

# **Artificial Intelligence- Reinforcement of Digital Technology in Post Pandemic Scenario**

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## **Abstract**

*The use of artificial intelligence (AI) and machine learning techniques discover new discernment of business applications which can boost future leaders to navigate modern dynamics of corporate panorama. The basic objectives of present research are to understand how artificial intelligence will be applicable in business and also to identify the relevance of artificial intelligence (AI) upon human resource management (HRM) functions in the organizations in post pandemic era. The research paper uses an extensive review of literature to address the above research gap by identifying the relationship between AI and business in post pandemic scenario and how AI development companies in India need to invest in proper data storage management to work effectively. The research paper concludes that as gleaned from pre-programmed algorithms, and coherent computing techniques, artificial intelligence will change the workflow structure of HR department in order to possess a qualified team of the employees who can easily handle cutting-edge tools and software including AI machines and robots. AI holds enormous potential for human empowerment and future leaders can also automate redundant tasks in order to improve process performance and productivity, and create impact upon employee engagement and retention; thus, 21st-century leadership needs advanced training from experts who are at the forefront of these industry changes. The research has also indicated that artificial intelligence is capable enough to create devices to generate and imitate brain power which permits the machines to modify spontaneously to create the impact in several human resource management functions in recruitment process, onboarding, employee retention, performance management system, automation of administrative jobs, talent acquisition process, training programs, decision making processes, leadership strategies and Human Resource Information System(HRIS).*

**Key Words:** *Artificial Intelligence, Digital Technology, Machine Learning, Neural Network, Natural Language Processing, Deep Learning, Cognitive Computing, Computer Vision, HRIS, Post Pandemic*

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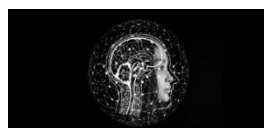
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## **I. Introduction**

Disruptive technologies are bombarding today's world of business in post pandemic era. Leadership is about dealing with change and hence the leaders need to realize that they must adapt to the changes faster. The use of robust data analytics grounded in Artificial Intelligence and machine learning techniques reveal new insights for business applications which can help the future managers and leaders to navigate modern dynamics of the corporate landscape. The purpose of Artificial Intelligence is to replace some of the decision-making that fell under the purview of company executives which will streamline and improve the decision-making processes (AlSheibani et al., 2020). The competencies for future leaders will focus on faster adaptability than preparing for change. Leaders need to embrace them fast to enhance their leadership skills.

## **Artificial Intelligence (AI)**



As per John McCarthy (father of artificial intelligence), artificial intelligence is a way of making a computer, a computer-controlled robot, or a software to think intelligently, in the similar manner the intelligent humans think. AI boasts of several areas including natural language processing, deep learning, machine learning, knowledge reasoning, computer vision, robotics etc and requires a cornerstone of exclusive hardware as well as software for writing and training machine learning algorithms (Buzko et al., 2016; Alsheibani, et al., 2018; Makarius, et al., 2020). In general, AI systems function by consuming large amounts of training data, analysing them for patterns, and using such patterns to make forecasts about future possible states (Anon, 2020). Such aspect of AI programming generally concentrates on acquiring data and creating rules (algorithms) for how to make the data into actionable information which basically focuses on three important cognitive skills such as learning, reasoning as well as self-correction (Alsheibani, et al., 2018; Makarius, et al., 2020).

### Subfields of AI

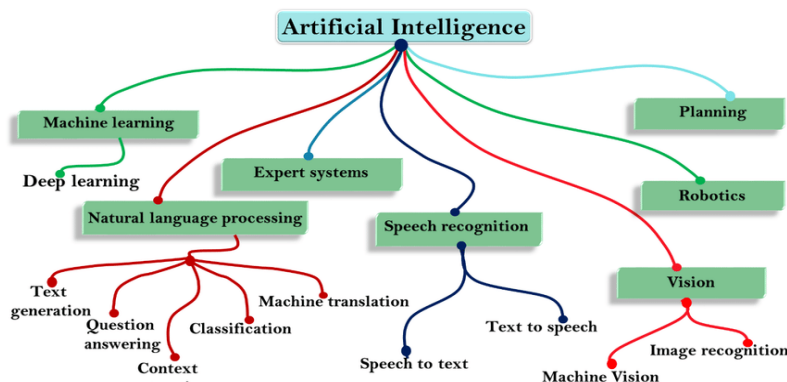


Figure 1: Subfields of AI

#### (a) Machine Learning

Machine Learning is based on the concept that machines can learn from data, recognise patterns, and make decisions with little or no human interference and has given people self-driving cars, image and speech recognition, useful online search, and a variety of other uses in the last several years. It essentially corresponds around applications that learn from their mistakes and improve their decision-making ability or prediction accuracy over time.



