RESEARCH PAPER

CHALLENGES AND BENEFITS

OF AI

IN TALENT ACQUISITION

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TITLE

ABSTRACT

Human resource workers are positive about the role of AI in improving the HR function. HR workers see AI as having a significant role in improving the personnel acquisition function. According to a previous HR.com study, one of the most significant areas where AI will play a part in the coming years is talent acquisition. One potential gap in the field of AI and acquisition is the need for more effective ways to address skill gaps in organizations. AI can help managers conduct skill gap assessments and plan digital training opportunities. However, there is still room for improvement in this area. Additionally, while many HR practitioners welcome the integration of AI into their processes, there may be concerns about the potential impact on jobs and the need for ethical considerations.

METHODOLOGY

Qualitative method

1) Is AI really beneficial in the recruitment process?

2) Advantages and disadvantages based on AI recruitment?

3) How this AI algorithm works?

4) Will AI be able to retain the employees in the company?

5) Is AI capable of verifying the credentials of the candidates or not?

6) Salary negotiation will be possible by AI or not?

7) Will introducing AI to the recruitment process remove unintentional bias?

8) Would you agree for AI to decide whether you're hired for the job you're applying for not?

Quantitative method

The proportion of businesses using AI for talent acquisition varies depending on the source. According to a recent poll of top HR leaders in charge of personnel acquisition, nearly three-quarters of businesses (73%) are utilizing AI, while only 9% of businesses questioned reported using it. Additionally, 86.1% of managers who use AI technology have sped up the recruiting process, and 63% of American businesses are investing in or planning to engage in AI for merit acquisition. However, businesses face several challenges when using AI in employment, such as the need for a large amount of data to operate properly, the potential to acquire biases, the inability to remove biases, and the lack of human contact. As a result, businesses must ensure that they use AI ethically and transparently, while also being conscious of its limitations. Artificial Intelligence (AI) allows the disruption of the most diverse sectors by utilizing human-like intellect via software and mechanisms, and this sector has expanded at a 20% annual rate over the last five years.

KEYWORDS

Recruitment, Human resource, Artificial intelligence (AI), Talent Acquisition, Automation

INTRODUCTION

- Process optimization is made possible by technology, but it takes human expertise to ensure that new ideas are offered, that the plans are properly carried out, and that organizational performance peaks are tracked.
- Hence, there has been interest in knowing more about how technology and human resources interact legitimized. (e.g., Russell & Norvig, 2021)
- John McCarthy and Marvin Minsky, who are considered the field's pioneers and are from the 1950s, are commonly given credit for coining this phrase.
- The increase in information volume in databases, which is evident in many real-world optimization issues, has prompted research into the use of alternative methodologies in the search for effective

solutions, such as integrating the ideas of optimization with artificial intelligence. (e.g., Delipetrev et al., 2020)

- The AI-assisted workforce will replace low-level tasks while also generating new HR positions. A stronger emphasis will be placed on caring for and relating with people, or, to put it another way, on emotional intelligence, as well as managing the men machine collaboration. The newly established occupations mostly conduct high-level activities and need more communication and coaching abilities (Bahl, 2017).

The most recent AI and HR trends include the use of AI to improve the applicant experience, the development of distinctly human skills, and the adoption of AI-driven recruiting as the default method of recruitment. Other trends include the use of AI to make employee onboarding procedures simpler and faster, as well as the use of AI to find workforce talent gaps. (kok, 2018) There is also a rising tendency towards the use of talent marketplaces and the digitization of HR procedures. Overall, artificial intelligence (AI) is making ripples in the human resources business and is anticipated to continue to change the field in the coming years. Some of the most recent AI and HR trends include the use of AI to improve the candidate experience, the development of distinctly human abilities, and AI-driven employment as the primary method of recruitment. Other trends include the use of AI to make employee onboarding procedures simpler and faster, as well as the use of AI to find workforce talent gaps. Furthermore, there is an increasing tendency towards the use of talent marketplaces and the digitization of HR procedures. (kok, 2018) Advances in AI technology, such as the use of AI to pick and automatically employ the right individual for the position, and the creation of AI tools to assist HR technology developers, are anticipated to influence the future of AI in HR. Other possible trends include the use of artificial intelligence (AI) to make hiring simpler and faster, as well as the creation of new HR jobs positions such as Chief Ethical and Humane Use Officer. (J.van der, 2021)

