

Literature Review On The Role Of AI In HRM**Balamourougane R¹, Angitha S Babu², Theertha V³**¹Assistant Professor, LEAD College of Management, Palakkad, Kerala²PG student, LEAD College of Management, Palakkad, Kerala³PG student, LEAD College of Management, Palakkad, Kerala

Abstract: The success of any organization relies upon how effectively it combines people, process and technology intelligently to deliver transformational value at optimized cost. The genesis of this revelation was embarked on the fifties and retain its shrewdness in every area of life. Artificial intelligence helps the industry to work in a faster and efficient way to complete the work. This paper focuses on the analysis of the literature review on the role of AI in HR Functions. This study was able to identify the most, moderate and least addressed HR functions where AI is applied. The study concludes that the most addressed HR function is recruitment process and there is a gap of study in the moderate and least addressed areas where we can conduct further researches.

Keywords: Artificial Intelligence, Human Resource Management

I. INTRODUCTION

AI refers to the broad class of technologies that allow computers to perform tasks that normally require human cognition, including decision making. The term AI was first coined by John McCarthy in 1956 when he held the first academic conference on the subject. AI is an emerging technology which is utilized in practically all industries to improve profitability and performance. The influence of AI is growing to all elements of human resource management. AI offers huge chances to improve the HR functions such as recruiting, payroll, training, performance management etc. AI encourages the industry to work more quickly and efficiently. AI automates the repetitive works so that the management can concentrate more on the strategic work of the organization. It decreases the manual work and paperwork and makes it simple for the HR administrator to carry out the responsibility effectively. The achievement of any organization depends upon how successfully it joins individuals, process and technology intelligently to convey transformational value at optimized cost.

II. OBJECTIVES

- To find out the most and least addressed studies on AI in HR functions.
- To know about the current stance of AI in Human Resource Management
- To find out the scope of the AI in HRM in the research area.

Genesis of AI

AI refers to the potential of computer-controlled machines or robots towards performing tasks that is almost or similar to the performance of human beings (Anwer J. S., 2015). While discussing the genesis of AI, 1884 is an important year because Charles Babbage worked on a mechanical machine which will exhibit intelligent behaviour on that date. But his studies were not succeeding and he dropped it there. Later in the year of 1950, Claude Shannon introduced the idea of computers which play chess. The work on AI continued until a decade. In the year 1950, Alan Turing conducted a test to determine the intelligence of the machines, which paved the path towards the field of AI. Later in 1956, John McCarthy developed a functional programming language for AI, which is known as LISP (List Processing Language). The year between 1965-1970 is called a dark period of AI because the developments on AI in this period was too less. When came to the year of 1975 AI get the

impulse. Between 1975 and 1980, the idea of AI that extended to the other branches of science has emerged. 1980 was the year where AI began to use in larger projects with practical applications. Even though the need of people is met by using traditional methods AI has been adapted to solve the real-life problems at a higher level to a larger extent later.

III. KEY AREAS WHERE AI IS USED IN HRM

AI is leading us to an epoch of extensive automation and this will help to efficiently automate many back-office functions for reliable HR transactions and service delivery.

AI is commonly used in HR functions like

- Recruitment
- Training
- Retention
- Performance Management
- Compensation Management

RECRUITMENT: Recruitment is perhaps the most technologically transformed field. Through improving and expanding applicant procurement, digital applicant systems, and candidate selection for hiring, the process has become faster and more efficient, and the relationship between applicant and employer has revolutionized. (Jia, 2018)

TRAINING: In the training process, artificial intelligence technology can help the employees to automatically record the training data. The intuitive data are analyzed to show the degree and effect of employee learning, which saves time and allow managers to quickly learn about training results. Besides, companies can use voice technology, learning content database, and core algorithm to achieve a fast and efficient learning experience. AI trainers can not only improve the quality of learning and learning efficiency but also significantly reduce the operation and management of online and offline training. (Jia, 2018)

