

UNDERSTANDING THE STRATEGIC IMPERATIVE ROLE OF ARTIFICIAL INTELLIGENCE IN HRM: UNLEASHING THE POWER OF DIGITAL HR AS A NEW WAVE IN INNOVATIVE HRM

Dr. Vijit Chaturvedi

Associate Professor, Amity Business School,
Amity University, Noida

Dr. Parikshat Joshi

Assistant Professor, Amity Business School,
Amity University, Noida

Abstract

The HR technology market is undergoing one of the most disruptive years. With advent of technology matched with the strategic role of HR that is proliferating day by day, it is not even possible to think of a business practice without technological support which aids in effective decision making since gut science is no longer of relevance. With growing significance of artificial intelligence and its wider applications in different perspectives it has become imperative to utilize the benefit of effectual AI in managing HR.

It is obvious to say that nothing can be effectively delivered without pre-planning, effective analysis and strategic perspective, AI matched with HR policies and perspective helps in providing an edge to effectively utilize and produce desired competitive results and also understand reasons behind organization HR centric possible failures.

The paper talks in detail about reasons behind emergence of AI and its applications with HR sub systems. The observations help in generating insights on how to utilize technology led HR emphasizing the role of AI for effectual HR to make HR sustainable.

Keywords: Artificial Intelligence, HRM, disruptive technology led HR

Introduction to Artificial Intelligence

The fact in present business environment is that big data is everywhere. For years, big data seemed to be for the data geeks but today it's used in marketing, customer service, operations and even human resources. "Big data" describes the sheer volume, variety, and velocity of data that resides in most companies. This mega information is difficult to store, search, and analyse, especially with disparate systems and tools exist. With the rising importance of human capital in our economy, HR must enter the big data game in order to make sure organizations remain competitive and that top talent is both acquired and retained.

Artificial intelligence is defined as "an ideal 'intelligent' machine is a flexible rational agent that perceives its environment and takes actions that maximize its chance of success at some goal." It's a branch of computer science that uses machine learning algorithms that mimic cognitive functions; making machines more human-like. It helps leverage intelligent machines keep

us focused on the needs of candidates and employees.

Big data analytics for HR is the process of looking at big data in search of trends, patterns, correlations and insights about human behaviour. The goal is to uncover something that the business didn't know and to be predictive when it comes to certain HR functions like hiring, training and choosing between HR initiatives. Leaders are less risk tolerant than even ten years ago due to the wide spread implications of the recession. CEOs and other leaders no longer base decisions on previous experiences and their gut; leaders now want to see the facts and data that lend support to their particular position.

And often, the data leaders need is either related to customers or employees. This emphasizes the role that AI plays in overall business perspective but the present paper attempts to understand the role that AI plays in making HR more effectual.

By analysing turnover trends, engagement patterns and performance scores, HR could

intervene and improve any problem. HR's focus must be around talent management. It's about acquiring the best, retaining the best, recognizing the best and developing all talent.

Because these processes are an expensive endeavour, HR must look at talent management in a strategic light. HR needs to understand where the company is headed and what skills and competencies will enable the company to reach its goals.

Not only is data critical on the front end with recruiting, but also during the employee lifecycle. It is so important to use multiple data sets together to determine peak performance and critical competencies.

Today's global economy requires increased attention to the issue of business competitiveness. Business information system or Artificial Intelligence and expert system raise the competitiveness of enterprises in the global market. Business intelligence as the basis for the development and application in business information is becoming an important

information technology framework that can help organization to manage, develop and communicate their intangible assets, such as information and knowledge based economy. Business applications utilize the specific technologies mentioned earlier to try and make better sense of potentially enormous variability (for example, unknown patterns/relationships in sales data, customer buying habits, and so on). However, within the corporate world, AI is widely used for complex problem-solving and decision-support techniques in real-time business applications. The business applicability of AI techniques is spread across functions ranging from finance management to forecasting and production. In the intensely competitive and dynamic market scenario, decision-making has become fairly complex and latency is inherent in many processes.

Thus, from the above it is clear that AI plays a significant role in providing an edge to effectual HRM.