#### (b) Neural Network

The neural network is a set of algorithms that are used to identify elemental correlations among large amounts of data and incorporates cognitive science into machines to execute tasks which are used for fraud detection, risk analysis, stock-exchange prediction, sales prediction, and many other purposes. The neural network mimics human brain and its purpose is to code brain-neurons into a system.



#### (c) Natural Language Processing (NLP)

NLP is a branch of computer science and artificial intelligence that allows computers and humans to communicate using natural language and is a method for searching, analysing, comprehending, and extracting information from textual input. Text translation, sentiment analysis, and speech recognition are examples of NLP applications. Twitter actually uses NLP to filter forbidden language from various tweets, while Amazon utilises NLP to interpret customer feedback and improve their experience.



**(d) Deep Learning**

It is a process of learning in which the machine processes the input data using a number of ways until it identifies a single acceptable output. It's also referred to as self-learning of machines. Deep learning would observe all possible human traits and behavioural databases, and it will undergo supervised learning. By performing repetitive tasks and self-analysing, machines would achieve solutions to the problems.



**(e) Cognitive Computing**

The objective of Cognitive computing is to initiate and enhance human-machine interaction to accomplish complex tasks and help in problem-solving, hence, in a situation of complex problems, cognitive computing is capable of making accurate decisions and is used in areas where solutions must be improved at the lowest cost possible, and is acquired by natural language analysis and evidence-based learning; e.g. Google Assistant.



**(f) Computer Vision**

Computer vision enables the computer to identify, analyse, and interpret visual input from real-world pictures and uses deep learning and pattern recognition to extract visual information from any data, including images or video files within PDF documents, word documents, PowerPoint presentations, XL files, graphs, and photographs, among other formats. This component is widely utilised in healthcare sector to assess a patient's health status by using MRI scans, X-rays, and other imaging techniques. Computer-controlled vehicles and drones are also used in automobile industry.



## II. Literature Review

Rearden (2019) pointed out that AI could be used in future to assist the organizations to optimize growth strategies; for example, the value created in society increased brand awareness and attractiveness; hence, the value created for the employee's reduced turnover, increased productivity, and strengthened alignment of capabilities, all of these surely improved customer experience, higher likelihood of strategy execution, long-term sustainability and increased profits.

Mohd Yunus et al. (2016) explained that insurance companies considered profitability of their customers through the advanced theory of AI using additional techniques, in addition to conventional statistical methods and experience (Guelman, 2012; Vassiljeva et al. 2017; Kirchner, 2018).

Again, many companies generally acquired enhanced revenue, cost reduction strategies as well as improved business efficiency through AI applications (Ransbotham et al., 2018; Davenport & Ronanki, 2018; AlSheibani et al., 2020). A recent study undertaken by MIT Sloan Management Review found that more than 80% of the companies perceived AI as a strategic opportunity, almost 85% organizations saw AI as a main weapon to gain competitive advantage; many companies also struggled to realize value from AI (Ransbotham et al., 2017; Fountaine et al., 2019). The expected benefits of AI would be absent even though the companies invest time, effort, and resources into the adoption process (Makarius et al., 2020). The introduction of AI in

organizational operations would signal barriers which would include bridging cross-domain knowledge to develop models by identifying, integrating and cleansing diverse sources of data, and integrating AI applications with existing processes (Davenport & Ronanki, 2018; Duan et al., 2019; Mikalef & Gupta, 2021). Yet, recent research on AI is more focused on a technological understanding of AI adoption which are associated with its successful implementation (Alsheibani et al., 2020).

The Human Resources Professionals Association report (2017) stated that 84% of HR professionals considered AI as a useful tool that would lead to productivity gains used by Textio, a Seattle-based company, Washington, United States.

### **Rationale for the study**

In view of evidence-based research work which are carried out by several researchers relating to AI and possible applications of AI in business, organizations, HRM departments, there are controversies in the literature regarding the concept. Many research papers have pointed out research gaps regarding how AI is used in organizations as the main value-adding mechanisms in order to survive in present business world in post pandemic situation (Dwivedi et al., 2019; Mikalef & Gupta, 2021). But there is hardly any research work which is performed to know the importance of AI in business in post pandemic era. In this sense, this research paper uses an extensive review of the literature in order to address the above research gap by identifying the importance of AI in terms of the reinforcement of digital technology in post pandemic scenario.

