MODERN ARTIFICIAL INTELLIGENCE APPROACH WITH ITS ROLE ON CHALLENGES IN HUMAN RESOURCE MANAGEMENT AND EMPLOYEE ENGAGEMENT BASED APPLICATIONS FOR ORGANIZATIONAL COMMITMENT AND DEVELOPMENT

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ABSTRACT

The Employee engagement is significant for the sustenance of any organizations. Employee engagement is sensible consequence in business association even in this digital era. Lot of research attentions are going in this topic of employee and work engagement over the past years. Engagement play a vital role with positive, satisfying the work-related situation of intelligence that is typify by vigor, commitment and assimilation which many managerial outputting factors like performance of employee, assurance, and aggressive advantage, etc. This paper investigates the association among various measurements of the employee engagement (the job engagement and the organizational based engagement) and the organizational dedication measured by various parameters such as persistence (maintenance) commitment, sentimental (emotional) commitment; and normative commitment with the help of modern Artificial Intelligence (AI) approach. Due to the invention of new technologies like AI based applications in Human Resource Management (HRM), tolerates adapted and individualized methods to employees. Artificial Intelligence helps the industry to work in faster way and efficient way to complete the work. AI system organization can able to inform the existing performance and day-to-day progress. As the business pressure has been increasing, tough managers understood the importance of artificial intelligence at workplace. The core objective is to examine the role of artificial intelligence in human resource department and understand the challenges in HR department. The research concludes with the role of AI in human resource department, its various functions carried out in the companies which can handle recruitment, hiring, analyzing the data, colleting the data, reducing workload at workplace and enriching workplace efficiency. The proliferation of AI-based solutions is increasing in various dimensions of HR business processes, leading to enhanced employee experiences and job satisfaction. AI is used to conduct surveys, gather feedback, and analyze

various business-centric data like productivity levels, engagement levels, performance, and areas of improvement.\

Keywords: AI, HRM, Employee Engagement, Organizational Development

1. INTRODUCTION

At a high level, Artificial Intelligence (AI) is a technology that allows computers to learn from and create or recommend actions based on previously collected data. In terms of human resources management, artificial intelligence can be useful in many different ways to streamline processes and improve efficiency. Among the numerous applications of AI in the human resources sector, some of the first changes HR professionals should expect to see involve recruitment and on boarding, employee experience, process improvement, and the automation of administrative tasks. Recruitment and On boarding, Internal Mobility and Employee Retention, Automation of Administrative Tasks. HR Managers face numerous challenges on a day-to-day basis, but none more intense than recruitment and employee on boarding. The demand is insatiable, but the talent pool continues to shrink steadily. Succeeding in the quest to find the right candidate despite the talent crunch has become more important than ever. The definition of employee on boarding differs from one organization to another. While the process tends to be almost similar, the time-period and tasks involved make each on boarding program unique. While a few HR managers seem to consider employee on boarding process as simply the new hire paperwork, more savvy and committed team members have a different perspective on the employee on boarding meaning. They consider the entire period from the time an offer is released to the moment where an employee becomes a productive contributor to the organization as a part of employee on boarding.

1.1 INTERNAL MOBILITY AND EMPLOYEE RETENTION

In today's workplace environment, retaining talent is top of mind for all organizations. Daily reports of skills shortages and worries of employee turnover have HR leaders and managers concerned about talent acquisition and retention. In the face of increasing competition to acquire and retain top talent, internal mobility also sometimes called talent mobility which has taken on a renewed importance for today's HR professionals. Internal mobility refers to the ability of employees to move either vertically or laterally within an organization. In doing so, companies benefit from the legacy knowledge that existing talent brings to the table while saving the considerable costs and risks of recruiting and on boarding an external candidate. In addition, a cohesive internal mobility strategy is a key factor in boosting employee retention and helps ensure workers remain engaged. As noted above, many businesses are so fixated on external hiring that their people must leave to get the development they need. This is a missed opportunity, as research regularly shows the number one reason people join and stay with a business is because they want to learn, grow, and develop new skills and capabilities. Unsurprisingly, skills-based hiring has moved rapidly up HR's agenda, as recent developments such as the COVID 19 pandemic have led to many people identifying the need to develop new skills and capabilities. If you want to retain your top talent and help them develop, internal mobility bolstered by a comprehensive internal mobility strategy needs to re-emerge as an HR priority. It's good for employee engagement and good for business. Figure 1 explains the internal mobility best practices.