Interrelationship between AI&HRM

When it comes to people operations and strategic decisions about organizational effectiveness — how we attract, retain, grow, and motivate our people — data analytics does not always come into play. However, human resources leaders are now beginning to recognize that data-driven insights can have a major impact, reducing risk and driving success in decision-making around talent management and organizational performance.

The latest findings from Bersin by Deloitte demonstrate that companies are reporting readiness in people analytics. Those harnessing the power of people-related data to solve business problems rose from 24 percent in 2015 to 32 percent in 2016.

With sophisticated data-driven technologies like artificial intelligence (AI) proliferating

rapidly across business disciplines, it's not surprising that human resources teams are now looking to AI to play an essential role in people strategy and decision-making.

Role of Predictive and prescriptive blended approach

Artificial intelligence is designed to analyse, and transform data into humanized formats that are easy to digest and act upon. With an influx of data in the HR space, AI has the capacity to provide a wealth of insights in areas including talent assessment, employee engagement, manager effectiveness, and team productivity insights that might otherwise go undiscovered. This helps HR teams better understand and predict workforce trends and problem areas.

More importantly, it can also help solve one of the most important challenges HR teams face today building and executing plans for improvement by recommending specific actions to take to solve the biggest problems.

By gathering data including employee engagement levels, performance information, feedback on culture, and insights on why people leave, AI can surface company- and team-specific predictions instantly. These predictions can include the types of employees that will be the most successful, the populations that are most at risk for turnover or performance issues, or the kinds of teams that will develop the most innovative solutions.

AI systems instantly identify patterns and make connections that would be difficult and time-consuming for individuals to uncover. This predictive intelligence allows HR teams to become more proactive and more strategic with their planning and programs.

AI-powered recommendations or prescriptive intelligence — take predictive intelligence one step further. The system uses historical and trend data, along with best practices and

internal learning and development tools, to provide suggestions for the most impactful actions to resolve identified or predicted problems. HR teams gain insight into why certain areas of opportunity are important to better achieve business goals.

Need of AI in HRM

AI eliminates much of the manual analysis and challenging planning associated with building people programs and provides recommendations based on data rather than gut feelings. As a result, AI is poised to help HR teams and managers make better, less biased decisions and help them take more impactful actions. Ultimately, the power of data for HR organizations isn't just in proving return on investment or predicting future outcomes. The real advantage comes when AI leverages people data to translate insights into action.

With the instant, deep insights AI technology provides, HR leaders and managers are better equipped to attract, retain, and inspire great people, which leads to improved business performance for the organization.

AI-powered technologies combined with human experience and insight are key to building today's effective HR organization. AI has the power to help organizations become even more people-centric — creating happier employees, reducing bias, enabling more valuable programs, and allowing more time to focus on people development.

Data-driven technologies empower HR organizations to achieve a greater impact on business performance. As HR functions become increasingly accountable for influencing business results, harnessing technology that predicts problems and prescribes solutions is the most important step that HR leaders can take to enable stronger business performance.

Research Design

Type of research is descriptive, the conceptual paper based on theoretical hypothesis aims to assess role AI plays in making HR more strategic and business result driven.

Type of data referred is secondary.

Objectives of study

Based on the above conceptual discussion and the identified problem the following objectives are framed-

1. To understand the forces/trends that result into digital HR or technology based HR.
2. To identify the benefits of AI to functional HRM sub systems
3. To conceptualise the disruptive approach of present digital HRM(Causes)

Hypotheses

Hypothesis 1 H01 -There is no significant impact of varied business forces that led to technology based HR

Hypothesis 2 H02 -There are no significant benefit to HR w.r.t to AI

Hypothesis 3 H03 -There is no disruption in digital HRM

Discussion of Study

Objective 1-The first objective of the study was to understand the forces/trends that result into digital HR or technology based HR.

HR technology is growing at a fast pace. There is a plethora of solutions being developed; some by external developers funded by companies, others built in-house, and many being built with the support of existing apps and API's. The trend has largely resulted from a shift of Management philosophies from Talent Management to People Management. Technology has created seemingly unlimited potential for HR to

interact with, and support, an employee's life at work. The availability and accessibility of these options, along with a general shift in popular management style, has allowed HR to manage staff at an individual level. The use of mobile platforms and apps in the HR industry has exploded. As time goes on, HR software will rely increasingly on mobile architecture and cloud technology, despite a slow adoption rate from the industry.

