

21st Century Staffing: The wave of artificial intelligence in recruitment

Soban Mahmood . Talent Acquisition Excellence Essentials ; Aurora (Nov 2017).

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Use of AI in staffing processes saves the time, reduces the cost and does away the third party involvement. The influence of using data through AI and automation technologies can be comprehended not just by the return on investment (ROI) or with the future predictions but by the actual benefits that come when AI powers the people data to make use of this data into actions.

FULL TEXT

Introduction

Automations and innovations in modern era through artificial intelligence (AI) are both transforming the HR industry with uniquely equipped to deliver more productivity, profitability, morality and give back to HR professionals the time they need to accomplish their important goals to the best of their abilities.

Use of AI in staffing processes saves the time, reduces the cost and does away the third party involvement. The influence of using data through AI and automation technologies can be comprehended not just by the return on investment (ROI) or with the future predictions but by the actual benefits that come when AI powers the people data to make use of this data into actions.

Automated tool and equipment are providing the opportunities to reach the talented, top-performing, passive job seekers within less time and money consumptions, to fulfill the needs and requirements of manpower effectively and efficiently, as it has always been the holy grail of recruiting.

Artificial intelligence (AI) is intelligence exhibited by machines. In computer science, the field of AI research defines itself as the study of intelligent agents: any device that perceives its environment and takes actions that maximize its chance of success at some goal. Colloquially, the term artificial intelligence is applied when a machine mimics cognitive functions that humans associate with other human minds, such as learning and problem solving. AI tools have been broadly used to automate the resume screening process by providing recommendations to learn about an existing employee experience, skills, and understanding to get growing insights before arriving at hiring decisions with best practice aspects of recruitment and selection.

Objectives of the Study

- * To understand the 21st century staffing through Artificial Intelligence (AI)
- * To recognize advantages of staffing by using AI approaches
- * To understand the challenges and limitations of staffing by using AI.

Literature Review

A number of studies have been made and many books have been written regarding the role of AI on recruitments. The use of AI in recruitment has grown considerably in recent years. A review of literature reveals that:

The role of IT in HRM can be traced back in the last decade of 20th century. Ruel et al. (2008) have explored that the term e-HRM was first used in the late 1990s when e-commerce was sweeping the business world and e-HRM is internal application of e-business techniques which helps the management in more effective and efficient flow of information and method of doing HRM.

AI helped the HR professionals to play a strategic role on recruiting processes in an effective manner with the

improved AI tools attaining improved competitive advantages of recruitment with availability of information and knowledge. Attracting, hiring, retaining, and motivating employees, meeting the demands for a more strategic HR functions like recruitment, has been empowered by developments in IT to meet the challenges of HRM (Ashbaugh and Miranda, 2002).

Highlighting the impact of IT applications on HRM in banking sector, Iraz and Yildirim (2004), explained the role of IT in e-learning.

Competence based model is an HR instrument that helps the organization to manage their manpower by effectively recruiting, planning and developing the candidates. (Heene, 1997) G Liddon, (2006)[10], labeled the competence model as a description of Knowledge, Skills, Capabilities and Behaviors. These qualities are required to successfully accomplish any job or functions. Organizations may use a competence based system as a business strategy to determine how competence model are functionally and multi-dimensionally used for hiring and selection, assessment, performance management, training and development and career development.

Role Of Artificial Intelligence In Engagement Of 21st Century Workforce

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. AI tool, answering common candidate questions about the role while also asking for feedback and information about the candidate. This helps HR professionals to effectively assess the candidate in the quickest and most effective way possible.

2. Candidate Engagement. Artificial intelligence automates a candidate engagement process that goes beyond standard automated emails or messaging workflows using AI tools. AI provides, the real-time and unique communications to the individual candidate and not just driven by a tags, positions, locations or categories.

3.Re-engagement. In most cases candidate records often go untouched after they apply for the role or after the job requisition is closed. Artificial intelligence allows HR professionals 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, work experiences or skills that might have acquired since the last time they were engaged.

4.Post-offer Acceptance. AI tools fill that gap by engaging and following up with the candidate to increase the acceptance-to-start rates of candidates.

5.New Hire Onboarding. While new hire orientation is effective at introducing new hires to the organizational culture, processes and policies, artificial intelligence can answer other common questions and provide new hires with information and resources that support your 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. Most of the employees have many doubts ranging from simple questions to the complex ones. AI helps in providing the answers of the simple and routine questions. But sometimes HR manager has to come in between for the human touch especially when the questions are very complex and complicated.

8.HR Compliance and Case Management. Artificial Intelligence provides employees with resources and information based on questions they ask. With AI tools, incidents are documented and employee investigations are submitted through an, asking a series of questions and gathering information for a formal complaint, investigation, or request for information.

9.Scheduling. Whether it's booking interviews or work meetings, spending time to coordinate schedules and availability is an unproductive activity that not only wastes everyone's time. AI tools are used for books meetings, and preparing the schedules without having to do a single thing.

10.Decision Making. AI tools helps to make quick business decisions through the IT tools having capability of summarizing large amount of data with speed and getting useful results.

Advantages of 21st Century Staffing Through AI

1.Time Saving. Manual candidate screening, particularly volume orientated recruitment, is undoubtedly one of the

most time-consuming recruitment tasks. Automation streamlines processes and reduces time-to-hire.

2. Attract Top Talent. By improving responsiveness through AI tools, helps in improving the candidate experience, and results in more likely to attract and retain top talent.

3. Decrease in Turnover AI tools provides the effective communications between the employers and employees for better understanding and problem solutions, this satisfies the employees and result in employee engagement. It helps in reducing turnover as an engaged employee continues to provide his services to the organization.