The use of AI-based tools and methods in hiring, such as programmatic job ads, employment marketing software, and interview chatbots, is one of the most recent developments in ai and talent procurement in India. However, the broad application of AI in hiring is mainly lacking in the Indian setting, and there are concerns about it. AI is being used in talent acquisition by some Indian businesses and is deemed an emerging trend in light of recent technological developments. For instance, GlobalLogic uses AI and ML-based tools for sourcing talent and screening resumes. (Lee et al., 2019) Furthermore, there is an increasing emphasis on using AI to help employees do their tasks better, generating new employment as AI becomes more prevalent within organizations, and using AI to improve the applicant experience. (Lee et al., 2019) Other developments in talent procurement in India include virtual employment, the use of acquisitions, and recruiters' growing impact in the transition to remote work.

AI-based tools and methods are quickly being implemented in talent procurement in India, with HR managers viewing the use of AI in recruiting processes as advantageous. (J.van der, 2021) However, there are concerns about the use of AI in hiring, such as the expense of implementation, the absence of defined industry standards for AI use in hiring, and worries about whether companies have the competencies to manage AI technology However, it is essential to note that AI is not a solution for all personnel management issues, and its application in areas such as development and retention has limitations. (Lee et al., 2019)

AI in employment trends includes programmatic job ads, recruitment marketing software, interview robots, and résumé screening. AI can assist HR pros in making hiring simpler and faster, as well as making the employee training process more efficient. (Singh, 2022)

LITERATURE REVIEW

Experts are debating the possible advantages and drawbacks of using artificial intelligence in employment. AI can assist HR pros in making hiring simpler and faster, as well as making the employee training process more efficient. AI-powered recruiting tools can help to speed up the employment process, from application screening to applicant onboarding. Furthermore, by utilizing machine learning algorithms and insights, AI can help decrease unconscious prejudice in the recruiting process. However, there are worries about the execution costs, the absence of defined industry norms for AI use in recruiting, and whether firms have the skills to manage AI technology. Experts are also debating whether AI has the ability to improve rather than replace human interaction in HR. AI employment software can carry out this critical function of identifying employee skills and whether the applicants have the cognitive abilities and aptitudes to carry out the work tasks given to them.

Overall, experts are investigating the potential of AI to change the employment process, while also recognizing the significance of social considerations and human participation in the process. Here are some research papers related to AI in recruitment:

1."Recruitment through Artificial Intelligence: A Conceptual Study" by J. N. Kok, E. J. Boers, W. A. Kosters, P. Van der Putten, and M. Poel, published in the International Journal of Mechanical Engineering and Technology in 2018

2. "Is AI recruiting (un)ethical? A human rights perspective on the use of AI in recruitment" by J. van der Velden, published in the Journal of Business Ethics in 2021.

Here are some research papers related to AI in recruitment that can be used as sources for further research:

1. "AI based suitability measurement and prediction between job seekers and job offers" by M. K. Kim, J. H. Kim, and J. H. Lee, published in the Journal of Computational Science in 2021.

2. "Collaboration among recruiters and artificial intelligence" by S. K. Kim and J. H. Lee, published in the Journal of Open Innovation: Technology, Market, and Complexity in 2021.

There are academic research papers available on the topic of AI in recruitment. Some examples include:

1. "Impact of AI on Aiding Employee Recruitment and Selection: A Study on the Indian IT Industry" by S. K. Singh and S. K. Singh, published in the Journal of Contemporary Issues in Business and Government in 2022.