- There has been a shift in focus to how to manage people, with companies now more concerned about staff engagement, teamwork, innovation and collaboration than automating their HR practices.
- There has been a major reinvention of performance management techniques. Companies now understand that feedback and the continual measurement of employee engagement is critical to their success.
- Work-life balance is still an issue, and with workplace culture more fast-paced and globalised than ever before, wellness and emotional fitness are becoming issues of employee performance and engagement.

Apart from this based on major findings of The Bersin by Deloitte HR Report also explores the nine most influential trends anticipated to affect the HR industry next year. Here discussion on those trends and how organisations can adjust to the changing technological landscape.

1. The Accelerating Revolution of Performance Management

- Performance and job satisfaction improves when employees are given the freedom to be creative, contribute to the business as well as their own goals.
- Leading companies are using this knowledge to better cater to their staff's growth; creating systems which measure and manage performance in a fashion which provides regular and

ongoing feedback to employees at all levels within the organisation.

- This has involved the removal of comparative ratings in favour of assessing individual development, goals and achievements.
- Outcome and Observation:** A healthy performance management system should be customised at the organisational as well as individual level. Where possible, managers should support their employees to achieve personal goals, self-motivate and drive their own tasks — so long as these activities align with the overarching mission and culture of the organisation itself. For this to be effective, it should be underpinned by a clear managerial direction to ensure that, while remaining flexible, individual performance goals stay on track with those of the organisation more broadly.

2. Real-time Engagement and relating it to assessment

Companies are embracing digital tools which allow them to survey employees more regularly, and obtain deeper insights about their staff. Using this technology, employees feel more comfortable sharing their personal observations and feedback with their employer.

Observation and outcome: Thus, it can be said that part of the role an HR professional plays is to collect feedback from employees about the organisation, by utilising the right surveying and engagement tools. To be of value, this information not only needs to be collected it must be analysed and used to form new recommendations and strategies for the business. The emergence of new technologies which help us gather survey data will go a long way towards making this process more efficient, and bridging the talent-management gap. However, managers must be

mindful about using that information in a meaningful way once it's been collected. To ensure employees remain engaged and willing to interact with new survey technology, they need to see actions taken on behalf of the feedback they give.

3. Growth in People Analytics

Observation and Outcome - There's been a shift in data analytics in recent years, from a focus on generating 'data warehouses' to actually using that data for predictive modelling. In fact, the latest report suggests that the percentage of HR companies using predictive modelling within their business has doubled over the past three years. The most common way for companies to use people analytics in this way is to model when and why people will leave an organisation.

The takeaway from this trend is the importance of utilising data, as opposed to collecting and warehousing it with no specific outcome in mind. The latter can be a time consuming endeavour, which offers no real value to the organisation.

Instead, when HR managers examine their people analytics, they should have two outcomes in mind:

1. To help understand their existing workforce better, so that a more relevant and effective HR strategy can be build.
2. To continually evaluate their HR practices, and identify areas where improvements can be made.

4. The Evolving Market for Learning

- The corporate learning marketplace is rapidly evolving due to an increasing rate of job change, and new ways of thinking about what learning is. We now consider 'learning' to be more dynamic and self-directed. New

technologies have enabled companies to access internal, customised learning experience platforms. These are being used to curate different types of educational content which match the individual needs of their employees.

Observation and Outcome: According to Bersin report organisations can benefit from implementing a continuous learning model based on what Bersin by Deloitte refer to as the Four 'E's — Exposure, Environment, Education and Experience. This approach focuses on building employee capacity through ongoing education and training, both inside the workplace and outside.

Organization today believe that technology plays a significant role in facilitating this approach, by creating more flexible options and platforms for people to self-educate through. For organisations, it represents a faster and more effective method through which employees can be trained and upskilled in their own time; giving employers the chance to focus more on hiring the right people, and not necessarily the ones who already possess all of the skills required to do the job. After all, business-specific skills and knowledge can be easily learned if the right educational approach is taken, and employees can absorb new information in a way that suits their work-style, responsibilities and schedule.