RETENTION: Employee retention refers to the ability of the organization to retain its employees. The key to effective use of AI for retention is combining big data and machine learning with the human touch. Any company that decides to use AI to better retain and develop their workforce should ensure they have an HR team that understands the balance between relying on technology and the inherent nuances of working with people. Some smart ways where employers are using AI to improve the employee experience and retention are:

- Work-life balance through customized scheduling
- Identifying opportunities for growth
- Improving productivity (Jia, 2018)

PERFORMANCE MANAGEMENT: In performance management, the performance appraisal model can be embedded into the system by collecting and analyzing information about employees work performance. Using the intelligent decision support system some scientific evaluation methods, such as 360- degree performance evaluation method can be used more automatically and quickly (D O., 1999) These assessment methods are programmed and entered into the decision support system to more effectively count employee evaluation results.

COMPENSATION MANAGEMENT: Compensation management or salary management is a dynamic management process which determines, assigns, and adjust employee compensation principles, strategies, levels, structures, and factors that with the guidance of organizational development strategies (Henderson, 2007). AI application can assist to facilitate fairness of the compensation management. (Jia, 2018)

IV. RESULTS AND DISCUSSIONS

Cuneyt Dirican (2015) looked on the impacts and the disruptive changes of the artificial intelligence and robotics on the economics and the business which are earlier stages of the economy. The growth of AI is not only focused or depending on any particular area. Rather than this, we can see its influence in every area of industry. This conceptual and hypothetical paper is aiming to address and discusses the future of robots, mechatronics and AI in different perspectives.

Anupam Jauhari (2017) focused on the implementation of AI in the key operational areas like recruitment, performance management, payroll etc. He also discussed the advantages of implementing AI and ML in HR and barriers for adopting AI in industry. To redefine performance management, the HR leader can count on real-time data to measure employee engagement and identify the problem areas. Through implementing AI and ML in HR, the HR leaders can individualize corporate training, evaluate the career path of each employee and prepare them for career advancement and it also simplifies the recruitment procedures.

Swetha Jain (2017) studies the role and advantages of using AI in HR functions like recruitment, talent engagement, career development and training activities and have also identified the challenges of AI in HR. AI can help in providing customized career development programs. The challenges of implementing AI is, it is difficult for people to learn and adopt AI. The employees must be trained in digital skills. The highly competitive global market is forcing the multinational companies to adopt AI.

Manju Amla et al (2017) examines the concept of digital transformation in HRM and how it benefits the various HR functions and its employees. The use of AI technologies like HR chatbots, machine learning, robot process automation makes HR functions faster, smarter and efficient. This paper also studies the challenges or barriers of digital transformation that companies face and provides a solution to overcome these challenges.

Lochan Sharma Tandon et al (2017) studies the emergence of AI in HRM and the benefits of AI. The author has used secondary data for his study. The study says now the employers can do their works through machines effectively, still, skilled workers and professionals are required to tackle the systems.

Ruby Merlin et al (2018) identifies how AI transform the HR functions. The author has collected the source from secondary data. The future of HR will most probably involve a human-machine collaboration. Now, most of the HR functions rely upon AI and brings automation which reduces the workload and saves time. The study concludes that the organization should not hesitate to adopt AI instead they should upskill the employees.

Prasanna Tamie et al (2018) researches on the challenges in using AI in HR practices. Companies are struggling to make progress by building data analytics. Through this study, they have identified four challenges

- The complexity of HR phenomena
- Constraints imposed by small data sets
- Ethical questions associated with fairness and legal constraints
- Employee reaction to management via data-based algorithms

They also provided information on how to tackle these challenges and deal with them.

Owais Ahmed (2018) studies the advancements of the recruitment process through the introduction of AI. Through the implementation of AI in the recruitment wing of an organization, they can reduce the cost and time which needed for traditional recruitment methods.