### **Objectives of the Study**

- a. To understand how artificial intelligence (AI) will be applicable in business in post pandemic scenario.
- b. To explore how artificial intelligence is linked with Human Resource Management and its different processes in post pandemic era.
- c. To identify different skillsets required for association between human and machine and its impact on innovativeness and ease of operation.

### **Research Questions**

- a. How artificial intelligence (AI) will be applicable in business in post pandemic scenario?
- b. How artificial intelligence (AI) is mingled with HR departments of any organization in post pandemic era?
- c. How AI can be integrated with Social Science and Humanity in new normal situation?
- d. Are algorithms and machines can amplify the capabilities of the mind and body?
- e. Should humans worry that AI will render the mental abilities of humans obsolete or simply change them?
- f. Does algorithm-based leadership capable of empathy, compassion, curiosity, or creativity?

## **III. Methodology**

The study is basically exploratory research where the data for the study are taken from various research papers as well as several articles.

### **(A) Artificial Intelligence (AI) in Business in Post Pandemic Scenario**

AI is particularly good at repetitive, routine tasks, hard skills and thus, what is easy for humans is difficult for AI, and what is difficult for humans seems rather easy for AI which is conceptualized as Moravec's paradox (Moravec & Hans, 1976), that is the observation by artificial intelligence researchers that, reasoning requires very little computation, but sensorimotor and perception skills require enormous computational resources.

### **AI and the organization charts**

Companies of all sizes rely on organization charts to map roles and responsibilities, with the goal of defining roles and promoting task delegation across various lines of business. Tasks are then dispersed to proper department, with the chart serving as the catalyst to find voids in existing roles effectively across departments. Organization charts have also historically been used as tools to guide career development, and digitalization is diminishing the value of organization charts as tools for understanding how work is done in a company. People work cross-functionally by providing little thought to formal reporting relationships in modern companies; hence, AI can be used to gain a better understanding of how work is done in a company by helping their employees to identify what jobs are likely to have the greatest benefit for their long-term career growth.

AI acts as a force multiplier which enables the managers to substantially improve their performance in many areas including the improvement in relationships with employees and customers, finding patterns in extremely large and complex data in performing repetitive tasks. Applications such as data analytics, natural language processing and automation have gained huge popularity. The use of Data analytics has allowed the managers to gain unprecedented insights into business issues, allowing for more informed decisions. Automation allows us to avoid repetitive, risky or low productivity activities. Chatbots, Intelligent search engines, access for visually challenged, are the areas served by Natural Language processing. Across industries,

these fields of AI are streamlining operations and improving efficiencies by transferring cross-referencing data, updating files etc. Despite this, even the currently available artificial intelligence solutions can deliver extraordinary benefits and capabilities across industries. Several industries have already incorporated some form of AI into their day-to-day operations in order to reap the maximum benefit in the following industries.....

a. Banking as well as Finance: Promising areas of application in this industry are fraud detection, anti-money laundering activities, KYC (know your customer) regulatory checks, customer identification and authentication, mimicking live employees through chatbots and voice assistants, and gaining personalised insights and recommendations.

b. Retail Industry: The applications attracting maximum concentration are online customer support using 'Chat' and other allied functionality, improving customer experience through increased personalisation, product recommendations based on customer search history, and smart segmentation which can be delivered effectively utilising customer navigation data, across platforms (e.g. combining social media interactions with website and brick-and-mortar store search data to provide unique insights into consumer behaviour). It can now also take the help of AI to get better customer predictions, evaluations of alternative action-based scenarios and targeted marketing communications and campaigns.

c. Security Issues: The area of cyber-security is increasingly vulnerable to intensification of attacks and human operators need substantial AI support in order to provide security against such threats. Cyber security companies are teaching artificial intelligence systems to detect viruses and malware using complex algorithms and pattern recognition. They can also use predictive functions that are much faster than other applications. Using natural language processing, AI applications can scan through news items, articles and other media to identify potential threats which can also be used to provide multi-factor authentication.

d. Other important areas: AI applications are also increasingly employed for physical security applications and are available in the areas of access control, military defence, home surveillance as well as surveillance of wide-area facilities. There are many other industries increasing adopting AI for a mind-boggling array of applications by building long term strategic advantage. In the future developments of humans, training soft skills will become even more important which puts the influence of AI in society in a dominant position. From marketing and advertising to customer experiences, product innovation, maintenance etc, AI is impacting now and, in the future, and it's become even more prominent in light of pandemic where the customers are increasingly finding for digital, no-touch connections with organizations, provided the constraints about physical interactions in a new-normal as well as socially distanced world.