2. "Recruitment through Artificial Intelligence: A Conceptual Study" by J. N. Kok, E. J. Boers, W. A. Kosters, P. Van der Putten, and M. Poel, published in the International Journal of Mechanical Engineering and Technology in 2018

There are policy research papers done by the government on the topic of AI. Here are some examples:
1. "Artificial Intelligence: Background, Selected Issues, and Policy Considerations" by the Congressional Research Service, which provides an overview of federal government interest and engagement in AI and includes a focus on AI in various strategic plans.
2. "U.S. AI Workforce: Policy Recommendations" by the Center for Security and Emerging Technology, which provides policy recommendations for AI education and workforce development, including modifying federal hiring criteria to lead by example.

RESEARCH METHODOLOGY

TYPES OF RESEARCH STUDIES

AI and talent recruiting studies can employ a variety of research methods. Among these methods are:

1. Primary research entails gathering information straight from the source using techniques such as questionnaires, interviews, and notes.
For example, the research paper "Impact of AI on Aiding Employee Recruitment and Selection Process" by I. Mukherjee and L.R.K. Krishnan used primary research to frame their study and collaborated the evidence with information from secondary sources.

2. Secondary research: This entails gathering information from current sources such as books, periodicals, and internet databases. Consider the study report. "Recruitment through Artificial Intelligence: A Conceptual Study" by J.N. Kok et al. used secondary research to study how AI influences the recruitment process.

3. Case study research: This entails thoroughly examining a specific instance or cases in order to obtain insight into a specific phenomenon.
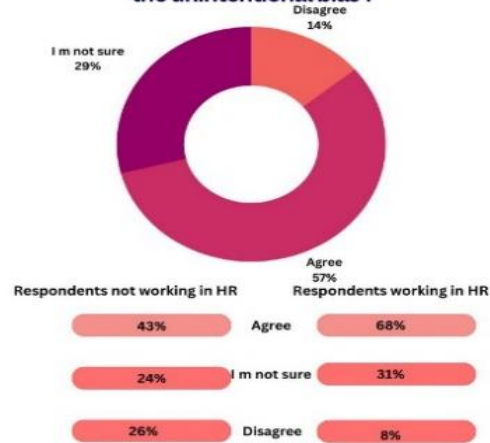For example, the research paper "Artificial Intelligence-Driven Talent Management System" by M. van Esch et al. offered a new AI strategy for talent management that makes use of case studies to demonstrate the effectiveness of their approach.

4. Ensemble AI methodology: This involves using multiple AI models to make predictions or decisions.
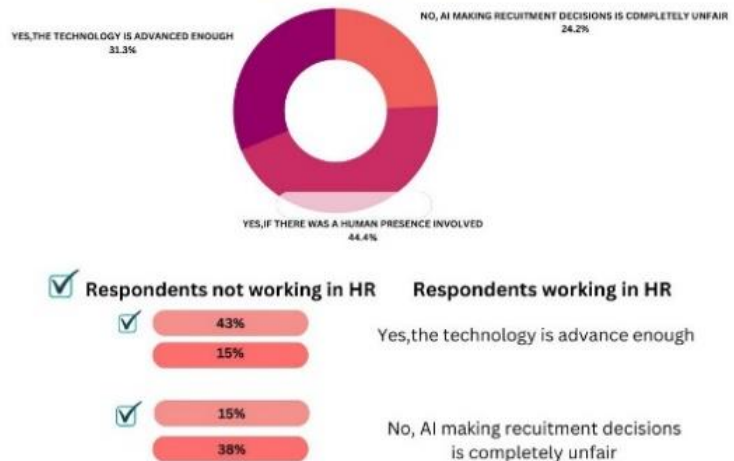
FINDINGS