Barbara Van Pay (2018) mentions about the advantages of AI and some data about the organizations where AI is implemented successfully. Many of the organizations are scared of letting a non-human entity to handle certain procedures of the business, but the day when AI robots could take over the world is not far from today. The major area where AI is used in HRM is recruitment. By using this intelligent style method much more online data can be collected and all these will enhance the recruitment process and made it much easier.

Faiyaz Md. Iqbal (2018) identifies the impact of AI in recruitment, training, development and retention of employees in the organization. The study says most of the organization are still using the traditional method of recruitment. AI makes the recruitment process faster, reduces workload and cost associated with it. Machine learning AI provides training programs for employees. Thus AI has the potential to raise Human Resource Management to a higher level.

Josh Bersin (2018) this study is derived from an industry analyst as the researcher forward this study based on his own experience in the field of technology for decades. This research mainly focused on the role of AI in HR and its key implications on the fields like recruitment, employee development and learning, management and leadership etc. Even though there are many risks and obstacles to deal with AI, the potential which we get as a result is very big.

Prasahant Srivastava (2018) examines how AI will impact HR decision making in different parts of the employee lifecycle. These mundane activities may have analyzed by using AI to arrive at the effectiveness of individuals, as well as optimum resourcing of each function. Then he discussed the usage of AI in the operational areas like recruitment, performance management, decision-making process etc. The AI based BOT will provide objective feedback to the managers which help them to improve their skills for providing feedback. He concludes the study like AI will help to take strategic HR decisions which made a huge impact on every organization where it is used.

N. Ashwini et al (2018) emphasis on the applications of AI respect to human resource of an organization and they present a conceptual overview of Artificial intelligence and its impact on various areas of HR by using the secondary data. They mainly focused on the opportunities and challenges which is faced by AI in the different operational areas of HRM. AI promises to transform HR departments, not to make them redundant. AI is offering a potential revolutionizing key for HR responsibilities, such as recruiting, performance evaluation and education.

RA Rathi (2018) identifies the concept and role of AI in Human resource management and the challenges faced while the implementation of AI. The factors responsible for the challenges are financial barriers, Decision making transparency and interpretability, safety and security, accountability, governance, etc. AI based software will enable HR to perform and deliver the best.

Mohammad Hossein Jarrahi (2018) AI has extended to different processes in the organization. The smart machines will soon replace human beings in decision making. This paper highlights the complementary of humans as AI. With a prominent computational information processing capacity and an analytical approach, AI can broaden human perception while addressing complexity. AI systems should be designed to augment, not replacing human contribution.

Geethu R et al (2018) throws light on the techniques used by companies in AI while recruitment. Artificial intelligence seems to attract HR and recruitment industry by a blizzard. The use of AI and machine learning for job search would reduce the time and cost for both the company and the candidate. The role of AI is the combination of humans and AI which leads to data maintenance and give more accuracy and access in the total recruitment process.

Vivek.V. Yawalkar (2019) analyses the role of AI in the HR department and understand the challenges of implementing AI. The researcher has used the secondary data collected from research papers, publications, websites, HR blocks, survey reports etc. The study concludes that now various functions in the HR department can be handled by AI such as Recruiting, Hiring, Collecting the data, Analyzing the data, reducing workload at the workplace and enriching workplace efficiency.

PrasannaMatsa et al (2019) analyzed the impact of AI on various occupations in future. The study says that HR is moving endlessly from its foundation administrative operations like recruitment, selection, appraising to more advanced robotics and artificial intelligence that are completely redefining and reshaping the method for their workforce quality. It is found that most of the works will be replaced by AI. HR leaders need to focus on their employee needs and possible outcomes.

Jennifer Johansson et al (2019) The study aims at finding the role of AI in recruitment and its implication. They have used a qualitative study for this. As part of this, they have conducted a semi-structured interview with eight international companies from all over the world. The area of AI in recruitment is relatively new and only a few companies are utilizing these facilities. The suitable parts where AI can be included in activities like pre-selection and communication with candidates, sending results for applicants. This has improved the speed and efficiency of work.