4. Increase in Performance Employees are given necessary inputs for career growth, up-gradation of their skills through eLearning and feedback on their performance.

5. Quality Hiring Employers post their positions and qualification. Job seekers select their expertise and apply through the effective AI tools.

6. Effective Talent Planning AI helps in understanding the requirement and the competency of the candidates. This helps the recruiters to plan their career and place them on a right job.

7. Productive Staffing: The AI tools provide quality staffing, which results the efficient and effective manpower. It also helps in training and development of employees.

8. Biases Prevention in Staffing as the machine is involved in the hiring, therefore, no chance for any bias in screening or selection.

Staffing with AI Tool Bot Mya

This tool mechanizes almost 70-75% of the recruitment process. Once the candidate finishes his traditional application, Mya works in the company website, Social media (Facebook messenger, Skype, e-mail and SMS) to explore the information regarding the candidates. If Mya finds the candidate interesting, then bot send a positive reply. Mya does further screening by asking questions. The Bot sends the updates to the candidates. Finally, a person from the company will inform to the candidate whether they move on to an interview. The Bot provides the recruiters with enough time to concentrate on interviews and closing offers.

Limitations of Using AI for Engaging Workforce

Employing a system that works on AI on a many levelled organization for the purpose of recruitment can seem costly and will definitely incur costs in applying, maintaining, updating, restoring and repair.

Artificial intelligence might think like a human brain that has taught it but will not inherit the dynamics of ethical or moral human behavior.

AI will not have a sense of belonging to the organization or to the employees and hence might not fulfill the most important role of an HR professional that is of a grievance officer.

It will not help being creative or original or intuitive or judgmental and alter responses based on previous failures and will not get better with experiences.

Staffing Challenges with Use of AI

Technology is disruptive and always takes time to mature, so it can be expected AI to pose a number of challenges that recruitment professionals will need to overcome, such as:

- * AI requires a lot of accurate data to be as effective as its human counterpart, particularly if machine learning is used within the CV/application screening process.
- * Recruitment professionals may be reluctant to utilize the technology, especially if they feel as if they are doing an adequate job of hiring candidates themselves.
- * Machine learning can learn human error, for instance, if bias exists within a recruitment process AI may analyze it as a typical behavior pattern.
- * There may be concerns that the technology is in its early stages and isn't yet fully developed, or isn't particularly user-friendly.

Conclusion

Research and study also convey that by implementing AI, HR professionals or hiring managers will need to be more technologically literate but, as a result, will be able to conduct more informed and efficient hiring processes with problem-solving, critical thinking skills and teamwork capabilities in real-time.

They will find themselves with more time to spend with candidates, ensuring they select candidates that possess the necessary skills, experience and cultural fit for the roles they are applying for. AI doesn't take away from the HR professional, it supports and enhances their role. Artificial intelligence isn't stealing jobs; it is a tool for improving efficiency to better serve the clients hiring strategy. It can be said that AI is definitely going to be the next big thing in recruitment and it is all set to redefine the overall process of recruitment in the coming future. **TA**

Author Bio

Soban Mahmood is a student at Federal Urdu University of Science Arts and Technology, Islamabad and studying MBA (Master of Business Administration) with majoring in Human Resource Management. He is interested in HRM, Global HRM, SHRM and e-HRM.

References

1. Ruel, H.J.M. and Bondarouk, T.V. (2008), "Exploring the relationship between e-HRM and HRM effectiveness: lessons learned from three companies", in Martin, G., Reddington, M. and Alexander, H. (Eds), Technology, Outsourcing and HR Transformation, Butterworth Heinemann, Oxford.
2. Ashbaugh, S. & Miranda, R. (2002), "Technology for Human Resource Management: Seven questions and answers", Public Personnel Management, Sage Publication, 31(1).
3. Iraz, R. & Yildirim E. (2004), Perception of Information management and Impact of IT on Human Resource Management referred in Mishra, Alok and Akman, Ibrahim (2010), "Information Technology (IT) in the field of Human Resource Management", Public Personnel Management Volume 39 No. 3 Fall.
4. Heene, A. and Sanchez, R. (Eds.) (1997), Competence Based Strategic Management, Chichester: John Wiley and Sons.
5. G Liddon, (2006), "Forecasting a Competency Model for Innovation Leaders Using a Modified Delphi Technique. [Thesis.] Pennsylvania State University, 2006
6. https://en.wikipedia.org/wiki/Artificial_intelligence
7. <https://www.employeeconnect.com/blog/artificial-intelligence-hr/>
8. Jerry Thurber, 5 Ways Artificial Intelligence Helps Recruiting, <http://www.innotriev.com/5waysartificialintelligencehelpsrecruiting/>

DETAILS

Subject:	Human resource management; 21st century; Workforce planning; Careers; Career development planning; Automation; Performance management; Professionals; Candidates; Artificial intelligence; Recruitment; New employees; Employment interviews
Publication title:	Talent Acquisition Excellence Essentials; Aurora
Publication year:	2017
Publication date:	Nov 2017
Publisher:	HR.COM
Place of publication:	Aurora
Country of publication:	Canada, Aurora
Publication subject:	Business And Economics

Source type:	Magazines
Language of publication:	English
Document type:	Feature
Publication history :	
Online publication date:	2017-11-17
ProQuest document ID:	2043508044
Document URL:	https://search.proquest.com/docview/2043508044?accountid=130472
Copyright:	Copyright HR.COM Nov 2017
Last updated:	2018-07-02
Database:	ProQuest Central

LINKS

Database copyright © 2018 ProQuest LLC. All rights reserved.

[Terms and Conditions](#) [Contact ProQuest](#)