Benefits of Internal Mobility

- Time & cost savings

- Talent acquisition

- Innovation
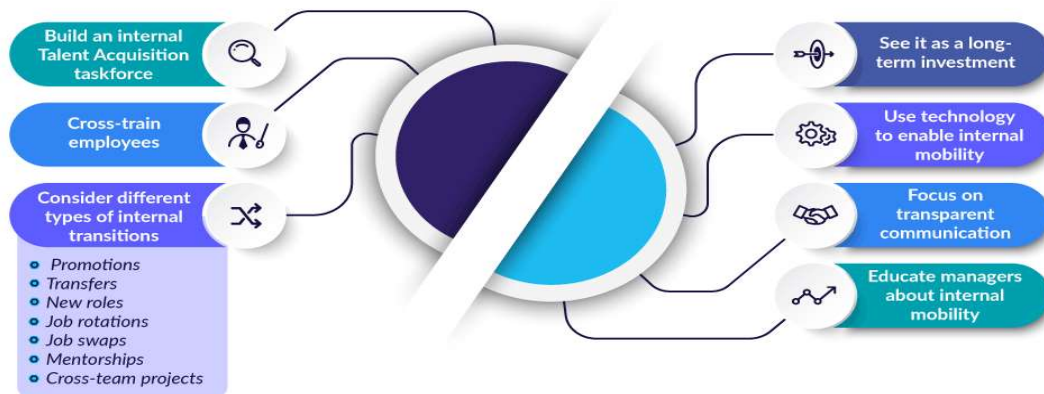
Figure 1: Internal Mobility Best Practices

With that in mind, here are four key benefits of internal mobility — and why it pays to have a strong internal mobility program in place at your organization. Internal mobility:

- Gives employees a reason to stay
- Trains current employees to fill future skills gap
- Taps into talent intelligence data
- Supports a culture of recognition

1.2 AI IN EMPLOYEE ENGAGEMENT

The workplace saw a shift towards more flexibility and autonomy for employees. Remote work became the norm, with many companies transitioning to a hybrid model of in-person and remote work. Artificial intelligence and automation are likely to be adopted by even more companies to improve efficiency and productivity. These technologies can be used to automate repetitive tasks, process large amounts of data, and make more accurate predictions. This will have the added benefit of freeing up employees to focus on more complex and creative tasks. AI offers countless benefits for HR. It eliminates exhausting, repetitive tasks, speeding up the search for talent, boosting employee engagement, and reducing attrition. AI can significantly improve the employee experience. However, many HR experts still question the effectiveness of this technology when dealing with traditionally human tasks, such as decision making. Even though many people have doubts about whether artificial intelligence can deal with tasks that require empathy or Often managers are failing to transfer the information

learned at the leadership center to the workplace. Lack of learning and knowledge transfer can be attributed to distractions during training, limited time for training, or lack of reinforcement after training. "AI models can bring fantastic results in also learning and development cases. Figure 2 explains the technologies in organization to engage employees.
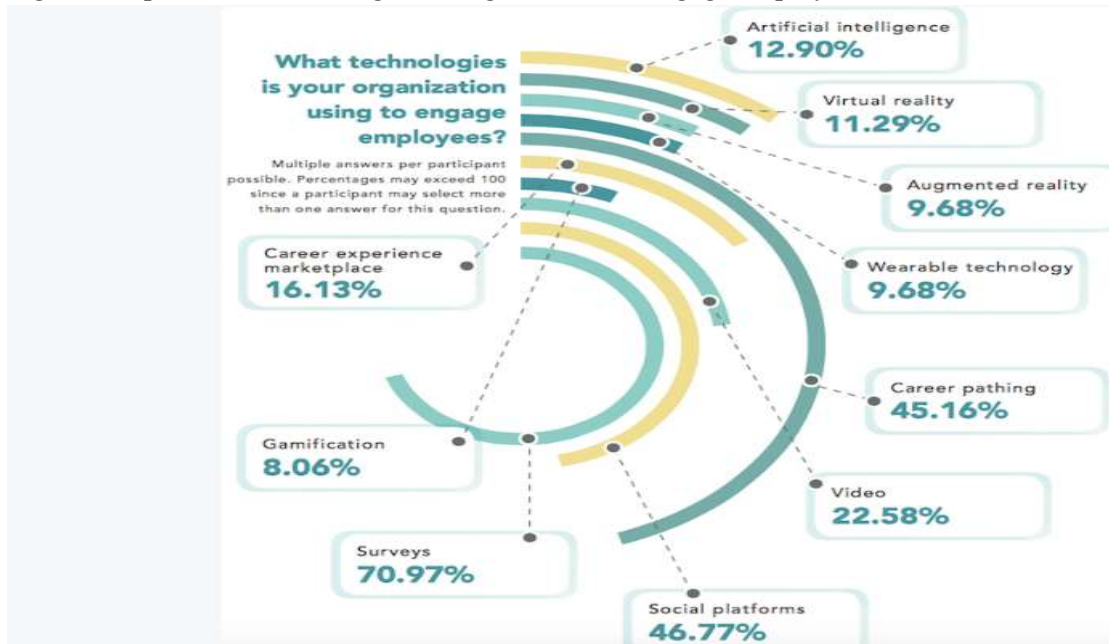