Jeremy Nunn (2019) AI improves the overall employee experience and business performance and it has become a technologically advanced sector, one that is increasingly streamlined and working smarter. The study points out the impact of AI in the key areas like skill gap analysis, training and succession planning etc. the study concludes that like the groundwork is already laid out; it's just a matter of taking necessary steps.

Rajeev Bhardwaj (2019) explained how the AI will help the HR managers to do their jobs most efficiently by the implementation of AI in the organization. Processes like onboarding, performance review, feedback reduce the burden of mundane tasks. Mechanization of repeated tasks saves the energy and time of HR managers. He concludes the study with the saying of the future hold of AI in our current lives.

NAnisha Praveen et al (2019) This research paper analyzes how AI is going to impact the activities of HR functions such as recruiting, training and development, employee retention and administrative work. AI can eliminate 45% of the recruiting process easier and also reduces all monotonous work. The training programs for employees can be planned, organized and scheduled by using AI. AI collect feedback of employees and can predict the needs of employees. Through HRP survey the author identified that today companies use AI for 50% administrative work and it reduces the administrative burden in HR. The survey says in 2025 almost all works will be automated and there will be only 25% of human work.

Sara FisterGale (2019) This paper researches about how AI is going to affect future works. The study says that companies want to implement AI for their growth, but they don't have talented, skilled professionals in their human resource. If the companies are not able to adopt AI, they are soon going to lose their competitive edge. The author has used secondary data for his research which says if 72% think of adopting AI is important only 31% are ready to address it. The growth of AI is faster, but still, HR is not prepared for it.

Coral Barboza (2019) This paper focused to understand the impact of AI in Human resource management. The key operational areas where AI is used are Talent Acquisition, Organizational adaptation, succession planning, training, performance appraisal, retention etc. The implementation AI will help to execute the strategies for improvement and tackle the problems faced by organizations.

AlkaSekhri et al (2019) This paper aims at identifying how AI and Machine Learning transforming the HRM functions like recruitment, training, performance evaluation, employee retention, organizational socialization etc. The use of chatbots speeds up the recruitment process. It also provides opportunities for the development of employees through conversational AI and AI algorithm. Natural Language processing identifies the reason for dissatisfaction and provides the corresponding suggestions. AI also reduces bias in performance evaluation. The turnover rate can be reduced through AI-based platforms for mood meters by identifying the reasons for turnover. The workforce needs to be upskilled for utilizing the AI technologies to its potential.

COMPREHENSIVE REVIEW TABLE

SL NO.	Author	Objective	Findings
1	CuneytDirican(2015)	To study the impact and disruptive changes in AI in different sectors.	Rather than focus on any particular area, AI has its implications on every field which made those sectors drastically change
2	AnupamJauhari(2017)	To analyze the implementation of AI in key operational areas of HR.	Through the implementation of AI and Machine Learning in HR. it simplifies the recruitment procedures and prepares the employees for career advancements.
3	Swetha Jain (2017)	To study the role and advantages of using AI in HR functions. To study the challenges in implementation.	The major challenge is the difficulty for people to learn and adopt AI. For resolving this problem employee should be trained these technologies
4	Manju Amla, Meenakshi Malhotra (2017)	To study digital transformation in HRM context To identify the key enablers of digital transformation To identify the benefits of having the digital transformation for HR and business To identify the challenges HR has to face while adopting digital transformation To identify the possible ways to overcome those	The AI technologies and automation makes HR functions faster, smarter and efficient.

