introduction of artificial intelligence, the business is expecting new set of changes in human resource roles. Based on the set of human resource roles proposed by (thite et al., 2014), the authors have proposed few themes which can be investigated in the industry. These themes are backed by the literature and can lead the practitioners to an easy implementation of artificial intelligence in human resource management.

**Keywords:** Human resource management, artificial intelligence, human resource functions, human resource roles, ai.

### **Introduction to topic:**

Business environment is dynamic and developments such as globalization, technological and intellectual changes is demanding human resource management to take up more strategic role to sustain competitive advantage (thite et al. 2014). Ulrich (1993) has mentioned critical capabilities which a firm should acquire to maintain competitive advantage. The role of hr manager is to play a positive catalyst in achieving sustainable competitive advantage.

### **Literature review:**

Ulrich et al. (2008) defined hr roles and responsibilities dedicated to hr, shared services and corporate functional hr to suit the business structure of a holding company, allied/ diversified organization, and single/ functional business respectively. As we see from previous research that due to changes in micro and macro environments of business, hr roles keep on changing. A recent development is artificial intelligence. This study focuses on changing hr roles due to implementation of artificial intelligence in business. To study this subject, i have considered thithe et al. (2014) research, where they have drawn global hr roles themes with special reference to emerging indian it services multinationals. Global hr roles focus on the factors such as strategic business partner, guardian of culture, builder of global workforce and capabilities, champion of processes and facilitator of employee empowerment via learning and development.

### **Artificial intelligence:**

Artificial intelligence generally refers to a broad class of technologies that enable a computer to perform tasks that require human cognition, including adaptive decision making, therefore it is said that the implementation of artificial intelligence in business has exposed human resource management to new challenges (cappelli et al., 2019). Thus, human resource management need to develop innovative

employee roles, institute newfangled kinds of working relationships between persons and machines, alter established notions of management, and modernize the idea of work (bolton et al., 2018).

### **Hr roles:**

Thithe et al. (2014) divided the hr roles into two categories:

**1. Generic hr roles-** it comprises of advisor, handmaiden, regulator, change- maker, strategic business partner, administrative expert, employee champion, change agent, dedicated hr, shared services, corporate functional hr.

**2. Global hr roles-** it comprises of champion of processes, guardian of culture, knowledge management champion, effective political influencer, network leadership and intelligence, managers of internal receptivity, building hrm (builder), realigning hrm (change partner), steering via hrm (navigator).

Ai has contributed to shift of decision making from experience- based leader driven decision making to data driven decision making (fountaine et al., 2019). Thus it will also affect the employees and hr manager of the organization.

I have elaborated themes in context of artificial intelligence from thithe et al. (2014) framework which are as follows:

**Strategic business partner:** The implementation stage of a hr strategy is dynamic in nature which needs to be facilitated by the adaptive decision making. The implementation is highly influenced by the organization culture, the hr department, the organizational policies and procedures related to hr participation.

With the implementation of ai, hr role will become more strategic and less transactional. Thus, hrm will emerge as significant strategic business partner in implementing ai. After the implementation of ai, hr will emerge as the key player in managing the people and ai simultaneously.

**Champion of processes:** According to thithe et al. (2014), hr managers have to inculcate different hr competencies to deal with the challenges faced in the organization. Thus, role of hr is critical to ensure sustainability of core business processes.

In the implementation of ai in organization the hr managers should emerge as the champion of management by ensuring that the core business processes remains the same. Thus, hr will have to act as the change agent for the implementation of ai.

**Facilitator of employee development via learning:** Hr department facilitates effective implementation of existing and new practices by providing training for the same. Thus, thithe et al. (2014) came up with two aspects of employee development: (1) autonomy and employee empowerment and (2) continuous training opportunity for development and career development of internal employees by preferring them for promotions. While looking at this role from the context of implementation of artificial intelligence, training will play very significant role.

**Learning agility:** Learning agility can be defined as “willingness and ability to learn new competencies in order to perform under first-time, tough, or different conditions” (lombardo and

eichinger, 2000). Learning agility is enhanced by situational factors such as access to role models, exposure to novel experiences that involve change and complexity, and opportunities for reflection.

### **Counsellor to workforce:**

McLeod (2010) defined counselling as an intervention which is voluntarily chosen by the client, is responsive to the individual needs of the client and is intended to bring about change in an area of psychological/behavioral functioning. Thus, workplace counselling may help to retain the critical talent in the organization which supports effective implementation of ai at workplace.

### **Research objective:**

This study aims to understand the changing role of hr manager with the implementation of artificial intelligence in service industry. I intend to develop a model to help hr managers to act as facilitator for implementing artificial intelligence especially for developing economies like india.

### **Research questions:**

Rq 1: How hr manager will act as strategic business partner in implementation of ai?

Rq 2: How hr manager will act as champion of process in the implementation of ai without adversely affecting its workforce?

Rq 3: Will training play a significant role in the implementation of ai? What all training should be imparted?

Rq 4: Will employees' learning agility impact implementation of ai?

Rq 5: Will workplace counselling help in smooth implementation of artificial intelligence?

### **Significance and impact of the proposed work:**

In this competitive era every organization is implementing tools and technologies which can provide edge over its competitors and can enhance their efficiency. My research will help such organizations to effectively deal with the personnel problems in implementing ai. The main challenge with the implementation of ai is that it will create suspicion of losing jobs among the employees which needs to be handled and at the same time the employees need to be trained in new skill set to effectively consume them within the organization as bulk firing will adversely affect the employer branding.

### **Conclusion:**

In context of my topic people are talking about the financial and technological aspect of implementing ai but the major challenge will arise in personnel management because an organization cannot function without its insider and outsider customer i.e. People. My study will help to seek ways to implement ai by which both management and employees will be in a win- win situation.

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