Figure 2: Technologies in organization to engage employees

Different role can be done by AI technologies in employee engagement like onboarding, employee performance, learning development, rewards and recognition, conflict resolution and better communication which is expressed in figure 3.
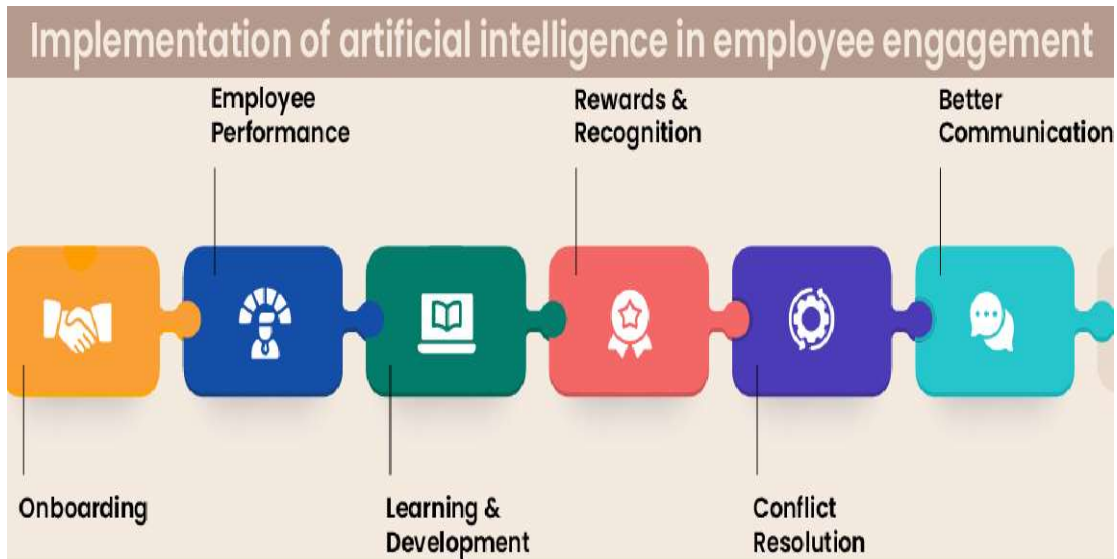

Figure 3: AI in Employee Engagement

1.3 DIFFERENT CONTEXTS TO ORGANIZATION

One of the major aspects of organization is there way of approaching the employees. The purpose of the context of the organization procedure is to outline your organization's process for the identification and determination of internal and external issues, interested party requirements, processes that relate to the management system, and which influence the strategic direction. It may result in two results such as employee satisfaction and organization effectives as shown in figure 4.
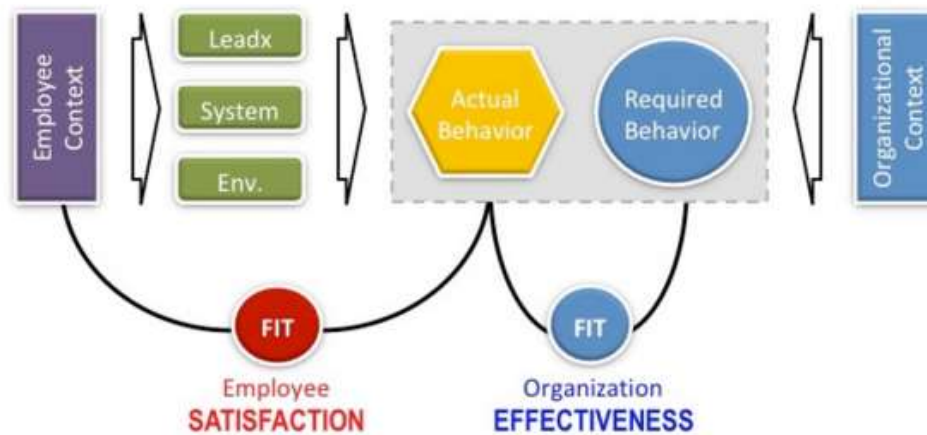
Figure 4: Different Contexts to Organization

