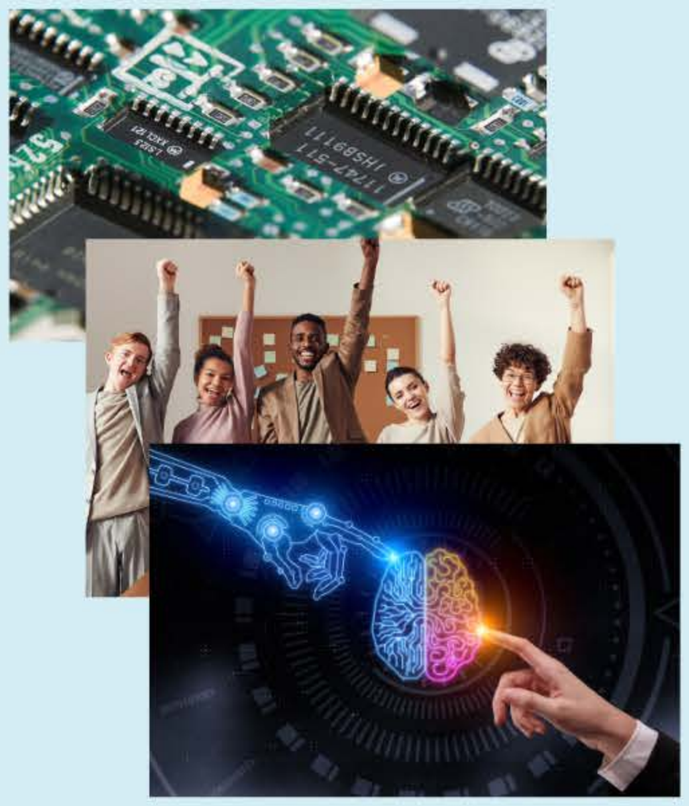
AI and HR: An opportunity to focus on humans

Tracey Foster, BA, MA, DBA student



Artificial Intelligence - use of technology to execute a task that requires intelligence to complete (Natural Language Processing, Machine Learning) (Chang, 2020)

Intelligent Automation - substitution of technology for humans in some aspects of knowledge and service work (Coombs et al, 2020).

Industry 4.0/Smart factories - use of a fusion of technologies (AI, robotics, Internet of Things) to realize new business models.

Human Resource Management - roles that include employee advocate, human capital developer, functional expert and strategic partner (Ulrich et al, 2017).

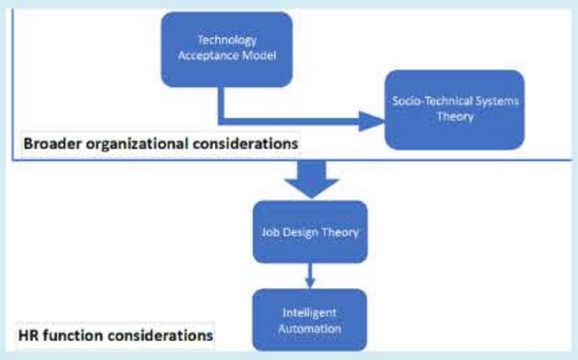
Research Question

How might the role and competencies of HR practitioners evolve in an era of AI, Intelligent Automation and Industry 4.0?