HireVue is an AI-powered recruiting tool used by 700+ businesses, including Unilever, Vodafone, PwC, and Oracle. Unilever used Hirevue and saw a cost savings of £1M yearly, a 90% decrease in recruiting time, and a 16% rise in hiring diversity. (HBR, 2022) It also has a unique algorithm to analyse applicants' words, speaking patterns, body language, tone, and facial expressions to determine which prospects are best suited for a particular position. Mya Systems Use a robot Conversational AI is used by Mya Systems to streamline the hiring process for staffing firms and businesses such as L'Oréal, Adecco, Hays, and Deloitte. Mya walks applicants through the complete recruiting process, beginning with the job search and ending with training. Mya uses cutting-edge methods from natural language processing and comprehension, backed up by a team of experienced machine learning engineers and NLP engineers, to enable natural conversation with applicants. (Gehlhaus et al., 2021)

Will introducing AI to the recruitment process remove the unintentional bias ?

Disagree 14%
I m not sure 29%
Agree 57%

Respondents not working in HR		Respondents working in HR
43%	Agree	68%
24%	I m not sure	31%
26%	Disagree	8%

HiredScore uses machine learning to recruit and keep workers employed by the company. It provides AI-powered solutions that combine seamlessly with clients' current HR systems, ensuring compliance and security. It also distributes high-quality leads and is tailored to each customer, actively mitigating prejudice. The company has a database of 25 million CVs, 50 million job postings, and 21 thousand career trees, and a deep learning methods squad of applied ML academics and data scientists.

Would you agree for AI to decide whether you:re hired for the job you:re applying for or not ?

YES,THE TECHNOLOGY IS ADVANCED ENOUGH 31.3%
NO, AI MAKING RECUITMENT DECISIONS IS COMPLETELY UNFAIR 24.2%
YES,IF THERE WAS A HUMAN PRESENCE INVOLVED 44.4%

☑ Respondents not working in HR	Respondents working in HR
☑ 43%	Yes,the technology is advance enough
15%	
☑ 15%	No, AI making recuitment decisions
38%	is completely unfair

Wade & Wendy's NLP data scientists use cutting-edge models such as BERT and XLNet to automate job-driven employment procedures for both job seekers and recruiters. They use a recruiting conversation system, text parsing techniques, intelligent workflow automation, and a knowledge graph to track conversational utterances, linguistic logic, and job position attributes. (HBR, 2022)

Hiretual provides an additional collection of AI-powered complete solutions for recruiting activities, linked with 30+ ATSs and backed up by smart business data and industry-standard protection and compliance measures. (Gehlhaus et al., 2021) CEO and co-founder Steven Jiang have a conversation to learn more about how AI and machine learning technologies are impacting recruiting practice.

CASE STUDIES

(Gr8 People Gets Gr8 Talent through RChilli)

CHALLENGE: The company's main focus was on providing excellent applicant suggestions to recruiters. They required a way to extract applicant information from resumes into categories for talents, schooling, experience, qualifications, contact information, and much more.

SOLUTION: • RChilli's resume parser assists the business in parsing applications in any document format, including pdf, rtf, doc, docx, and HTML.

• Using bulk upload, it is simple to analyse applications on a big volume.

• Real-time parsing aids interviewers in making quick applicant suggestions.

RESULT: As a consequence, the following developments occurred at the company:

• A scalable and consistent method. • Quality and pertinent personnel suggestions.

The application procedure was simplified for both applicants and recruiters

(First Job Increases Recruitment Efficiency through Chatbots)

CHALLENGE: Recruiters at First Job, an online employment company, were too concerned with handling the talent pool to pay attention to interviews and concluding offers.

SOLUTION

• They added a chatbot, Mya, to their system, which can interact with multiple applicants at the same time and ask them pre-screening questions.

• This chatbot automates half of a recruiter's work by answering candidates' queries and notifying them when an employment spot is filled.

RESULT: As a consequence, the following developments have occurred at the company:

• A 38% improvement in recruiter productivity.