5. Changes in the Talent Acquisition Process

The digital age has provided unprecedented public access to company information, employer rankings and salary figures. With websites such as Glassdoor, the talent acquisition market has become increasingly transparent. Job boards still have a role in recruitment, but are taking on new formats. The applicant tracking market is ripe for change to enable end-to-end recruitment management systems. The organization

are spending their large percentage on acquiring and retaining the best talent and thus different practices and policies are made to suit the employee needs thus making organization more employee centric.

Observation and outcome: To avoid being left behind the movement of industry-wide change, HR professionals should take full advantage of the new technologies available to them which are designed to refine the recruitment workflow as much as possible. But before this is done, managers must look at where their time is best spent; while tools such as LinkedIn and internally built systems are very effective in carrying out some tasks (such as identifying or attracting potential job candidates), other tasks will still require a human element in order to be done properly (such as interviewing).

6. Rapid Growth in Contingent Workforce Management

HR should reconsider the structure of their workforce within a growing marketplace of contingent workers. Is there potential to open up your organisation to alternate employment models such as these, in order to attract the best possible talent. If it's not feasible for organisation to adopt a new workforce model straight away, consider trialling the use of contingent workers for a specific projects or business phases. Many organisations find that this allows them to maximise their utilisation of resources and enhance overall productivity in the longer term.

7. Merging HR Tools and Team Management

Today's organization are moving away tools specifically designed to help HR, towards those which help employees work more effectively. Systems such as Workday's new LMS area designed to help employees find their next

position within the company, then identify the training resources relevant to obtaining that role.

Observation and outcome: In today's HR climate there's no other option than to focus on the client, and proving the talent and support which will facilitate long term success. To do that, HR professionals must be open to new software, systems and processes that could help employees do their job better. Nowadays, HR focuses more on working to people's strengths, and how we can maximise these skills to but an HR strategy which not only benefits the individual, but the team and the organisation as a whole.

8. **Wellness and Fitness as a strategy to improve employee engagement**

Companies are putting more and more emphasis on work-life balance, understanding the role it plays in fostering a sustainable workforce. As the workplace environment becomes more complex and job roles become more comprehensive (with many employees finding themselves overwhelmed by the diversity of tasks they need to focus on each day), some organisations have turned to technology to help employees manage their workloads.

For this reason there's been an influx of wellness and fitness apps, which assist employees to manage their personal work-life balance — and hopefully improve their level of job satisfaction. For example, employees at Google have access to yoga, work-life balance counselling, dietary support and exercise.

Observation and outcome: As much as we try to avoid it, work inevitably seeps into our personal lives. Those working in managerial and executive roles are often the hardest hit; the fast-paced, high pressure environment makes it difficult to avoid burnout. Yet,

considering the high costs involved in recruitment, small investments in employee wellness can make a monumental difference to long term staff retention and performance. Work-life balance has long been a lofty ideal for busy professionals. Finally, technological solutions are there to help employees bridge the gap between the office and the home, in a way which maximises their abilities, the role of HR in this is to identify the right technologies, apps and software tools to get employees to this stage.

9. **Digital HR: Self-service, Automated HR process**

Most HR processes can now be automated. This has shifted the role of HR professionals from manual recruitment activities, to designing and implementing digital HR tools. Aided by technology, HR can now focus on employee journey maps and experiences — in other words, automating the processes for employee career and job transitions.

Observation and Outcome: Automation technology in HR is not just about plugging in software. To use it effectively, HR managers must take a position of leadership and encourage other individuals, teams and organisations to think about how they might benefit from these tools too. HR can also encourage the uptake of technology by using open-source software and inviting employees and developers to enhance it, holding hack-a-thons, or even designating distinct employee time to 'innovation using technology.

Thus from the above discussion it is clear that the above mentioned forces have led to technology based HR. Thus the null hypothesis is rejected and it can be conceptually interpreted that these trends and forces have led to effective digital HRM.

