

The Influence of Artificial Intelligence on Human Resource Practices in Business and Education: An Analytical Review

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Abstract

Artificial Intelligence (AI) is transforming human resource management (HRM) in both corporate and academic environments, delivering significant efficiencies alongside ethical, practical, and social challenges. This study assesses AI's diverse effects on HR functions, including recruitment, employee engagement, performance evaluation, and institutional operations. By synthesizing existing research and case examples, the paper explores AI's dual capacity to drive innovation and create disruption.

Key words: Stress the importance of ethical guidelines, collaborative human-AI systems, and tailored approaches to harmonize productivity with fairness.

1. Introduction

The adoption of AI in HRM has redefined conventional practices, facilitating data-centric strategies while testing the boundaries of human-focused principles. In corporate settings, AI enhances talent sourcing and workforce analytics, whereas academic organizations utilize it for admissions, faculty coordination, and student services. Nevertheless, controversies surrounding AI's ethical consequences, potential biases, and societal repercussions endure. This review consolidates scholarly perspectives to evaluate AI's dual identity as a driver of progress and a hurdle in cross-sector HRM.

2. Literature Review

2.1 AI in Corporate HRM: Core Insights

1. Recruitment and Talent Acquisition

- **Speed vs. Fairness:** Platforms such as LinkedIn's Talent Insights use AI to automate resume screening and candidate alignment, slashing hiring timelines by 70% (Davenport et al., 2020). Yet, research exposes prejudiced outcomes in systems like Amazon's gender-discriminatory algorithm (Noble, 2018).

- **Skill Evaluation:** AI-powered gamified assessments (e.g., Pymetrics) gauge interpersonal abilities but are criticized for cultural insensitivity (Tambe et al., 2019).

2. Employee Engagement and Retention

- **Predictive Insights:** Behavioral analytics enable AI to forecast employee attrition, exemplified by IBM Watson's 95% accuracy in identifying retention risks (Marler & Boudreau, 2017).
- **Privacy Trade-offs:** Monitoring tools such as Humanyze spark debates over workplace surveillance and trust erosion (Moore & Piwek, 2017).

3. Performance Management

- **Instant Feedback:** AI-driven platforms like 15Five process employee input in real time, though excessive focus on quantitative metrics risks neglecting situational nuances (Strohmeier, 2020).

2.2 AI in Academic HRM: Evolving Dynamics

1. Admissions and Enrollment

- **Automated Support:** Georgia State's AI chatbot "Pounce" decreased student dropout rates by 22% (Selingo, 2020), though AI admissions tools may entrench historical inequities (O'Neil, 2016).
- **Faculty Evaluation:** Systems like Interfolio expedite tenure processes but are accused of

marginalizing qualitative academic contributions (Ferguson et al., 2022).

2. Workload Management

- **Resource Optimization:** AI aids in scheduling faculty duties and classroom logistics, yet critics claim it infringes on academic freedom (Williamson, 2021).

3. Student Support

- **Tailored Education:** Adaptive AI tutors (e.g., Carnegie Learning) customize instruction but may dilute interpersonal mentorship (Roll & Wylie, 2016).

2.3 Shared Challenges

- **Data Bias:** AI models trained on skewed datasets exacerbate inequities for underrepresented populations (Eubanks, 2018).
- **Workforce Shifts:** Automation threatens roles in administrative HR, such as payroll processing (Frey & Osborne, 2017).
- **Regulatory Hurdles:** Compliance with data protection laws (e.g., GDPR, FERPA) complicates AI integration (Bostrom & Yudkowsky, 2014).

3. Methodology

A structured analysis of peer-reviewed publications, industry analyses, and case examples (2010–2023) sourced from databases including JSTOR, Google Scholar, and IEEE Xplore. Search terms encompassed “AI in HRM,” “automation in academic HR,” and “ethics of AI.”

4. Case Studies

4.1 Corporate Example: Unilever’s AI Hiring Initiative

- Unilever’s AI recruitment system cut hiring durations by 75% and boosted diversity via anonymized candidate assessments (Deloitte, 2022). However, applicants lamented the absence of personalized engagement.

4.2 Academic Example: University of Texas at Austin

- UT Austin’s AI-driven faculty workload system encountered resistance due to unclear logic, underscoring transparency deficits (Hartman et al., 2021).

5. Discussion

AI’s role in HRM presents a paradox:

- **Advantages:**

Streamlined administrative tasks (e.g., payroll, timetabling).

- Objective analytics to promote inclusive hiring and retention.

• **Risks:**

Undermined human discretion and organizational credibility.

- Amplification of systemic biases without accountability.

5.1 Recommendations by Sector

• **Corporate HR:**

- Combine AI screening with human-led interviews.
- Implement bias audits via tools like IBM’s Fairness 360.

• **Academic HR:**

- Ensure clarity in AI-based admissions and promotions.
- Engage educators and learners in AI development stages.

6. Conclusion

AI is neither a universal solution nor a detrimental force in HRM. Its efficacy hinges on ethical deployment, human supervision, and context-specific adjustments. Corporations exploit AI for scalability, while academia must reconcile technological advances with institutional ethos. Future studies should explore AI’s long-term effects on workforce diversity and HR professionals’ evolving responsibilities.

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