• Approximately 75% of the qualification procedure is automated.

• A 150% rise in work engagement procedure.

(Unilever finds Top Talent with HireVue)

CHALLENGE:

Unilever needed 4-6 months to hire 800 individuals from a pool of 25,000 applicants. The team used the conventional method of screening applicants over the phone and conducting manual evaluations. A significant shift was eagerly anticipated!

SOLUTION:

• HireVue began using video evaluations to market and engage candidates.

• HireVue evaluations can also filter approximately 80% of the talent group.

This is accomplished through the use of data elements such as body language, facial expressions, and so on.

RESULT: The end product is fantastic:

• A 90% decrease in recruiting time.

• A 16% rise in hiring variety.

How will AI and ML likely impact recruiting activity?
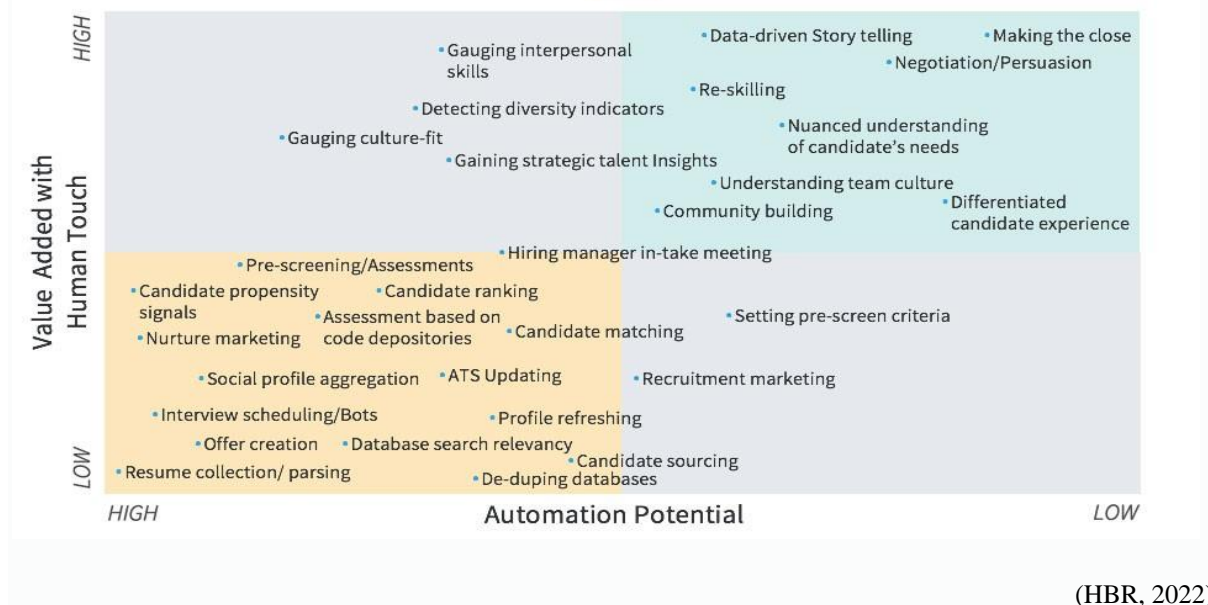
DISCUSSION

By disregarding information such as a candidate's age, gender, and ethnicity, AI can be used to decrease implicit prejudice in employment. However, because AI is taught to detect trends in prior behaviour, any human prejudice that may already exist in the hiring process - even if it is unconscious - could be acquired by AI if created without due care. As a result, it is critical to guarantee that AI is created with care and technical skill to reduce the possibility of learning human prejudices. Post-processing methods that recast innately biased findings in a fair and representative manner are one way to decrease unconscious bias. Another method is to identify the stages with the biggest risk of human bias and seek well-designed solutions objective to reduce prejudice in a systematic manner. For example, one area susceptible to human bias is the creation of job descriptions, which can result in gendered language or other forms of discrimination. By using inclusive language and avoiding gendered terms, companies can reduce the potential for unconscious bias in job descriptions. Finally, HR professionals can provide guidance on various aspects of employment, including compliance with labor laws, employment standards, diversity, equity, and inclusion when considering the use of AI in recruitment.