		barriers or challenges in the journey of digital transformation.	
5	Lochan Sharma Tandon, Parikshit Joshi, Richa Kinga Rastogi (2017)	To study the emergence of AI in HRM and the benefits of AI.	Now the employees can do their work effectively through the machine but still, professionals are required to tackle the system.
6	Ruby Merlin, Jayam R (2018)	To study how AI transforms the HR functions.	The organizations should not hesitate to adopt AI instead they should upskill the employees. The future of AI relies upon AI and machine collaboration
7	Prasanna Tamie, Peter Cappelli, Valery Yakubovich(2018)	To find out the challenges in using AI in HR practices	Through this study, they have identified four challenges and provided information on how to tackle these challenges and deal with them.
8	DrOwais Ahmed (2018)	To study the advancements of the recruitment process through the introduction of AI.	Through the implementation of AI in recruitment, it will reduce the time and cost associated with the process.
9	Barbara Van Pay (2018)	To find out the areas where AI is used in HRM and its advantages.	The major areas where AI is used in HRM is recruitment. AI simplifies the recruitment process.
10	Faiyaz Md. Iqbal (2018)	To identify the impact of AI in HR functions.	Most of the organizations are still using traditional recruitment methods. Implementation of AI will reduce the workload and raise the HRM to a higher level.
11	Josh Bersin (2018)	To study the role of AI in HR and its key implications.	AI has its own risk and obstacles to deal with it, but the potential which we get through this will very high.
12	PrasahantSrivastava (2018)	To study the impact of AI in HR decision making.	AI will reduce the burden of mundane works associated with HRM. AI will help to take strategic decisions which made a huge impact on every organization here it is used.
13	N. Ashwini, Aparna Patil(2018)	To study the applications of AI respect to HRM.	Rather than making the HR functions redundant, AI transforming the HR

		To study the opportunities and challenges which is faced by AI in different operational areas	departments with its advanced technologies.
14	RA Rathi(2018)	To study the concept of AI To study the role of AI in HR To study the challenges for the implementation of AI and recommendation as necessary.	There are certain factors which are responsible for the challenges faced by AI implementation. But for the organizations which were adopted AI will enable their HR to perform and deliver the best
15	Mohammad Hossein Jarrahi(2018)	To highlight the complementary of humans as AI	AI contributed a lot to enhance the organization's operational works. But the AI system should be designed to augment, not replacing human contribution.
16	Geethu R, BhanuSree Reddy (2018)	To study the techniques used by companies in AI while recruitment	There are several techniques used by the companies in AI which reduce the time and cost for both company and candidate. It gives more accuracy and access to the total recruitment process.
17	Vivek.V. Yawalkar(2019)	To analyze the role of AI in HRM and understand the challenges in implementing AI	AI which will reduce the workload at the workplace and enriching the efficiency of work.
18	PrasannaMatsa, KusumaGullamajji(2019)	To study the impact of AI on various occupations in future .	Many of the organizations are lagging in integrating AI with HR due to the heavy cost. But in future, most of the works will be replaced by AI.
19	Jennifer Johansson, SenjaHerranen(2019)	To find the role of AI in recruitment and its implications.	The area of AI in recruitment is relatively new and only a few companies are utilizing it. The implication of AI will improve the speed and efficiency of work
20	Jeremy Nunn (2019)	To identify the different stages of AI and its implementation in different industries.	AI can improve overall employee experience and business performance. The ground for AI is already laid

			out, only we need to take necessary steps.
21	Rajeev Bhardwaj (2019)	To study how AI, help the managers to do their jobs efficiently.	AI is reshaping and revolutionizing every area of HRM. It saves the energy and time of HR managers.
22	N Anisha Praveen, V S Palaniammal(2019)	To analyze how AI is going to impact the activities of HR functions.	Implementation of AI reduces the burden of all monotonous works. By 2025 all works will be automated and only 25%human works will remain left.
23	Sara Fister Gale Geethu R, (2019)	To study how AI is going to affect future works	The growth of AI is faster but still, HR is not prepared for it. It is due to the lack of technically skilled professionals to handle the AI
24	Coral Barboza (2019)	To study the impact of AI in HRM.	The implementation of AI in HRM will help to create and execute strategies for improvement and taking specific actions to tackle problems faced by organizations.
25	AlkaSekhri, JagvinderCheema (2019)	To identify how AI and ML transforming the HRM functions.	AI provides opportunities for the development of employees. It reduces the bias in performance evaluation.