Objective 2-The second objective of study was to identify the benefits of AI to functional

HRM sub systems. Since one of the other benefit of applying AI to HR perspective is to make it more strategic and result driven it is important to understand how AI helps in making the functional HRM more and more strategic, contribute and business centric in approach.

1. **Candidate Screening-** At present, a number of AI tools exist that can engage the candidate either before or after they apply for a role within an organization. Imagine a world where companies can test candidates by having them interact with a chat box or AI tool, answering common candidate questions about the role while also asking for feedback and information about the candidate. This could help recruiter to effectively assess the candidate in the quickest and most effective way possible.
2. **Candidate Engagement-** Fifty percent of candidates are not receiving any type of communication or having any type of interaction with an employer once they apply for a role on a career site or job board. Artificial intelligence automates a candidate engagement process that goes beyond standard automated emails or messaging workflows using a Hubspot or Marketo-like systems. Certainly, AI can be integrated into these types of candidate automation so that AI be real-time.
3. **Re-Engagement-** Irrespective of effective tools like ATS or CRM, candidate records often go untouched after they apply for the role or after the job requisition is closed. Artificial intelligence allows you to re-engage a very targeted group of candidates to determine their interest level in a position or role, while also using that engagement opportunity to update their candidate record to reflect new positions.
4. **Post-Offer Acceptance.** Once a candidate accepts a job offer, a grey

- area exists—normally two weeks from when a candidate gives notice to when they start working at organization. AI could fill that gap by engaging and following up with the candidate to increase the acceptance rates.
5. New Hire on boarding- While new hire orientation is effective at introducing new hires to the company culture, processes and policies, artificial intelligence can answer other common questions and provide new hires with information and resources that support current programs.
 6. Career Development- Employees need support and possibly customized training, learning and career pathing information that a boss or leader can't always provide. AI offers the ability to scale a career development program or company coaching for each and every employee.
 7. Employee Relations - Artificial intelligence technology can be used in chat form, email or a virtual meeting room, handing over and even booking a meeting between your HR generalist and the employee with respect to all possible questions.
 8. HR Compliance and Case Management - The market is packed with case management software that provides employees with resources and information based on questions they ask with the help of AI documents and employee investigations are submitted through an artificial intelligence tool, asking a series of questions and gathering information for a formal complaint, investigation, or request for information.
 9. Scheduling- Right from interviews or work meetings to scheduling food order AI helps in integrating data with requirement thus saving time energy.
 10. AI help leaders identify challenges - AI guides how company does business and surface challenges and problems based on a pre-set list of algorithms.
- This tech will comb through emails, calendars, project management systems, without compromising any privacy.
11. AI predicts turnover/attrition –It helps in predicting the possible turnover across different levels and functional areas thus helps in revamping plans for training, development, assessment, recruitment and retention plans.
 12. AI will provide insights –This system helps in providing insights in real-time a system that looks at the frequency of conversations across employees, tone of communications, the connections across global organizations, challenges, and successes.
 13. AI empowers front-line managers - AI helps to serve the line-manager as their “HR” partner and provide them access to information typically unavailable behind a firewall.
 14. AI makes leaders better by providing more data –with effective data management and application tools it helps in making employees effective people business partners, making them effective and equipped with data and critical information making effective decision.
 15. Effective Prediction - The first area where AI will have an impact is on the prediction side, particularly in areas like recruiting the right talent and the training/development of best employees. Dealing with humans is messy because people are complicated and we don't yet have the level of granular data on individuals in some areas to feed into AI algorithms to make better predictions. One big area of advancement in AI over the last few years has been natural language processing. Now that human communications, which are mostly in natural language, can be used as data sets, expect to see big improvements in predictive analytics using natural language.
 16. Workflow Automation - The second area where AI will significantly impact HR is in workflow automation. humans were required to program workflows so computers could understand them. For workflows with lots of variability, this was too complicated.
 17. Now, with machine-learning technologies, a machine that sees enough examples of a workflow, even if there is some variability in those examples, can figure out on its own what to do. E.g.simple HR processes like interview scheduling, employee performance reviews, employee on boarding, and even the answering of basic HR questions.
 18. Mass Personalization - The final area where AI will impact HR will be in mass personalization of information, particularly around training and employee growth.
 19. Recruit Without Bias- Artificial intelligence software has the capacity to remove most bias and deliver economic competencies. Utilizing predictive analytics and algorithms, tools like image recognition and data analysis allow these programs to forecast outcomes such as the best applicant, potential resignations or even potential health and safety risks. Software such as Oracle Taleo and IBM Kenexa BrassRing deliver a better candidate search experience by eliminating the need for detailed application forms, using statistical natural language processing to extract resume or social media data for review.
 20. Talent Attraction and Management - Artificial intelligence has emerged in the form of a digital talent platform, connecting individuals with specific tasks based on skills or preferences identified. These platforms act as an efficient way for organizations to identify and recruit additional resources during peak times, as well as motivate and improve productivity,