Objectives

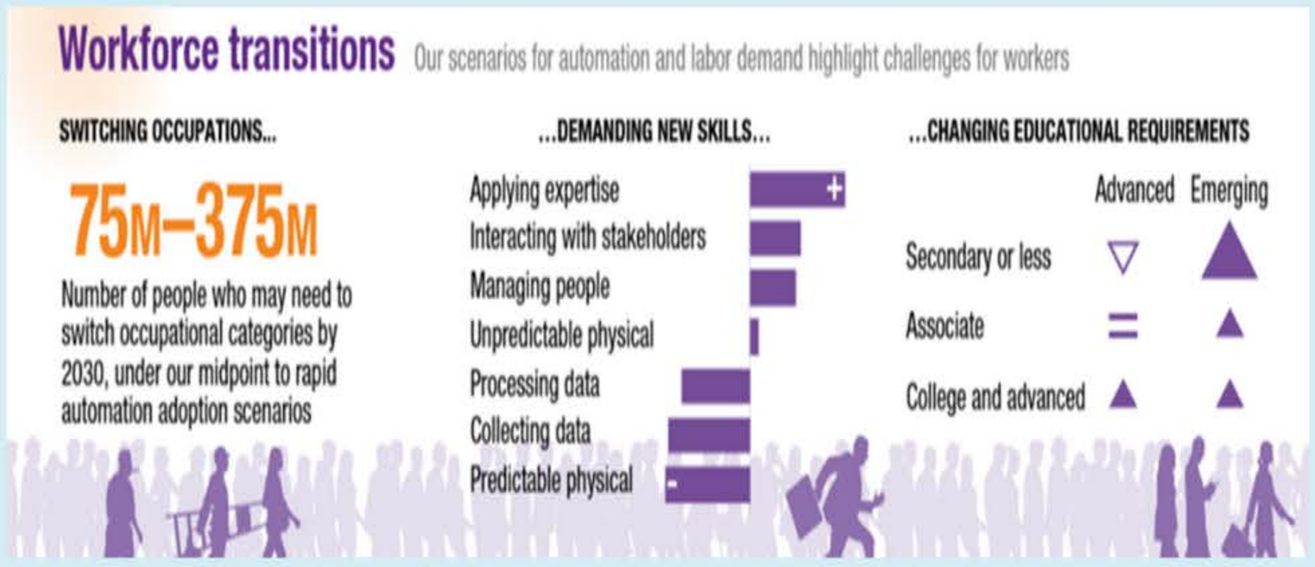
- To explore how HR Practitioners perceive the opportunities, threats and potential impact of AI
- To understand the ways in which the role of HR Practitioners is expected to evolve as AI adoption grows
- To identify the competencies required for future-focused HR.

Theoretical framework



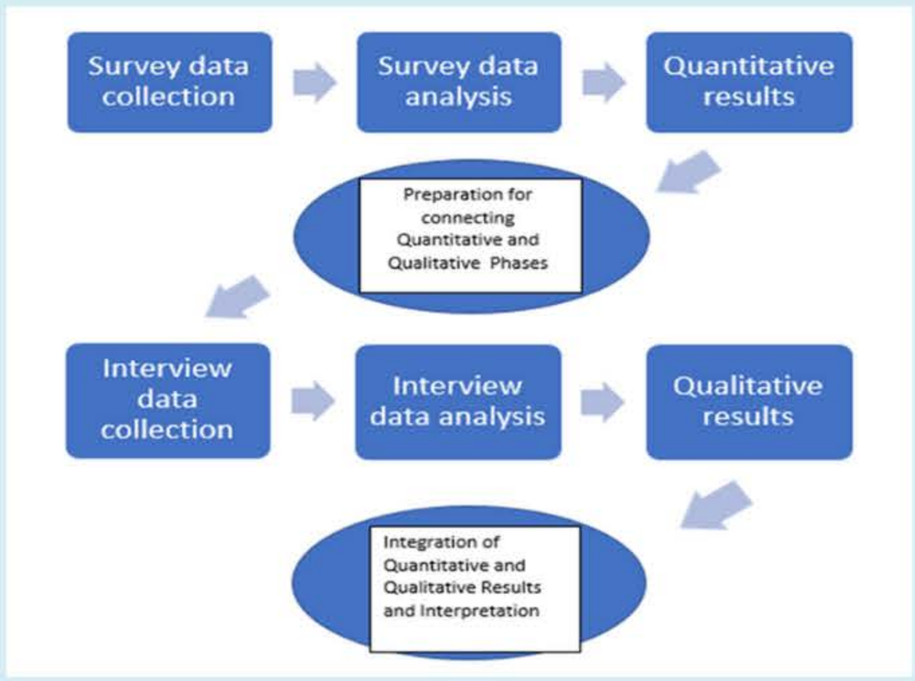
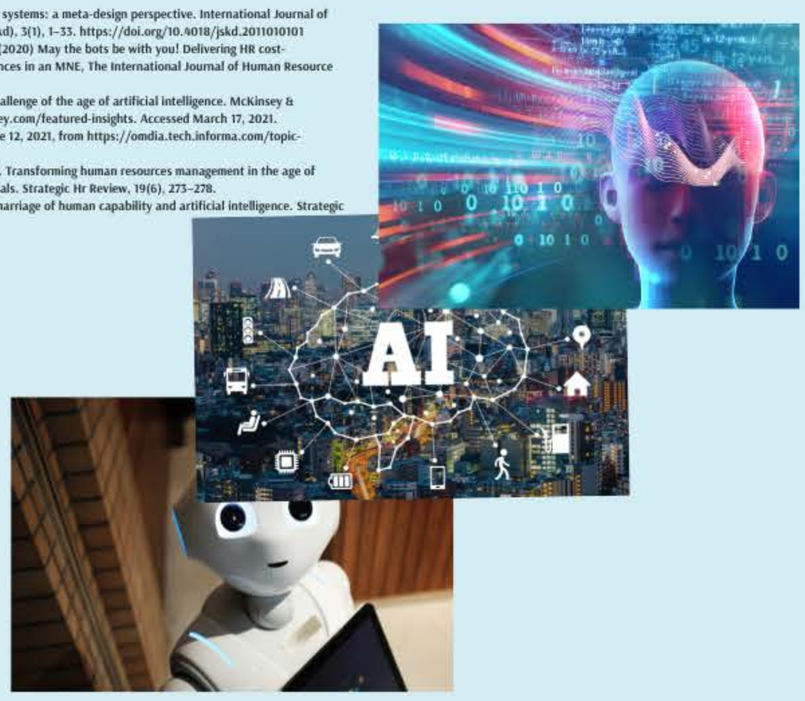
Literature

