

Artificial Intelligence in Human Resources in the Era of Society 5.0

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Abstract: Humans and robots must be able to cooperate and work together to complete their roles and activities in the age of Society 5.0, which is a challenge for scholars and professionals of HRM. The company's HR management operations, including the hiring process, interviews, coaching, advancement, salary, and staff effectiveness reviews, have widely used artificial intelligence (AI). Algorithm-based technology is thought to produce more productive and profitable outcomes, as well as reducing conventional biases. The purpose of this Systematic Literature Review (SLR) is to examine prior research on the application of artificial intelligence to human resource management (HRM), and examine the extent to which the use of artificial intelligence (AI) has affected businesses and employees.

Keywords: Artificial Intelligence, AI, Human Resource Management, HRM.

I. INTRODUCTION

The Japanese government declared the start of the Super Smart Society era (Society 5.0) in 2019 to outline preventative measures for interruption brought on by the Industrial Revolution 4.0 (Nair et al, 2021). In general, the Society 5.0 idea depicts how people and machines can collaborate anytime, everywhere, with humans taking on the more creative duties while robots do the others. Additionally, the society 5.0 industry has a specific problem domain target where the use of natural resource is skillfully handled to endorse market demand in order to help achieve a balance between ecology, industry, and economy (Demir, Döven, and Sezen 2019a). This goal is part of the society 5.0 industry.

Pereira et al. (2021) define *artificial intelligence* as the capacity to make decisions in real time based on earlier installed methodologies and supported by computing technology based on data analysis to learn and adjust automatically by providing more logical responses or responses to actual situations. By providing a better user experience when performing human resource management operations for corporations or businesses, technologies and applications connected to *artificial intelligence* are also used in the field of *human resource management*. The procedure of integrating *artificial intelligence* into the realm of human resources can be divided into four areas, namely, how *artificial intelligence* systems can think logically, behave rationally, and think like humans (George and Thomas 2019).

Concerning acceptability, usage guidelines, and the quantity to which artificial intelligence is used in the context of human resource work, there are still many unanswered questions regarding the use of *artificial intelligence* technology

by human resource practitioners. This is due to the fact that in the future, algorithms will increasingly make the majority of the judgments currently made by human resource professionals (James Duggan et al. 2020). Human resource managers' values and expertise connected to major decisions must be given proper regard in order to reduce the ethical and social dangers associated with the consequences of applying *artificial intelligence* in the field of human resources (Charlwood and Guenole 2022a). By taking into account a number of factors, including the steps of the acculturation method, introduction, adaptation, schedule, advancement, inclusion of origins (device, company, and individuals), and implications (organisational, interpersonal, and formative), it is crucial to have an integration theory framework in the human resource strategy when implementing *artificial intelligence* (Priksat et al, 2021).

Despite receiving a lot of emphasis from scholars and human resource professionals, there are still very few scientific research and reviews about *artificial intelligence* in the field of human resources, particularly in terms of preparing companies or businesses for the era of Society 5.0. Although integrating *artificial intelligence* into a system inside teams and corporations is a difficulty in and of itself, it has great potential in the field of human resource development (George and Thomas, 2019). Studies about *artificial intelligence* are still extremely restricted, however, research findings show that current advancements in automation technology have a significant positive impact on HRM (Bersin, J., & Chamorro-Premuzic 2019, Maedche, A. et al. 2019, and (Priksat et al. 2021).

This study uses a *Systematic Literature Review* (SLR) methodology to provide an overview of the themes, approaches, and theories supporting *artificial intelligence* research. This study's objective is to provide a comprehensive overview of the research on *artificial intelligence* and cutting-edge HRM technology, which has consequences for HRM appropriate treatment in the era of Society 5.0.

