Artificial intelligence in human resource management

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A detailed literature review published in the *International Journal of Business Innovation and Research* has looked at the interplay between artificial intelligence (AI) tools and human resource management (HRM). The review aims to provide clarity on the nuanced dynamics shaping the digital era.

The term artificial intelligence, AI, has been used colloquially, in fiction and in science for decades. There has never been a universally agreed definition of the term. Attempts to obtain such a definition are generally stymied by the ever-evolving nature of technology. With the current flurry of hyperbole regarding AI tools that can generate text, images, music, deep-fake videos, big-data analysis, and much more there is a pressing need to define AI its benefits and its limitations.

Mohand Tuffaha and M. Rosario Perello-Marin of the Universitat Politècnica de València in Spain, have looked at the role AI might play in human resource management (HRM). The review addresses a gap in our knowledge regarding AI in HRM and offers a precise definition of AI within the HRM context. The study examined 559 papers published between 2010 and 2020 covering "AI" topics including machine learning (ML), natural language processing (NLP), and artificial neural networks.

Based on their review, the researchers were able to offer guidelines for those needing to navigate the complexities of AI technologies within their organizations in the HRM area. They point out that despite growing interest in AI among human resource managers and academics, the issues of data security, privacy, and economics have not yet been addressed. They also point out that while recruitment is a well-explored area in this domain, there is a need for additional research into professional development and performance appraisal where AI might assist.

From a managerial perspective, the findings from the review could be used to guide management and specifically HRM practices. The insights the work offers should allow management to develop what might be referred to as a digitally aligned workplace. Moreover, as AI continues to evolve, the review underscores the need to set strategies for the adoption of AI in HRM.

More information: Mohand Tuffaha et al, Artificial intelligence definition, applications and adoption in human resource management: a systematic literature review, *International Journal of Business Innovation and Research* (2023). DOI: 10.1504/IJBIR.2023.134887