1.4 AUTOMATION OF ADMINISTRATIVE TASKS

Administrative automation is the process of using technology to automate administrative tasks. In simple terms, automation is the action of automatically fulfilling repetitive and monotonous tasks. With administrative, little-to-non manual effort is required in order to fulfill administrative workflows.

Emails – The Never-Ending Pile of Digital Messages

Meetings – Calendar Plans that Collide More than Asteroids

Proposals – Impressing Clients is Hard Work

Customer Database – Are You Still Doing it Manually?

Invoices, Bills – Repetitive Bills May Clog Your Time

2. RELATED WORKS

Employee engagement is critical to any organization. Deci and Ryan conducted the most influential study on employee engagement in 1985 (Berens, 2013). Deci and Ryan (1985) expanded on early work by differentiating between intrinsic and extrinsic motivation. Competence, autonomy, and psychological relatedness which are psychological needs, motivate the individual to initiate behavior essential for psychological health and well-being of an individual and if satisfied may lead to optimal function and growth (Deci & Ryan, 1985). The basic needs of satisfaction have been found to directly relate to dedication of employees (Vandenabeele, 2014). Dedicated and meaningful work enables employees to realize how valuable they are within the organization and makes them engaged. Bolman and Deal (2014) suggested there is an opportunity for employees' autonomy when SDT is leveraged, and

furthermore, employees can influence those around them. This influence transcends to the benefits of intrinsic rewards. Meaningful work will allow for an increase in employees' participation; however, it does not guarantee that the employee will be engaged. The need for autonomy, intrinsic rewards, and influence are required to achieve employee engagement (Bolman & Deal, 2014). Employee motivation is attributed to the concepts of the SDT. La Guardia (2009) suggested that psychological needs form a sense of development of identity by intrinsic motivation, which results in Osborne & Hammoud, 2017 International Journal of Applied Management and Technology 53 the outcomes of interest and engagement. Using potentials and commitment can influence an individual's value, behavior, and goals, which are healthy factors for an individual's identity (La Guardia, 2009).

Fullagar and Mills (2008) found a significant relationship between intrinsic motivation and flow experiences. Flow is the holistic sensation that employees feel when they are totally engaged within their work (Fullagar & Mills, 2008). The relationship between intrinsic motivation and flow supports considering engagement as the psychological need of autonomy. Assessing demographic characteristics as they relate to employee engagement provides knowledge of demographic trends within the labor force (Buttner, Lowe, & Billings-Harris, 2012). Business leaders can engage younger workers by monetary compensation. Younger workers leave their organizations for lack of monetary compensation even when the occupation is consistent with their needs and desires (Butler, Brennan-Ing, Wardamasky, & Ashley, 2014). Millennials are not willing to make personal sacrifices for a career and are less loyal to their organizations (Festing & Schafer, 2014). Baby Boomers are less prone for monetary reward and more to processes and loyalty to their organization (Saber, 2013). Business leaders can engage Baby Boomers by ensuring a long-term contract and a process-oriented organization (Saber, 2013). Millennials are more likely to turnover when they feel there is no opportunity for promotion or increases in pay within the organization (Hayes, 2015). Therefore, when considering dismissal or disengagement strategies, human resource practitioners may better serve their organizations by dismissing a Millennial rather than a Baby Boomer (Hayes, 2015).