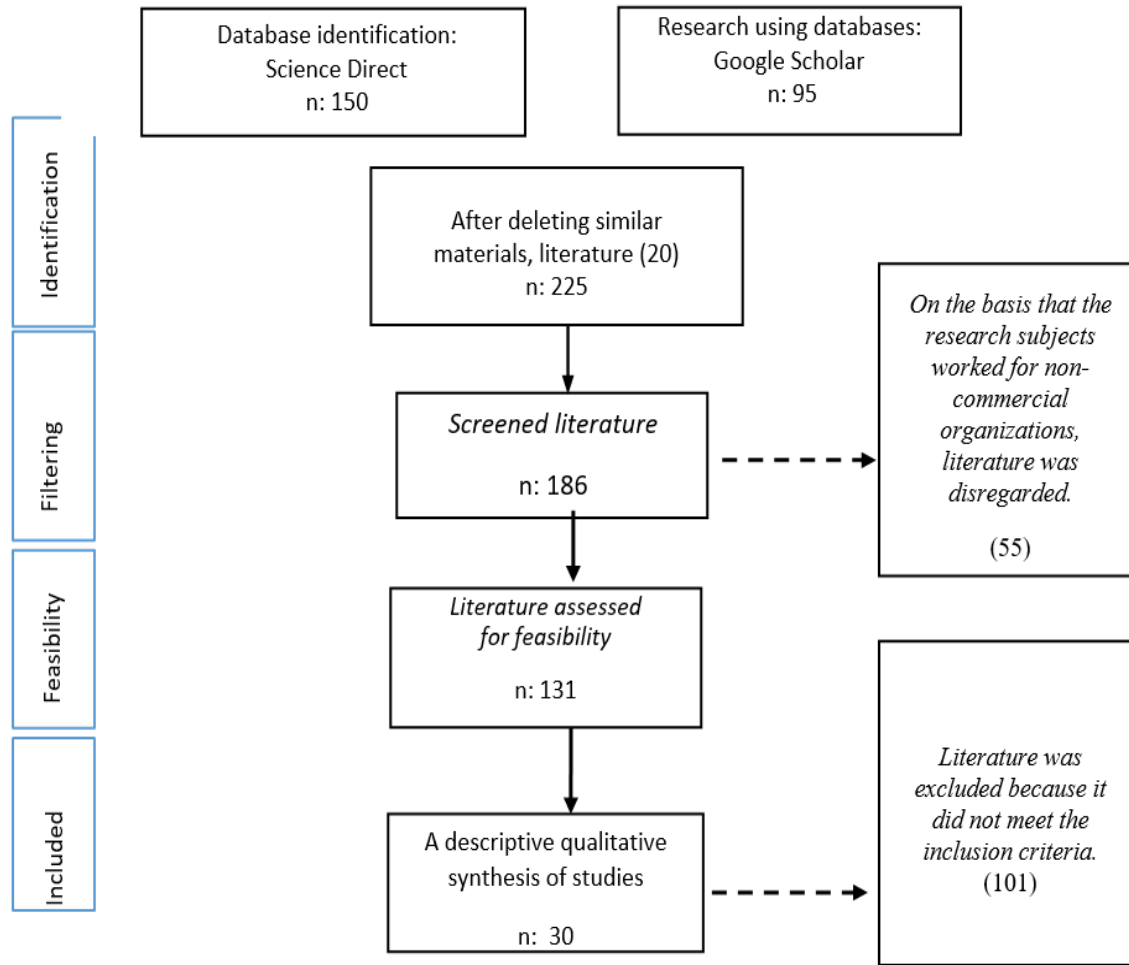
Research Method

In this study, we used *Systematic Literature Review* (SLR) as an analytical method in order to come up with an assessment of the scientific topics that the author has highlighted in the introduction. Depending on the Eligible Studies Article for *Systematic Review and Meta Analysis*, SLR (PRISMA).

The author used the Publish or Perish program to gather data by using the terms Artificial Intelligence, Artificial

Intelligence, AI, Human Resource Management, HRM, and Human Resources. While the study materials were found by doing a thorough search for papers in the Sciencedirect database and Google Scholar between the years of 2012 and

2022. Researchers incorporated all publications published in English and Indonesian that were connected to the study's topic and that dealt with the use of *artificial intelligence* (AI) in *human resources* (HRM).