V. DISCUSSION

For the past six decades, the growth of Artificial intelligence happened like rapid-fire. Rather than focusing on any particular area, it has its touch in every reach. It is transforming the traditional work methods into automated ones which helps to eliminate the burden of daily mundane works and make the task much easier. The automated advancement of AI will help to generate many job opportunities which require technical knowledge and skill. Even though the scenario is right, still the majority of the organizations are reluctant to adopt AI to their workplace. The reason behind this resistance is the lack of technically skilled professionals and the cost associated with integrating AI with HR.

AI has a great impact on every area of Human resource management. Big companies are spending a huge amount of money and time on recruitment. During the time of recruitment, a company receive thousands of resumes which is a herculean task for the recruiters to check all those within the time limit. When we go in-depth we can find that the majority of research works where focused on recruitment processes. The major areas in recruitment where AI is used are screening the resumes, collecting the data, analyzing the data, communication with candidates, sending results for applicants, pre-selection, candidate screening. It not only reduces the workload but it can eliminate 45% of the recruiting process.

Only a few studies were conducted on other key functions of HR like Performance management, training, retention, compensation management etc. In the training process, AI can help the employees to automatically record the training data. By collecting the employee data, we can easily analyze the employee need and can provide training accordingly. With the help of AI, we can find out the reasons for employee turnover by combining big data and machine learning with a human touch. In performance management, some assessment methods are programmed and entered into the decision support system which will make the evaluation process fair and unbiased. AI applications can also assist to facilitate fairness of the compensation management.

VI. CONCLUSION

Highly explored areas	Moderately explored areas	Least explored areas
Recruitment process Collecting the data Analyzing the data Screening	Performance management Training and development Compensation management Retention	Succession planning Career development

Artificial intelligence has already made significant contributions in the HR world through revolutionizing the way that recruitment, training and development take place in organizations. The most addressed area of AI in HR is recruitment. Majority of research studies also were conducted in the field of recruitment. The impact of AI in HRM is not only sticking to recruitment, but it also influences other functional areas of HR like training, retention, performance management, compensation management etc. But these areas were least addressed by the researchers who carry study on the role of AI in HRM. This paper conveys further researchers who are interested to research AI in HRM can attend areas like training, employee retention, performance management, compensation management, career development, succession planning, etc.,

References

- Ahammed, D. O. (2018). Artificial Intelligence in HR. *International Journal of research and analytical reviews*, 05(04), 971-978.
- Anupam Jauhari. (2017, December 18). *How AI and Machine learning will impact HR practices*. Retrieved from vvcircle.com: <https://www.vvcircle.com/how-ai-and-machine-learning-will-impact-hr-practices>
- Anwer, J. S. (2015, August). Artificial Intelligence and its Role in Near Future. *Journal of LATEX class files*, 14(08), 1-11.
- Barbara Van Pay. (2018, September 30). *SmartHR consultancy*. Retrieved from A. SmartHR consultancy: <https://www.entrepreneur.com/article/320763>
- Barboza, C. (2019). Artificial Intelligence and HR: The New Wave of Technology. *Journal of Advances in Social Science and Humanities*, 05(04), 715-720.
- D, G. R. (2018, July). Recruitment Through Artificial Intelligence: A Conceptual Study. *International Journal of Mechanical Engineering and Technology*, 09(07), 63-70.
- D, O. (1999). Performance Management: A Framework for Management Controlled Systems Research. *Management Accounting Research*, 10(04), 363-382.
- Dirican, C. (2015). The Impact of Robotics, Artificial Intelligence on Business and Economics. *Procedia-Social and Behavioural Science*, 564-573.