Impact of Employee Engagement The failing global economy has created a huge shift in the way business takes place (McCuiston & DeLucenay, 2010). Employee engagement matters to both the employee as well as the organization. Employees can utilize contract agreement provisions to impede the attainment of the organizational goals and objectives. Management's capability to leverage employee engagement strategies is essential in an organization. Cooper-Thomas, Paterson, Stadler, and Saks (2014) establishing that high levels of expectations and frequent performance reviews can increase employee participation and cooperation. The scarcity of resources has lead organizations to think more about reducing costs and increasing productivity and efficiency. Reduced variation in processes can reduce cost over time as it relates to process improvement (Emrouznejad, Anouze, & Thanassoulis, 2010); however, an organization must continue to incorporate processes that enhance employee engagement. McCuiston and DeLucenay (2010) noted short-term cost cutting processes are not uniformly successful. Employee engagement has emerged as one of the greatest challenges in today's workplace. With complexities and stringent regulations in many organizations, employee engagement will continue to challenge organizations in the future (Mishra, Boynton, & Mishra, 2014). This aspect challenges management because engagement is a critical element

in maintaining the organization's vitality, survival, and profitability (Albercht, Bakker, Gruman, Macey, & Saks, 2015; Breevaart et al., 2013; Farndale & Murrer, 2015). Organizations that have highly engaged employees have greater profits than those that do not (Society for Human Resource Management [SHRM], 2014). Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015; Carter, 2015; CooperThomas et al., 2014; Vandenabeele, 2014).

3. ORGANIZATIONAL CULTURE

Organizations must provide a psychologically safe workplace to improve employee engagement (Kompaso & Sridevi, 2010). The culture of psychological ownership and engagement begins when leaders create a psychologically safe workplace (Dollard & Bakker, 2010). The manner in which an individual feels satisfied and enthusiastic in work-related activities fosters employee engagement (Nasomboon, 2014). Organizations should develop training programs that focus on skills to influence employee performance and engagement. Kompaso and Sridevi (2010) described engaged employees as those who have an emotional connection with the organization. Service training increases engagement and has a direct effect on the organization's profits (Granatino, Verkamp, & Parker, 2013). The U.S. Department of Labor (2015) identified employee engagement as a challenge, with a negative percentage of 35% or higher for organizations. Therefore, organizational leaders are rapidly finding ways to engage employees for long-term employment. Engaged employees are noted to having lower turnover rates and higher retention (Ahmetoglu et al., 2015). Thirty percent of U.S. employees are engaged at work, and a staggeringly low 13% worldwide were engage (Beck & Harter, 2015). In addition, within the past 12 years, these percentages have changed minimally, meaning that worldwide, a high number of employees fail to develop and contribute at work.

Artificial Intelligence is a method of making a computer, a computer-controlled robot, or a software think intelligently like the human mind. AI is accomplished by studying the patterns of the human brain and by analyzing the cognitive process. The outcome of these studies develops intelligent software and systems. Figure 5 shows the Framework among work Engagement, affective Commitment and turnover.
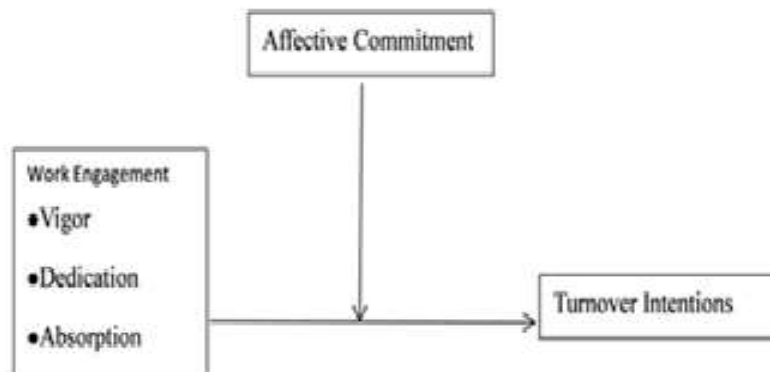
Figure 5: Framework among work Engagement, affective Commitment and turnover

Artificial intelligence (AI) is currently one of the hottest buzzwords in tech and with good reason. The last few years have seen several innovations and advancements that have

previously been solely in the realm of science fiction slowly transform into reality. Artificial Intelligence is a method of making a computer, a computer-controlled robot, or a software think intelligently like the human mind. AI is accomplished by studying the patterns of the human brain and by analyzing the cognitive process. The outcome of these studies develops intelligent software and systems. Experts regard artificial intelligence as a factor of production, which has the potential to introduce new sources of growth and change the way work is done across industries. For instance, this PWC article predicts that AI could potentially contribute $15.7 trillion to the global economy by 2035. China and the United States are primed to benefit the most from the coming AI boom, accounting for nearly 70% of the global impact. This Simplilearn provides an overview of AI, including how it works, its pros and cons, its applications, certifications, and why it's a good field to master.