Picture 2.1 Prism Flowchart

The next stage for researchers is to retrieve information from the publications using the established admission requirements after gathering many articles that match the keywords. This seeks to focus the data collected so that researchers can find literature that fits the requirements. The following criteria sources were used to assess the data admission requirements for this study:

Table 2.2: Data Inclusion Criteria

type	inCLUSION
Literature Type	Research article
Year of the Publication	2012-2022
Origin of Literature	Internasional and nasional Literature
Language	Literature in English dan Indonesia
Literature Standard	Scopus and Sinta indexed Literature
Research Methods	Descriptive

II. RESULT AND DISCUSSION

2.1.1 Literature Analysis Results

2.1.2 Data Analysis Based on the Journal Publication Year

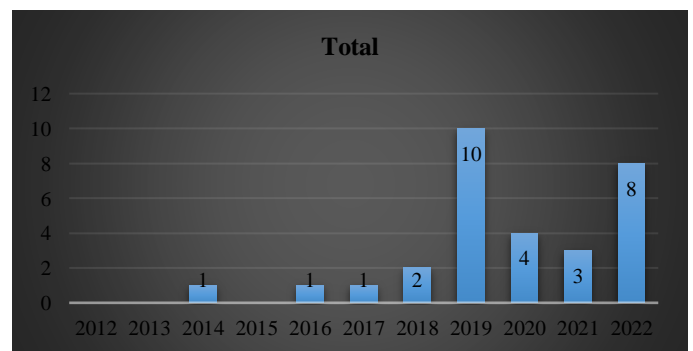


Diagram 3.1: Distribution of journals related to Artificial Intelligence (AI) topics during 2012-2022

The findings of the literature review were synthesized, and 30 journals that were relevant to the research issue were found. From 2012 to 2022, a rise in research interest in artificial intelligence within the context of HRM have been observed, according to the journal statistics. However, there has been very

little research about *artificial intelligence* (AI) in the field of *human resource management*, particularly in Indonesia.