- Gullamajji, P. M. (2019, August). To Study Impact of Artificial Intelligence on Human Resource Management. *International Research Journal of engineering and technology*, 06(08), 1229-1238.
- Herranen, J. J. (2019, May). The application of AI in Human Resource Management: the current state of AI and its impact on the traditional recruitment process. *Jonkoping international business school*, 1-59.
- Iqbal, F. M. (2018). Can Artificial Intelligence Change the Way in Which Companies Recruit, Train, Develop and Manage Human Resources in the Workplace? *Asian Journal of Sciences and Management Studies*, 05(03), 102-104.
- Jain, S. (2017, January). Is Artificial Intelligence- The next big thing in HR. *International Conference o innovative research in science, Technology and Management*, 20(07), 220-224.
- Jarrahi, M. H. (2018, July). Artificial Intelligence and the future of work: Human-AI symbiosis in organisational decision making. *Business Horizons*, 61(04).
- Jia, Q. (2018). A conceptual artificial intelligence application framework in Human Resource Management. *AIS Electronic Library (AISeL)*, 105-114.
- Josh Bersin. (2018, June 16). *AI in HR*. Retrieved from Josh Bersin academy: <https://joshbersin.com/2018/06/ai-in-hr-a-real-killer-app/>
- Lochan Sharma Tandon, P. J. (2017). Understanding the Scope of Artificial Intelligence in Human Resource Management. *International Journal of Business and Administration Research Review*, 01(19), 62-66.
- Malhotra, M. A. (2017). Digital Transformation in HR. *International Journal of Interdisciplinary and Multidisciplinary Studies(IJIMS)*, 04(03), 536-544.
- Nunn, J. (2018, May 09). *How AI is Transforming HR Departments*. Retrieved from Forbes technology council: <https://www.forbes.com/sites/forbestechcouncil/2018/05/09/how-ai-is-transforming-hr-departments/>
- Palaniammal, N. A. (2019). A Study on Artificial Intelligence In Human Resource Management Today and Tomorrow. *IJRAR*, 06(01), 513-516.
- Patil, N. A. (2018, August 31). *A Study o Artificial Intelligence its Opportunities and Challenges in Human Resouce Management*. Retrieved from Zenodo: <https://www.workforce.com/2019/01/04/ai-coming-hr-not-prepared/>
- Prasanna Tambe, P. C. (2018, February 9). Artificial Intelligence in Human Resource Management: Challenges and a Path Forward. *SSRN Electronic Journal*, 1-30.
- Prashant Srivastava. (2018, April 06). *Impact of Artificial Intelligence on Strategic HR decision making*. Retrieved from Peoplematters.in: <https://www.peoplematters.in/article/technology/impact-of-artificial-intelligence-on-strategic-hr-decision-making>
- R, R. M. (2018). Artificial Intelligence in Human Resource Management. *International Journal of pure and applied Mathematics*, 119(17), 1891-1894.
- Rajeev Bhardwaj. (2019, January 4). *How AI is Revolutionizing Human Resource functions*. Retrieved from Entrepreneur: <https://www.entrepreneur.com/article/325715>
- Rathi, R. A. (2018, May 20). Artificial Intelligence and the future of HR Practices. *International Journal of Applied Research*, 04(06), 113-116.
- Sara Fister Gale. (2019, January 4). *AI is coming- and HR is not prepared*. Retrieved from Workforce: <https://www.workforce.com/2019/01/04/ai-coming-hr-not-prepared/>
- Sekhri, A. (2019). The new era of HRM: AI Reinventing HRM functions. *International journal of scientific research and review*, 07(03), 3073-3077.

Yawalkar, V. V. (2019, February). A Study of Artificial intelligence and its role in Human Resource Management. *International Journal of Research and Analytical Reviews*, 06(01), 20-24.