4. TYPES OF ARTIFICIAL INTELLIGENCE

4.1 Purely Reactive

These machines do not have any memory or data to work with, specializing in just one field of work. For example, in a chess game, the machine observes the moves and makes the best possible decision to win.
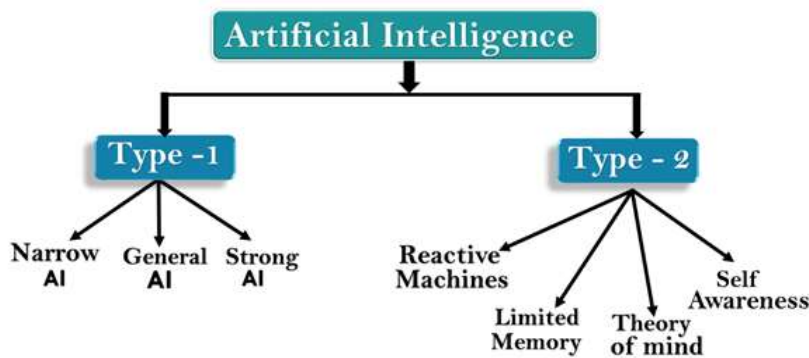
Figure 6: Framework among work Engagement, affective Commitment and turnover

4.2 Limited Memory

These machines collect previous data and continue adding it to their memory. They have enough memory or experience to make proper decisions, but memory is minimal. For example, this machine can suggest a restaurant based on the location data that has been gathered.

4.3 Theory of Mind and Self-Aware

This kind of AI can understand thoughts and emotions, as well as interact socially. However, a machine based on this type is yet to be built. Self-aware machines are the future generation of these new technologies. They will be intelligent, sentient, and conscious.

4.4 How Does Artificial Intelligence Work?

Put simply, AI systems work by merging large with intelligent, iterative processing algorithms. This combination allows AI to learn from patterns and features in the analyzed data. Each time an Artificial Intelligence system performs a round of data processing, it tests and measures its performance and uses the results to develop additional expertise. The figure 7 expresses the various strategic Human resource Management approaches.

Figure 7: Strategic Human resource Management

4.5 DIFFERENT IMPLEMENTION OF AI

- Streamlining hiring and removing biases in recruitment
- Simplifying HR functions
- Improving onboarding processes
- Developing a more useful training strategy
- Introducing machine-generated errors
- Perpetuating biases in hiring

4.5.1. Streamlining hiring and removing biases in recruitment

Hiring new employees is competitive right now. Taking too long to find the right candidate may mean they're off the market before you even reach them. From screening resumes to scheduling interviews to answering potential candidates' questions, AI can cut down on the time you spend sifting through data and doing routine recruitment tasks. It can also eliminate biases to ensure you find the right candidate. Here's how:

• AI-enabled screening can narrow down your applicant lists by sorting out those with the most relevant skill sets.

• If programmed right, screening software considers candidates based entirely on qualifications and eliminates unconscious bias that can sometimes affect the initial screening process.

• AI can perform background checks or other analyses to ensure the candidates you talk to are the most qualified.

• Chatbots can answer potential hires' questions, schedule interviews, and communicate key information with them before and after the interview.

4.5.2. Simplifying HR functions

Because AI tech is available 24/7 and able to eliminate human errors from everyday processes, it can create a better HR experience for employees and managers. For instance, you can automate your PTO request procedure so employees don't have to check in directly with HR to plan out their time off. They can enter their request directly into a system that checks the dates against other employees' approved PTO. The system can let the employee know right away whether they're likely to get it approved. Reducing the time managers and HR spend away from work to coordinate schedules frees them up for more important tasks. And employees aren't left waiting as they try to make plans.

4.5.3. Improving onboarding processes

A new employee's onboarding experience has a big impact on their job satisfaction and performance, and subsequently, on retention rates.

AI can simplify things by streamlining and automating a lot of the work involved. For example, it can:

- Automatically verify employment documentation
- Manage employee requests for hardware or account access
- Answer FAQs at key points in the process
- Deliver company policies and procedures
- Inform new hires about the team they're joining or specific tasks they're assigned

4.5.4. Developing a more useful training strategy

AI in your training programs can tailor the learning experience to employee needs. You can implement it in your courses to assess employees' knowledge and recommend specific training programs to bring them up to speed. You can also use it to sift through company training metrics to determine which employees need more training. Or, to help identify possible career paths based on training history and needs.