because the software can identify trends and adjust accordingly. The installation of artificial intelligence software can help your organization remove biases, analyse data and make logical decisions at a volume that usurps human capacity and significantly increases workplace productivity.

21. Reduced unplanned absences - Companies can now identify the drivers of unplanned absences among manufacturing staff, resulting in radical changes in shift schedules, managerial activities, vacation times, and other surprising transformations.

Other areas for HR effectiveness through AI

These programs don't replace HR, instead they act as a digital assistant, managing and monitoring large amounts of data and presenting options or recommendations.

The AI software uses a deep learning system to apply techniques, such as pattern recognition and trial and error, to teach itself how to manage tasks as opposed to step-by-step programming. Possible tasks that could be automated with machine-learning software include analysing reports to make operating decisions, producing staff assignments and reviewing status reports.

Learning experience platforms. The products in this emerging market look like curation systems but may actually replace the current breed of learning management systems (LMSs). Vendors such as Pathgather, Degreed, EdCast, and others are now building content aggregation and curation platforms to bring various kinds of content together into an integrated experience.

Cognitive learning tools, recommendation systems, and microlearning platforms. With so much content now available, intelligent learning systems that can recommend and

push learning at the right time, bring small learning pieces together in a cohesive whole, and help companies author micro learning

Companies such as Axonify (micro learning and spaced-learning platform), Knolskape (knowledge management and embedded-learning platform), Grovo (micro learning platform), and Q stream (spaced learning) are now offering these solutions.

There is a wide variety of software tools (Slack, Workboard, Trello, Asana, Wrike, BetterWorks, 15Five, Basecamp, Rallyteam and others) designed to help people collaborate, share and set goals, and work together as teams.

For example, Workday's new LMS and talent system is designed to help employees use Workday to "find the next position" in their company, and to then locate and view training and video learning that is appropriate for that job.

Thus, from the above discussion it can be concluded that once AI is adopted it leads to highly effective HRM. Thus, witnessing the contributory role of AI in HR highly sustainable organization can be created, this thus rejects the null hypotheses and it can be interpreted that with application of AI HRM becomes strategic and outcome centric.

Objective 3 - The last objective of the study as to understand the causes behind the disruptive approach with respect to technology that HRM is undergoing. Positive perspective is that it helps in understanding the possible causes of failure and also helps in understanding how effectively new technologies are developing to support HRM.

The basic cause and forces that have consistently led and are leading HR to be more contemporary and strategic can be allied to

1. A paradigm shift from talent management to people management—Driven by massive technological change—the shift from cloud to mobile; the explosion in analytics and artificial intelligence; and the emergence of video, social systems, behavioural economics, aHR platforms are changing. The types of technology used, the experiences they deliver, and the underlying designs are new and it goes without saying that no organization of any size can operate without some type of HR function (whether it is called "people operations," "people and culture," or any other catchy name). Organizations have to source, hire, onboard, pay, train, manage, reward, and lead people every day. Decisions about how to best implement these people-related processes are complex, uncertain, and managing people effectively takes a tremendous amount of administration. Staffing, payroll, training, benefits administration, retirement programs, time-tracking, and programs such as employee relocation and expense management are enormously important and bureaucratic. Tools that do these things well can pay for themselves many times over. All of these factors contribute to the huge market for HR technology
2. People analytics- People analytics have now truly arrived. HR departments realize that their future is dependent on their ability to harness people data and build predictive analytics models. This has led to a huge investment in analytics by HR vendors. Today, many companies are spending heavily HR platforms simply to better understand their people data.
3. Mobile platforms - The use of mobile platforms has exploded and it is quite obvious that the HR software of the future will be built entirely on mobile