- Lack of literature on human and organizational aspects of AI adoption (Cubric, 2020; Jatoba et al, 2019, Malik et al, 2020)
- Disconnect between the promise and reality of AI in HRM (Tambe et al, 2019)
- Need for a shake up of the HR function and new competencies (Tambe et al, 2019)
- HRM transformation required for Industry 4.0 (Poba-Nzaou et al, 2020)



McKinsey Global Institute, 2017

Methodology



References:
Blom, T., Du Plessis, Y., & Kazeroony, H. (2019). The role of electronic human resource management in diverse workforce efficiency. SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur, 17(0), a1118.
Chang, K. (2020). Artificial intelligence in personnel management : the development of APM model. The Bottom Line. 33 (4), pp.377 – 388.
Cubric M. Drivers, barriers and social considerations for ai adoption in business and management: a tertiary study. Technology in society. 2020;62.
Fischer, G., & Herrmann, T. (2011). Socio-technical systems: a meta-design perspective. International Journal of Sociotechnology and Knowledge Development (Ijskd), 3(1), 1–33. https://doi.org/10.4018/jskd.2011010101
Malik, A., Budhwar, P., Patel, C., & Srikanth, N.R. (2020) May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE, The International Journal of Human Resource Management,
Manyika, J., Bughin, J. (2018). The promise and challenge of the age of artificial intelligence. McKinsey & Company Executive Briefing. https://www.mckinsey.com/featured-insights. Accessed March 17, 2021.
Omdia. (n.d.) Artificial Intelligence. Retrieved, June 12, 2021, from https://omdia.tech.informa.com/topic-pages/artificial-intelligence
Poba-Nzaou, P., Galani, M., & Tchibozo, A. (2020). Transforming human resources management in the age of industry 4.0: a matter of survival for hr professionals. Strategic Hr Review, 19(6), 273–278.
Scott, R., & Le Lievre, M. (2019). Welcome to the marriage of human capability and artificial intelligence. Strategic Hr Review, 19(1), 10–14.