With the right AI tools, you can ensure your employees learn faster and focus on the skills they need to keep up in their field.
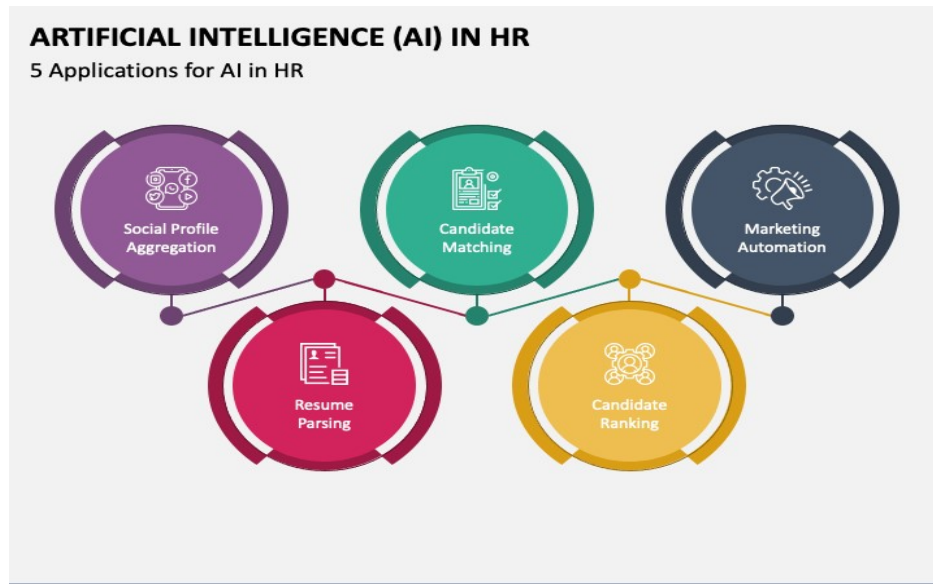
Figure 8: AI in HR

4.6 MACHINE LEARNING

Machine learning algorithms can analyze vast amounts of HR data to identify potential candidates and predict their chances of being shortlisted for a particular job, enabling HR professionals to make better data-centric decisions. Machine learning can already efficiently handle the following: Scheduling of HR functions such as interviews, performance appraisals, group meetings and a host of other regular HR tasks. Analytics and reporting on relevant HR data. Streamlining workflows.

4.7 AI AS THE FUTURE OF HR

The most obvious benefits of AI in the workplace are related to automating vital functions. As computers use data to mimic human learning and analysis, they make your job less stressful and more efficient. That happens because you make decisions more quickly when you're confident all the data has been considered. And employees, on their side, have a better experience when you automate and customize processes.

5. RESULTS

Rewards and Recognition Based on the coded responses of the communication business leaders and archival records, rewards, and recognition indicates leaders must implement incentives to engage employees. Also, employee rewards and recognition directly affect employee performance and are a form of powerful feedback. The strategies I1 identified were in alignment with Haines and St-Onge's (2012) findings that rewards and recognition directly affect employee engagement and performance. I3 indicated that employees wish to feel appreciated and valued when performing daily tasks. The need for autonomy, intrinsic rewards, and influence are required to achieve employee engagement.

To make or maintain their companies' profitability, business leaders must work hard to engage employees (Kortmann et al., 2014). Improved employee engagement is a byproduct of