## **(B) Linkage of Artificial Intelligence with Emotions in Post Pandemic Scenario**

Since, a machine does not care about humans, AI does not have a connection to reality in terms of understanding semantics and deeply felt emotions, so AI is not replacing human mind. Again, AI represents behaviors, or decisions that are being made by a machine that seem intelligent (Davenport & Ronanki, 2018; Dedrick et al., 2013; Dellermann, et al., 2017) which is based on the idea that machine intelligence is able to imitate the intelligent behaviour that humans show. As machine learning is modelled after neural networks, and also neuroscience still knows little, may be not even 10%, of how the brain works, computers at the moment cannot do that (Demlehner & Laumer, 2020; Murgai, 2018).

Start-ups and scientists call "affective AI" which will be able to detect emotions, as long as enough training data is available. As emotions are complex and AI does not understand what it means to be human, so, taking the emotional intelligence perspective of what makes us human is clearly a limit for machines. That is why it is called artificial intelligence. Humans have authentic intelligence, but in the present moment AI does not have authentic intelligence. People believe that AI systems cannot have authentic emotions and an authentic sense of morality as they do not have the empathic and existential qualities people are equipped with. Also, algorithms achieve authentic intelligence easily given the fact that they do not have a soul. That is a surface-level understanding of the emotions that humans express. This ability will help the machines to be efficient in most interactions with humans. As humans are very attuned to the ability of interaction partners to respond to emotions, almost immediately and unconsciously, the deeper-level emotions are linked to authentic intelligence, which is needed to develop friendship and long-term connections (Lichtenthaler, 2019; Loyola-Gonzalez, 2019). Algorithms are much faster than humans in connecting information because in the first stage of creativity, AI can bring things to create a new combination faster and better than humans. But humans will be needed to assess whether the new combination makes sense to solve problems humans want to solve. Creative ideas gain in value when they become meaningful to the people and human supervision as the final step in the creativity process which will be required (Lichtenthaler, 2019).

AI is already doing this kind of work by predicting employee behaviour, whether they will leave the company, or whether they are still motivated to perform their job. In many managerial decisions, algorithms start as AI being an advisor, providing information, but then slowly moving into various management jobs. Theoretically, AI is good at working with stationary data sets and has a problem dealing with complexities. Computer scientists working in robotics and with self-driving cars say the biggest challenge for robots is

interacting with people, physical contact, and coordinating their movements with the execution of tasks. As people are less tolerant to have robots inflict harm on humans, it thus becomes a dangerous activity to have autonomous robots as well as vehicles interacting with humans (Lichtenthaler, 2019; Loyola-Gonzalez, 2019).

**(C) Integration of AI with Social Science and Humanity in Post Pandemic Scenario**

According to David De Cremer, founder and director of the Centre on AI Technology for Humankind at National University of Singapore Business School, the author of the recent book, 'Leadership by Algorithm: Who Leads and Who Follows in the AI Era?', while AI today is good at repetitive tasks and can replace many managerial functions, it could acquire the "general intelligence" that humans have, he said in a recent interview with AI for Business (AIB), a new initiative at Analytics at Wharton. Headed by Wharton operations, information and decisions professor Kartik Hosanagar, AIB is a research initiative that focuses on helping students to understand the business and societal implications of AI. According to De Cremer, AI will never have "a soul" and it cannot replace human leadership qualities that let people be creative and have different perspectives. Leadership is required to guide the development and applications of AI in ways that best serve the needs of humans. AI holds enormous potential for human empowerment and future leaders can also automate redundant tasks, improve process performance and productivity, and positively impact employee engagement and retention and 21st-century leadership needs advanced training from experts who are at the forefront of these industry changes.

**(D) How is AI Mingled with HR departments of any organization in Post Pandemic Scenario?**

AI development companies in India need to invest in proper data storage management to work effectively. AI will totally change the workflow structure of HR department and the organizations genuinely demand a competent pool of the employees in order to handle cutting-edge tools, they find it more beneficial to work with AI machines and robots around them. The resumes of the candidates are on digital platforms with the help of smart devices and gadgets. The most beneficial outcome of AI in the field of HR will assist the potential employees to connect with the chatbot and have an engaging conversation which will improve the confidence of the workforce by analysing the data and powering them. AI intervention will help to analyse data for decision-making, monitor team performance and productivity, improve the production and services processes. Artificial intelligence really possesses real-time decision-making which must be alienated from pre-programmed algorithms, as well as intelligible computing techniques. With competent employees along with intelligence of machines, the companies will contribute a developed state for their people. Artificial intelligence is capable of making machines and devices to generate and imitate human intelligence which permits the machines to reshape impulsively based on data analytics and determining responses which really are more ameliorated.