- architectures, with cloud technology becoming invisible behind the scenes.
4. Platform as a service (PaaS)- In an effort to build sustainable platform businesses, cloud application vendors have shifted toward PaaS strategies. PaaS technologies let vendors create an array of partner applications that leverage and extend their core offerings—a family of exciting, intimate apps connected to the platform. Today vendors such as ADP (ADP Marketplace), SAP (HANA Marketplace), IBM (IBM Bluemix), and Cornerstone OnDemand (Cornerstone Edge) have all created app stores to enable nimble, innovative software developers to build applications that take advantage of their services.
 5. A Shift in Business Focus, changing the way people are managed - Today, companies are far less focused on automating and integrating their talent practices. They want HR tech solutions that are engaging, useful, and productivity-oriented. Integrated talent management is still important, but it has become a “hygiene” problem. The real focus is on reinventing how people work; creating team-based tools for goal alignment and coaching and rethinking the way we measure performance, manage careers, and enable individual learning. Deloitte, for example, discovered that employees were spending more than 1 million hours a year on the old process—so the company revamped the whole thing. Companies such as GE, IBM, Adobe, Microsoft, NY Life, Goldman Sachs, Morgan Stanley, and many others are doing the same.
 6. Organization mind-set- The other most important reason behind this disruption is change in the mind-set of organization right from top management policy, procedure, practice and the way strategy for

running a sustainable business is designed. The organization started with a centralized approach of working and have finally adapted to beliefs in action like –

- Shared values & culture
- Transparent goals & projects
- Free flow of information & feedback
- People rewarded for their skills & abilities, not their position in a hierarchy

Leading companies are now reinventing the way they manage and measure performance, creating a more agile approach built around periodic check-ins; shared goals that are developed from the bottom up and transparent to the entire team.

Implications of Study

Thus from the above discussion it can be understood that with the present level of stiff competition and uncertainty the only option to remain sustainable is to remain contemporary with technology led HRM. With the emerging role and wider availability of HR tools it is very significant to relate different perspective of HRM with AI. With the planned and mixed approach of algorithm, decision science and regular modelling it is very clear that HR sub dimensions will remain competitive and sustainable.

Thus organization once adopt and align the AI application with HR sub system with clarity and purpose every stakeholder of business will remain sustainable, innovative and ongoing.

Conclusion

Thus, based on the objectives of study it can be said that Artificial intelligence plays a crucial role in making HR processes and functions more and more useful, strategic and contemporary. The key theme in the most recent wave of artificial intelligence technologies is that HR software will become software that learns from experience. Once you give these programs a goal, they will

experiment on their own and find the best ways to achieve that goal. The thing that makes me most excited about intelligent software is that, compared to traditional software, it just gets more valuable over time as it learns from user interactions.

Following the 2000 recession, competition for talent became fierce, creating what we now refer to as the “war for talent.” This new business focus enabled a market for talent management software, and that sector quickly exploded with innovation. Companies such as Taleo and BrassRing (recruiting), Saba and SumTotal (learning), SuccessFactors and Softscape (performance management), and dozens of others began to offer software to automate and integrate talent management.

These disruptive vendors then started to use a new technology architecture: software-as-a service (SaaS) or on-demand software. At first, this technology was not referred to as “the cloud” (it was called “hosted” or “on-demand”); but whatever it was called, as these vendors convinced companies to use their hosted solutions, organizations began to shift their HR technology away from on-premise systems.

While all this was going on, the entire computing world was moving to the cloud. Companies such as Google, Facebook, LinkedIn, and others served as clear examples to HR departments that running their own software was no longer necessary—connecting cloud-based HR systems to social networks was the future.

Thus, the historical perspective, the reason of upsurge and adoptability of AI in making HR a strategic partner for organization and retaining the talent and thus building talent reservoir across is understood. It will help both in automation of the process as well in making effective data utilization right from prediction, modelling and ensuring effectiveness of each employee.

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