2.1.3 Data Analysis by Author Name, Year, Citation, and Title

No	Reference	Title	Discussion
1.	(Bankins et al. 2022)	AI Decision Making with Dignity? Contrasting Workers' Justice Perceptions of Human and AI Decision Making in a Human Resource Management Context	The findings demonstrate that most workers don't trust machines or artificial intelligence (AI) to make HRM choices, think it's cruel, and don't think it's fair.
2.	(Rodgers et al. 2022)	An artificial intelligence algorithmic approach to ethical decision-making in human resource management processes	The study's findings regarding HRM's use of the TP prototype in judgment will benefit businesses and institutions by assisting HRM in improving their time management., assisting HRM in analyzing training and career development needs, and assisting HRM in developing the demographic characteristics of the office social environment.
3.	(Budhwar et al. 2022)	Artificial intelligence – challenges and opportunities for international HRM: a review and research agenda	The findings of this analysis broaden our understanding of AI adoption's effects and judgement based on AI in HRM. They also alert readers to the expanding scope of future research.
4.	(Jatobá et al. 2019)	Evolution of Artificial Intelligence Research in Human Resources	The poor outcomes of applying AI to HR over the years will cause research deficits and/or apathy in the field. The construction of multiple disciplines that include engineers and human resource specialists will aid in the development of research areas and the bolstering of study groups related to the use of AI in HRM. Other findings demonstrated that the current focus of AI research in HRM is restricted to hiring and selection.
5.	(Demir, Döven and Sezen, 2019)	Industry 5.0 and Human-Robot Co-working	According to the study's conclusions, industry 5.0 will change a number of things, most significantly the way that humans and robots work together to execute jobs. However, because to inaccurate information spread by the media, negative responses to artificial intelligence (AI)-related issues are still fairly prominent in society.
6.	(Saju Mathew, D., Oswal, N., & Ateeq 2021)	Artificial Intelligence (AI): Bringing a New Revolution in Human Resource Management (HRM)	In this study, the author discusses the benefits and drawbacks of implementing AI in the context of HRM, as well as the history of AI in HRM and how it might assist Professionals with recruiting.
7.	(Jia, Q., Guo, Y., Li, R., Li, Y., & Chen 2018)	A Conceptual Artificial Intelligence Application Framework in Human Resource Management	For the use of artificial intelligence in HRM, the authors of this paper offer six theoretical foundations, encompassing strategic HR planning, recruiting, training and advancement quality management, compensation, and staff engagement.
8.	(J Duggan et al. 2020)	Algorithmic Management & App-Work in the Gig Economy: A Research Agenda for Employment Relations & HRM	In particular, biases that may result from the usage of instruments and the delegation of duties and authority in HRM process improvement are addressed in this literature's discussion of the influence of artificial intelligence applications in HRM.
9.	(Bekken 2019)	The Algorithmic Governance of Data driven-Processing Employment: Evidence-based Management Practices, Artificial Intelligence Recruiting Software, and Automated Hiring Decisions	The study examines the methodologies of numerous businesses that make hiring choices and judgments using AI-based software, examining the advantages and drawbacks, particularly those related to the use of augmented and virtual reality in HRM.
10.	(Kellogg, Valentine, and Christin 2020)	Algorithms At Work: The New Contested Terrain Of Control	The extensive use of programs in HRM businesses streamlines employee assessment and appraising, compensation, and discipline procedures by doing away with subjectivity and substituting rationality for it.
11.	(Newman, D. T., Fast, N. J., & Harmon 2020)	When Eliminating Bias Isn't Fair: Algorithmic Reductionism and Procedural Justice in Human Resource Decisions	In this study, methodologies offer a potential point of view for increasing equality and reducing bias in personalized HRM decision-making. They can also be used to evaluate HR achievement using machine learning standards to be more objective with the presumption that algorithm-based decisions are more accurate.
12.	(Tambe, P., Cappelli, P., & Yakubovich 2019)	Artificial intelligence in human resources management: Challenges and a path forward	The diversity of HR phenomena, HRM's operational drawbacks, legal and ethical considerations, effectiveness in the workplace to analytic judgements, and employee reactions to algorithmic decisions were all identified as four challenges of AI implementation in HRM by the authors of this study. They also made a number of recommendations regarding potential effects on HRM.
13.	(Charlwood and Guenole, 2022)	Can HR adapt to the paradoxes of artificial intelligence?	This study examines the advantages and disadvantages of AI in HRM as well as the foundation for future coexistence of AI and people in development and management.