leaders who have a direct relationship with employees (Lowe, 2012). The findings of this research indicated that the bond between leaders and employees is an essential element for engaging employees, which in turn increased organizational profitability. Sadeghi and Pihie (2012) suggested organizations should look for leaders that can both communicate the organization's vision and secure employees' support in achieving organizational goals. The figure 9 shows the analyze of employee survey results.
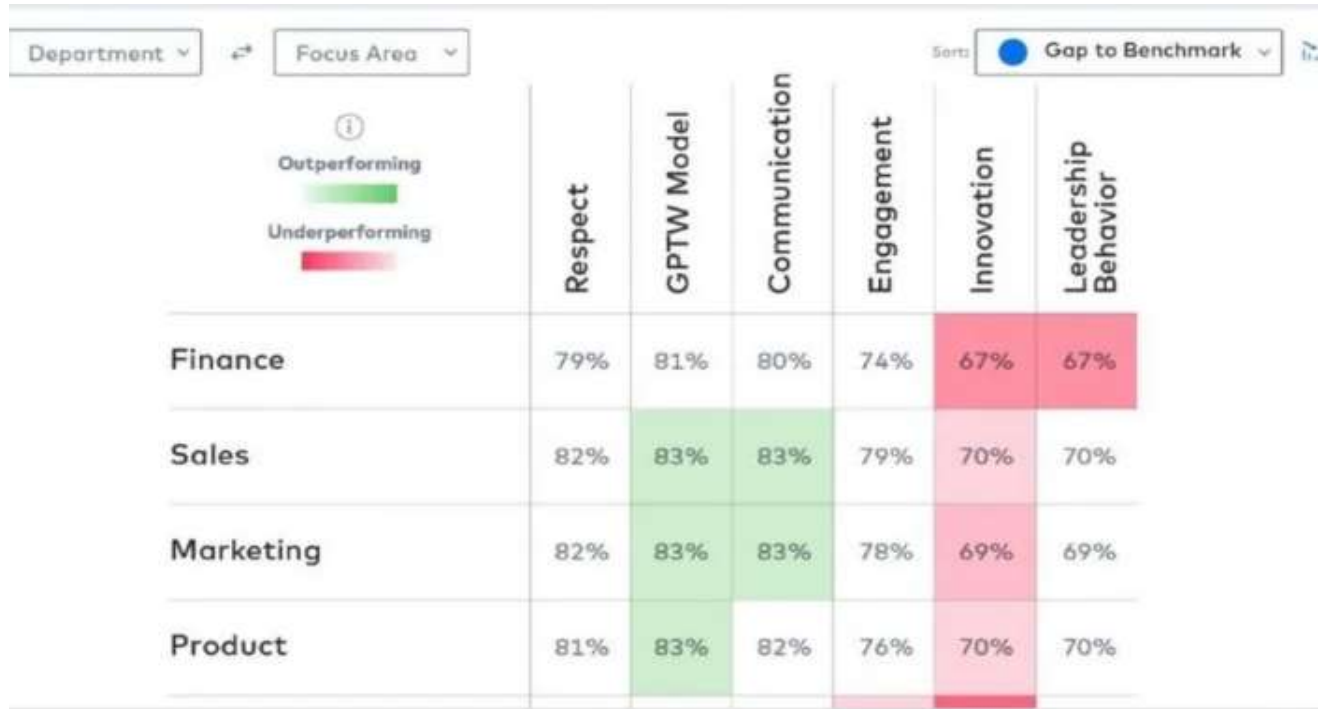
Figure 9: Analyze Employee Survey Results

6. CONCLUSION

Artificial Intelligence is used to manage employees through employee engage-ment. This occurs by motivating employees and controlling their actions.

However, issues of trust, perceived risk, and fairness play a vital role in deter-mining whether such systems will be effective at managing employees over the long run. In addition, AI-driven systems must be easy to use and be viewed as useful if companies hope to encourage their use. This chapter presents and dis-cusses these issues along employee outcomes such as job satisfaction, meaning-fulness, and employee retention

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The work shows the evidence that there is a strong relationship between the feeling of everyday employees with the level of engagement and participation. The higher their happiness level, the higher their level of engagement and participation. With the help of AI technology, management can now easily and clearly monitor the condition and movement of employees' daily feelings with better confidence about what factors directly and greatly affect their happiness and stress. Management can even anticipate earlier if there is dissatisfaction that will trigger toxic conversations that will lead to a toxic climate. With a much more effective approach, someone who is anxious can be managed more quickly and more accurately (specific to each personal character and issues). The effect of spreading the toxic conversation can be localized or even prevented. level, the lower their level of engagement. The findings show that AI significantly improves employee performance and workplace engagement. Positive change management helps to moderate the impact of AI on worker productivity and engagement. AI in HR can replace repetitive and tactical tasks like transitional personnel duties, frequently asked questions by employees, or automatically communicating with internal candidates and employees in a timelier, consistent manner. The utilization of computerized equipment in the working environment goes from the most fundamental innovation, like cell phones for distant executives, for handling and picturing data to the utilization of expanded reality, human machine collaboration, data handling, and further developed cloud arrangements, man-made reasoning, and robots in business processes. Furthermore, this study also reveals intriguing data regarding the crucial part that digital plays in undermining the impact that responsible AI signals have on engagement.

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