ETHICS SIDE

Using ethical AI in employment necessitates a number of best practices. One of the most essential is ensuring that AI is built with care and technological skill to reduce the risk of learning human biases. Companies should also be open about how AI has been used in the employment process and offer applicants alternatives for processing their applications. When contemplating the use of AI in recruitment, HR experts can also provide advice on various facets of employment, such as labor law compliance, employment standards, diversity, equity, and inclusion. Another best practice is to engage a cross-functional team in your AI-enabled staffing and recruiting efforts, including AI specialists who understand the benefits and drawbacks of using AI in recruitment. (HBR, 2022) Furthermore, businesses should when developing work descriptions, ensure that they use inclusive wording and prevent gendered words.

UNCONSCIOUS BIAS

 AI can be used to reduce unconscious bias in hiring by ignoring information such as a candidate's age, gender, and race. However, because AI is taught to identify trends in previous behavior, any human prejudice that exists in the recruiting process even if it is unconscious - may be learned by AI if created without adequate care. As a result, it is critical to ensure that AI is developed with care and technical ability in order to minimize the chance of AI acquiring human prejudices. (HBR, 2022) One method for reducing unconscious prejudice is to use post-

processing techniques that recast inherently skewed results in a fair and representative fashion. Another way is to identify the phases that are most vulnerable to human bias and pursue well-designed remedies to minimize such bias in a systematic way Job descriptions, for example, are susceptible to human bias, which may result in biased wording or other forms of discrimination. Employers can reduce the possibility of implicit prejudice in job descriptions by using inclusive wording and avoiding gendered terms. Finally, when assessing the use of AI in recruiting, HR experts can provide advice on a variety of employment issues, including labor law compliance, job standards, diversity, equality, and inclusion. (Hmoud & Várallyai, 2022)

GAPS IN USING AI IN RECRUITMENT

When using AI in employment, businesses encounter a number of challenges. One of the most significant obstacles is that AI needs a large amount of data to operate properly, and it can take a long time to build up properly. Furthermore, if AI is not created with care, it can acquire human biases, which can strengthen existing biases in the recruitment process. Another gap is that AI does not always remove biases because it must be trained on what to search for, so biases can still enter the process unintentionally. Furthermore, chatbots are incapable of answering complicated queries, and users may become dissatisfied with them. Even excellent AI-based filtering systems struggle to assess soft skills, (HBR, 2022) which are essential for many professions. Finally, applicants may not enjoy dealing with more people. Some individuals may be turned off by chatbots (recruitment bots) and a dearth of human contact. As a result, businesses must ensure that AI is used responsibly and openly, while also being conscious of its limitations.

One of the most significant obstacles is that AI must be trained with data before it can be used successfully. Furthermore, AI algorithms can occasionally struggle to comprehend applicants, resulting in candidate selection issues. Another issue is a lack of personal touch in the employment process, which can have a detrimental effect on the candidate experience. (Hmoud & Várallyai, 2022) Furthermore, AI has the potential to aggravate current talent acquisition issues, such as difficulties in attracting and keeping talent. AI has the ability to handle high-volume jobs like résumé screening, saving recruiters time and effort. Furthermore, by using algorithms to find the most eligible applicants, AI can help decrease bias in the recruitment process. However, there are some drawbacks to employing AI in employment, such as a loss of human contact, which can have a detrimental effect on the candidate experience. The reliability of AI algorithms is also a worry, as they may not always be precise in screening applicants. Another issue is the requirement for significant amounts of data in order to successfully teach AI algorithms. Finally, because data gathering and preparation are essential to AI's success in recruitment, talent scarcity may have an influence on its efficacy. (Hmoud & Várallyai, 2022)