14.	(Bondarouk, T., & Brewster 2016)	Conceptualising the future of HRM and technology research	This study categorizes the benefits and drawbacks of using digital in HRM for stakeholders, as well as any difficulties' practitioners can encounter during the installation.
15.	(Haenlein, M., & Kaplan 2019)	A Brief History of Artificial Intelligence: On the Past, Present, and Future of Artificial Intelligence	This review of the literature includes seven papers that present distinct AI viewpoints and give a thorough analysis of the potential applications of AI in HRM from micro, meso, and macro perspectives.
16.	(George* and Thomas 2019)	Integration of Artificial Intelligence in Human Resource	According to this viewpoint, the incorporation of AI into HRM provides a frame of reference to support the successful and efficient operation of HRM operations as well as its effects on business and personal.
17.	(Masum, A. K. M., Beh, L. S., Azad, M. A. K., & Hoque 2018)	Intelligent human resource information system (i-HRIS): A holistic decision support framework for HR excellence	In order to enhance the HRM judgment procedure, this article offers an <i>Information System for HRM (i-HRIS)</i> architecture using <i>Intelligent Decision Support System (IDSS)</i> and <i>Knowledge Discovery in Databases (KDD)</i> .
18.	(A Malik et al. 2022)	May the Bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE	The findings of this study recommend using Intelligence individual, technological, and synthetic advisors to aid practitioners with HRM-related duties and give practical experience, enhanced commitment, improved job satisfaction, and decreased job dissatisfaction.
19.	(Jaiswal, Arun, and Varma 2022)	Rebooting employees: upskilling for artificial intelligence in multinational corporations	Employees must be given more training in data analysis, electronic, advanced intellectual, judgement, and lifelong improvement if AI is to be completely integrated into HRM.
20.	(Pan et al. 2022)	The adoption of artificial intelligence in employee recruitment: The influence of contextual factors	In connection to the costs of AI implementation as well as the barriers to AI acceptance in HRM policy development, this research describes the technical, organizational, and ecosystem paradigms of scientific work on HRM information systems.
21.	(Hmoud, B., & Laszlo 2019)	Will artificial intelligence take over Human Resources Recruitment and Selection?	All organizational work, especially hiring and selecting procedures for new employees, will be replaced by computers as artificial intelligence becomes more frequently used by HRM professionals in order to achieve better and result-oriented performance.
22.	(Kieslich, K., Lünich, M., & Marcinkowski 2021)	The Threats of Artificial Intelligence Scale (TAI)	The information in this research shows how the AI threat scale is structured, with the consequences of the findings and practical applications supporting it. Recommendations for the future application of AI in HRM are also examined.
23.	(Bhuiyan, F., Chowdhury, M. M., & Ferdous 2014)	Historical Evolution of Human Resource Information System (HRIS): An Interface between HR and Computer Technology	This study examines statistical information on the Human Resources Information System (HRIS), which is separated into two-time periods: 1980–1990 and 1990–present. The information was gathered from both published and unpublished sources.
24.	(Caputo 2017)	The Future of Professions: How Technology Will Transform the Work of Human Experts	Numerous human labor rhythms will transform as a result of technology, particularly AI. Experts will be replaced by algorithms, and new fields of knowledge relating to practical abilities will develop. HRM professionals need to start getting ready for these changes right away.
25.	(Van Esch, P., Black, J. S., & Ferolie 2019)	Marketing AI recruitment: The next phase in job application and selection	Many candidates replied favorably when businesses began implementing and using AI in the hiring process.
26.	(Raghavan, M., Barocas, S., Kleinberg, J., & Levy 2020)	Mitigating bias in algorithmic hiring: Evaluating claims and practices	Analyzing the algorithm-based hiring process in light of the rising popularity and application of artificial intelligence in hiring. It is necessary to take proactive measures in an attempt to decrease bias through algorithmic evaluation.
27.	(Shank, D. B., & Gott 2019)	People's self-reported encounters of Perceiving Mind in Artificial Intelligence	The majority of surveys focus on the issues of job happiness and the feelings experienced by workers in regards to modifications in the scope of employment. This article evaluates the findings of a survey of employees who have interacted with AI in the course of their everyday work.
28.	(Langer et al. 2022)	Trust in Artificial Intelligence: Comparing Trust Processes Between Human and Automated Trustees in Light of Unfair Bias	It is necessary to evaluate and enhance the algorithmic system put in place as a preventative measure because AI's usage to the Hr role generates various ethical concerns by professionals concerning biases that may occur in the process (for example, aspects of fairness).
29.	(Cheng, M. M., & Hackett 2021)	A critical review of algorithms in HRM: Definition, theory, and practice	This research emphasizes the methodology and theory of using AI in HRM. In recent times, professionals and specialists' interest in the algorithmic HRM decision making has expanded tremendously.
30.	(Leicht-Deobald et al. 2019)	The Challenges of Algorithm-Based HR Decision-Making for Personal Integrity	This magazine addresses potential issues with algorithmic HRM decision-making in businesses or institutions and how it relates to workers' moral integrity.

2.2 Artificial Intelligence in HRM

Artificial intelligence (AI) is now increasingly employed in Human Resource Management (HRM) tasks like coaching, skill building, assessment, the hiring, and the reward system. These tasks, which were previously handled exclusively by practitioners, are integrated with the aid of virtual assistants.

According to research findings by Narrative Science, 38% of all businesses worldwide implemented artificial intelligence in 2018 for use in HRM activities (George* and Thomas 2019).

