Newsletter #6 – October 2022
–AI and Human Resources–

In what conditions can AI improve human potential? In the field of Human Resources, management is looking to artificial intelligence to redefine the function, to improve its contribution to the organization, and/or optimize its core processes.

Vendors today are pitching "AI" in the broadest sense to process candidate applications, better understand employee referrals, leverage workforce analytics, and supplement talent development programs.

Yet even these applications of Limited AI raise real challenges concerning the protection of personal privacy, the appropriation of implicit bias, the loss of human agency, and the need for managerial responsibility.

For these reasons, we believe that the challenge of AI in HRM isn't implementing the technology, but designing processes that actually improve human potential.

In the articles reviewed below, the authors discuss the challenges and pitfalls of artificial intelligence in HRM, the drivers and added value of AI in addressing the current crises, as well as the impact on the workforce and the lack of operational use scenarios.

They conclude there are "No one size fits all solutions," and that management needs to invest the time needed to define a coherent set of objectives for these new technology projects, to develop processes that are adapted to the current organizational and market context, and design incentives that will encourage the change management needed to transform these promising ideas into effective practices.

We would like to remind you that our website is available at the following address: [Muse™: Listen to your muse](#).

Don't hesitate to leave us a comment, to share our newsletter with others.

Enjoy reading!

- **[AI in HR: How is it Really Used and What are the Risks?](#) —[H.E.C. Paris](#)**

Françoise Chevalier argues in this HEC publication that in spite of the notable innovations in artificial intelligence, the technology seems to run up against serious limits when applied to human resource management.

Drawn from her survey of HR and IT project managers in major corporations, she identifies l three potential pitfalls regarding the quality of the data at hand, the risk of turning AI into a gimmick, and algorithmic governance.

- **[Artificial Intelligence in Human Resources Management: Challenges and a Path Forward](#) — [SAGE Journals](#)**

P. Tamber and his colleagues in this California Management Review article considers the gap between the promise and reality of artificial intelligence in human resource management and suggest the contours of the road forward.

They discuss **four challenges** in using data science techniques for HR:
1) the complexity of HR phenomena;
2) the constraints imposed by small data sets;
3) accountability questions associated with fairness and other ethical and legal constraints;
4) the possible adverse employee reactions to management decisions via data-based algorithms.

- **[7 Ways Artificial Intelligence Is Reinventing Human Resources](#) — [CMSWire](#)**

Dom Nicastro suggests that the latest advancements in machine learning and artificial intelligence are rapidly reaching the mainstream in managing human resources.

The article cites multiple examples of current applications: in **analyzing** candidate applications, **understanding** employee referrals, **leveraging** workforce analytics, **boosting learning** and development programs, and **designing** AI chatbots.

He concludes that there is no one-size-fits-all approach to successfully managing this change, and that "organizations need to partner with their HR organization to personalize the approach to implementing AI at work."

- **[Human resource management in the era of artificial intelligence](#) — [ResearchGate](#)**

Fadi Sakka and Mohammed El Hadi El Maknouzi, in the Academy of Strategic Management Journal, take a three-pronged overview of the introduction of artificial intelligence (AI) to the human resource management: **mapping** the promise of AI-assisted decision-making, **documenting** the changing position of the HR function within companies, and **elucidating** the financial consequences of AI adoption.

They conclude that the **promise of AI for organizational performance** will depend on the appropriate hiring and reskilling of HR staff, and a policy of internal transparency to ensure AI is used as a facilitator of trust and commitment in the workplace.

- **Evolution of Artificial Intelligence Research in Human Resources —** **Elsevier** / **Science Direct**

Mariana Jatobá and her colleagues investigate in this contribution to Science Direct the **evolution of the application of Artificial Intelligence** (AI) in the area of Human Resources (HR). They present a **panorama of the research that used AI in the area of HR**, through the quantitative descriptive analysis of journals and proceedings, registered at the base of the Library of Online Knowledge in the period between the years of 2000 and 2018.

They conclude that there is very limited research to date on how AI actually applies to Human Resources and the consequential use behavior.

- **Developments in artificial intelligence at work and human-machine collaborations — Érudit**

Over the last two years, the Covid crisis has forced companies to digitize part of their business to ensure their survival.

This "forced" digitalization has increased the use of artificial intelligence (AI).
But in the long run a number of critical questions remain: **Which types of jobs will be most impacted? Unskilled jobs? Skilled jobs? Or both?**

- **HR and digital: artificial intelligence at the service of HRM — ANDRH— Association Nationale des DRH**

The implementation of artificial intelligence (AI) in human resources management (HRM) will impact the missions of employees. But also, it will have a positive impact on the quality of HRM.

The use of AI allows us to handle repetitive tasks in recruitment (e.g.: sorting of resumes), payroll management or talent management.

- **What artificial intelligence does to people at work. Sociological visit of a company — Cairn.info — "Les Mutations du Travail"**

This extract from the collective work "Les mutations au travail" (François Dubet, La Découverte, 2019), includes an article and survey by Yann Ferguson (a professor at the ICAM in Toulouse and associate researcher at CERTOP). His work explores changes in employee behavior in the workplace when faced with the implementation of AI.

- **[Artificial Intelligence in Human Resources Management—An Overview](#)** — **[ResearchGate](#)**

The objective of this study by Worakamol Wisetsri and her colleagues is to evaluate and inform decision makers of AI's **potential in human resources management** (HRM). After reviewing the existing literature, the authors explore the impact of AI in HRM, outline the challenges of implementing effective solutions, and discuss an application model to improve technology's impact.

This study highlights the benefits of AI in HR functions including employee training and recruitment processes.

- **[Politics by Automatic Means? A Critique of Artificial Intelligence Ethics at Work](#)** — **FrontiersIn**

AI enables complex cognitive tasks that are usually performed by highly skilled employees. However, because of their skills, highly skilled workers are better able to adapt and evolve in a technology-intensive work environment.

This study presents both **indicators** that can measure the impact of AI on a set of skilled occupations. It also compares the results of some 20 OECD member countries.

Social Network

🌐 **Business Blog and Website**
https://listentoyourmuse.com/

🖇 **LinkedIn**
https://www.linkedin.com/company/ia-muses

🖇 **LinkedIn Group**
https://www.linkedin.com/groups/12627306/

📧 **newsletter**
https://www.linkedin.com/newsletters/muse-newsletter-6984537877409865728/

🐘 **Mastodon**
https://mastodon.world/@AlexandreMartin_AI_Muse

𝕏 **Twitter**
https://twitter.com/musetm_grenoble

🟦 **Bluesky**
https://bsky.app/profile/muse-tm.bsky.social