HUMAN RIGHTS AND LAW

Yes, there are government regulations and human rights issues related to AI and talent acquisition. The use of artificial intelligence in recruitment creates social and legal issues, such as the right to privacy and anti-discrimination laws. Employers must ensure that their use of artificial intelligence in recruiting complies with these laws. Furthermore, AI can acquire human bias, which can contribute to discrimination during the hiring process. (Pillai & Sivathanu, 2020) To handle these concerns, new laws are being implemented in some areas, such as New York City, where employers who use AI tools in hiring will soon be liable to new regulations. As a result, it is critical for employers to be conscious of these laws and rules, as well as to ensure that their use of AI in employment is ethical and compliant.

HUMAN RIGHTS AND LAW IN INDIA

In India, there is no particular government legislation or human rights linked to AI and talent acquisition. The use of AI in employment, on the other hand, raises social and legal concerns, such as the right to privacy and anti-discrimination laws, which stem mainly from the right to equity. Furthermore, AI can acquire human bias, which can contribute to discrimination during the hiring process. (Pillai & Sivathanu, 2020) As a result, it is critical for Indian companies to be conscious of these ethical and legal consequences and to ensure that their use of AI in employment is in accordance with current laws. In addition, the Indian government has taken steps to handle the ethical and societal consequences of AI, with an emphasis on human rights and well-being.

CONCLUSION

Policy implementation

Around the globe, there are different policy measures linked to AI and talent acquisition. The European Union, for example, has implemented the General Data Protection Regulation (GDPR), which governs the use of personal data in employment and hiring procedures. Furthermore, some countries, such as New York City, have enacted regulations to address the social and legal ramifications of AI in employment, such as rules for companies that use AI tools in recruiting. Furthermore, organizations such as the World Economic Forum and the IEEE have created ethical standards for the use of artificial intelligence in employment. The use of AI in employment, on the other hand, raises social and legal concerns, such as the right to privacy and anti-discrimination laws, which stem mainly from the right to equity. (HRC et al., 2022)

As a result, companies must be conscious of these policy implementations and ensure that their use of AI in recruitment is ethical and in accordance with current laws.

In India, there is no particular policy execution linked to AI and talent procurement. The Indian government, on the other hand, has been taking steps to handle the ethical and social consequences of AI, with an emphasis on human rights and well-being. Furthermore, some Indian businesses have begun to use AI tools in talent acquisition to improve the speed and effectiveness of the hiring process. The use of AI in employment, on the other hand, raises social and legal concerns, such as the right to privacy and anti-discrimination laws, which stem mainly from the right to equity. As a result, it is critical for Indian companies to be conscious of these ethical and legal consequences and to ensure that their use of AI in employment is in accordance with current laws.HR departments must be mindful of security lapses and data leaks. Furthermore, businesses must protect their prospects' data privacy and ensure that the information candidates share with them during the hiring process is managed sensitively.

LIMITATION AND FEATURES

The Potential Risks of Using AI in the Talent Acquisition Process when using AI in talent acquisition, certain dangers can occur, as with any novel technology. The two most important dangers for businesses to be aware of are:

SECURITY

HR departments must be mindful of security lapses and data leaks. Furthermore, businesses must protect their prospects' data privacy and ensure that the information candidates share with them during the hiring process is managed sensitively.

ETHICS

When it comes to using AI technology, businesses must exercise caution. Not all AI tools are created equal, and some may be harmful to an organization's image if used incorrectly. If you don't understand how your AI technology works, the AI may make choices that are inconsistent with your company's beliefs and ethics. An AI may also detect and amplify activity in your organization that you may have missed. For example, when Amazon used an AI employment tool in 2018, it revealed a prejudice against women, which it had learned from the company's hiring history. It had established that masculine applicants were more attractive than female candidates.