HR managers will confront new hurdles as artificial intelligence becomes more prevalent because they will need to determine which tasks can be accomplished by algorithms and

which ones still require human labor (Demir et al. 2019). There is a misconception that implementing artificial intelligence in HRM will change and substitute the role of employees. AI does not replace HR work; rather, it becomes a positive contributor associated with administrative work, allowing HR professionals to concentrate more on management planning and business-related decisions.

Organizations also gain various advantages through the use of AI in HRM, one of which is a 71% decrease in the cost of hiring new employees. This is possible because AI-assisted software employed in the hiring process can lessen bias and give potential employees equal job possibilities regardless of their age, gender, or color. Companies can also reduce the length of the hiring process by 50%, which will boost profits and productivity (George* and Thomas, 2019).

The primary hurdles of the HR strategic strategy are matching the right man in the right place and the right job, but AI and algorithm automation technologies make these processes considerably simpler (Ashish Malik et al. 2022). AI technology aids HR planning by predicting future personal requirements, and improving hiring processes (Karatop, B., Kubat, C., & Uygun 2015).

Directors are thought to benefit greatly from the use of artificial intelligence in guided recruitment while considering and selecting potential hires. Due to the fact that it is thought to be able to reduce 90% of the time required to screen the best applicants, L'oreal employs a similar strategy to that employed by Unilever to assess and survey thousands of potential interns (Black, J. S., & van Esch 2020). Through AI-based applications like LinkedIn, Glassdoor, ATS, and application-based E-recruitment built in each organization, the recruiting process with the aid of algorithms has also been widely adapted in Indonesia. It is claimed that these methods can produce better and more satisfactory results.

The use of artificial intelligence (AI) in the application process converts the conventional face-to-face interview format to asynchronous videos (AVIs), making job interviews more productive (Torres, E. N., & Mejia 2017). According to Jauhari (2017), facial recognition technology used in registration and teleconferencing has several characteristics as well, including the ability to identify a person's gender and to assess their behavioral psychology. Managers and HRM teams can use the collected data to assess employees' moods and mental states and develop emotional connections with them. As a result, there is increased employee commitment to the business, career satisfaction, and emotional involvement.

AI plays a crucial role in the area of career advancement, where algorithms and systems can now record applications of each staff, assist in tracking skill needs, and create training programs and career plans that best suit employees' interests and talents. Additionally, AI assists managers in evaluation, evaluation of training efficacy, and measurement of staff skills, including emotional, intellectual, and experience levels (Sitzmann, T., & Weinhardt 2019). Additionally, it assists managers in deciding on employee salary and perks through a

database that incorporates AI (Pessach, D., Singer, G., Avrahami, D., Ben-Gal, H. C., Shmueli, E., & Ben-Gal 2020).

In order to make it easier for managers to evaluate employee productivity, suggest enhancements, or take appropriate action based on those recommendations, several businesses have integrated artificial intelligence (AI) into their performance management rating systems (Azadeh, A., Yazdanparast, R., Zadeh, S. A., & Keramati 2018).

Regarding the lack of literature on artificial intelligence, current advancements on the advantages provided significantly affect HRM (Prikshtat et al. 2021). However, experts and professionals stress that if staff members are unable to accept the outcomes of algorithm-based assessments, it will cause aggressive behavior and dissatisfaction within the company (Tambe, P., Cappelli, P., & Yakubovich 2019). As a result, open and honest interaction is required to make sure that artificial intelligence systems operate quickly, safely, and dependably (Wilson, Paschen, and Pitt 2021).

III. THE CONCLUSION

The author aims to present a thorough analysis of the purpose of artificial intelligence (AI) in HRM through the use of 30 journals culled from the Systematic Literature Review, as well as any potential repercussions for professionals. Because this field of study is still in its infancy, there is very little convincing literature available. Future studies have the chance and the task to investigate it through conceptual and empirical study in order to help businesses and companies succeed and achieve a competitive advantages.

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