AI can greatly assist your talent acquisition agents in making recruiting choices. However, before implementing AI talent acquisition solutions in your employment process, (HRC et al., 2022) you should be conscious of their limitations and risks. Keep security and ethics in mind, and make sure you're using the correct kind of artificial intelligence and talent acquisition and assessment tools to make your hiring process simpler and avoid issues in the future.

SOLUTIONS

AI can be used to decrease bias in hiring practices and provide new employees with an exceptional experience. HGS has introduced an AI-based chatbot called Sophie to help with hiring, enabling candidates to talk immediately with the recruiter if they have any further concerns. Recruiters carefully watch candidates who are dropped during the bot's screening process and interact with selected settled people to better understand why they were dropped. Candidates can attend an asynchronous interview via video conferencing and engage in live conversations with recruiters during the interview stages.

AI can assist in creating more accurate job listings for potential prospects, screening applicants quickly to find good candidates, and providing methods to check human prejudices. Pymetrics employs artificial intelligence (AI) in applicant evaluation tools to evaluate real skill display and reduce prejudice in the screening process, while also moving "silver medallist" candidates to other suitable employment openings to save recruiter's time. AI can help bridge language barriers in real time, such as EdApp, which provides personalised learning recommendations based on performance and engagement analytics, allows HR leaders to quickly create micro-learning content, and tracks learner progress and revises content based on analytical insights.

The most important details to remember when it comes to interacting with bots are to add comedy, use emojis, use simple language, be aware of topics that aren't relevant to the bot's objective, go slowly, and keep up a consistent flow of information and content. Bots are programmed to follow a predetermined course, and they typically don't allow for deviations from the script. To ensure successful NLP and machine learning, firms must begin experimenting with and investing in it immediately. Additionally, they should use client information to gradually enhance the user experience. (HRC et al., 2022) Bots are a great tool for customer communication, but they should be used properly to increase consumer happiness and loyalty. To ensure that bots are used correctly, it is important to have a thorough grasp of users and clients, and to provide them with the necessary functionality to improve their user experience. Examples of what is possible with bots include CRM integrations, scheduling and appointment reminders, polling and surveys, polling and survey results, identity and authentication services, and calendar integrations. Bots are the future of customer communication and businesses can create conversational bots to get results and lead the company into the messaging era.

AI tools can accurately capture employee engagement metrics and create employee-focused solutions, such as Microsoft Viva + Glint, which combines sentiment analysis with collaboration data to gauge engagement and well-being. (HBR, 2022)

AI-powered tools are not one-size-fits-all options, and personnel management must consider the challenges of AI adoption and execution. Leaders must consider the poor confidence in AI-driven choices, algorithm aversion, and mitigation strategies in order to fully realize AI's potential for talent management. Among these tactics are encouraging algorithmic literacy, providing chances for decision management, and assisting users in learning how to engage with AI tools. According to research, people frequently distrust AI and delegate decision-making authority to it, and they view computational choices as impersonal and reductionistic. Despite the fact that algorithms can eliminate bias in decision-making, workers consider algorithm-based HR choices to be less fair than human decisions.

It is critical to thoroughly consider which kinds of AI choices should be influenced by AI when making talent management decisions. AI systems are usually taught using existing datasets, which may contain past prejudices, such as the Amazon AI tool, which targeted a specific audience of 85% women for store cashier positions and 75% Black for cab driver employment. (HRC et al., 2022) To decrease bias in AI decision-making, managers should develop internal procedures based on how their organisation defines justice in algorithmic results, as well as criteria for how transparent and explainable AI choices must be within the organisation. Furthermore, leaders should exercise caution when establishing fairness standards that do not take equity into consideration, especially for vulnerable groups. (HBR, 2022) Organizations should promote diversity throughout AI design and execution processes within their talent management role to create diverse teams to design AI systems and rely on varied viewpoints to minimize AI prejudice.

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