**a. Recruitment and Onboarding**

AI technology can sophisticate the application processes by designing more user-friendly forms by reducing the total number of rejected applications. By maintaining a proper database of past applicants, AI technology can effectively consider the existing pool of applicants and identify them that would be a good fit for new roles. HR professionals can apply AI technology in order to identify qualified employees through the use of chatbots and remote support applications which provides the employees with the ability to go through the onboarding process at their own pace, and definitely reduces all the hindrance factors in order to provide faster synthesis.

AI technology may speed up the application process by creating more user-friendly forms by lowering the number of abandoned applications which has simplified recruitment procedure, artificial intelligence also allows for more relevant applications on the side of the candidates in order to enhance application completion rates. After hiring of suitable candidates, AI consolidated systems will introduce the newly hired employees who will get all the relevant information like details of job profile to the company's policies, task assignment, information of team members, etc. through a structured information on their laptop (onboarding) in order to improve the productivity of HR team. The candidates who experience a well-organized onboarding tend to have a prolonged relationship with the company. Artificial intelligence for HR permits customizing the processes to oblige to separate employees and their corresponding positions. AI development companies in USA have developed the understanding of the employee's recruitments and referrals.

**b. Employee Retention Strategies**

HR professionals can also utilize AI to boost internal mobility and employee retention. Through personalized feedback surveys and employee recognition systems, HR departments can gauge employee engagement and job satisfaction more accurately today than ever before. According to a recent report from Human Resources Professional Association, some AI software can evaluate key indicators of employee success which reduces talent acquisition costs and bolster employee retention rates. This technology allows HR professionals to deploy retention efforts which can strategically reduce employee attrition.

**c. *Efficient Performance Management***

Many companies today collect detailed metrics on each employee to track performance. HR professionals also measure skills and knowledge levels, review attendance records, and ensure compliance with company policy. However, many of these activities require sufficient time and manpower.

**d. *Improving Time Management***

Time management can effortlessly improve staff productivity, including scheduling tools, project management software, and task management apps which enable the employees to work better by giving them access to all relevant resources which provide real-time visibility into their progress towards goals and alerts in case of delays.

**e. *Finding New Ways to generate Revenue***

Salesforce using AI techniques sell more items by reducing time spent by human representatives. An Australian start-up is using AI as part of its programmatic ad platform to optimize conversions and make ads more appealing. Another start-up has developed chatbots to respond to customer inquiries and complaints. Robotics in HRM can help hiring managers to identify crucial traits of the employees that do not show up in their resumes. But advances in algorithms and big data systems have made predictive analytics (PAS) possible.

**f. *Internal Mobility and Employee Retention***

AI-powered platforms enable the employers to easily onboard, train, manage, and develop new hires from within the organization, allowing employees to learn new roles without leaving the workplace quickly. Similarly, innovative mobility solutions allow the employees to move between locations seamlessly and adapt to changing roles throughout their careers. It comes with a wide range of potential applications that will impact virtually every department at almost any sized business.

**g. *Automation of Administrative Tasks***

Smart technologies surely can automate the organizational processes which enables HR department to become a strategic business partner within their organizations. HR professionals can devote more time to corporate strategy development by automating low-value, often repeated administrative tasks. As a result, HR department may become a strategic business partner for their companies. Innovative technology can automate procedures like benefits administration, candidate pre-screening, interview scheduling etc. Although each of these jobs is critical to an organization's overall performance, completing the tasks required in such procedures takes time. HR experts may commit more time to strategic planning at the corporate level with saved time. Artificial intelligence can perform tasks by reducing human endeavours. Hence, in this era of modern smart devices, everyone wants their work-life which consists of the applications of AI services.

**h. *Talent Acquisition process (TA)***

From examining candidates, sustaining databases, scheduling interviews, and acknowledging the contestant's questions to resolve them, AI decreases the time and effort required to go through several mundane tasks. It lessens the hiring process and time remarkably, by benefitting HR team to concentrate on other important jobs such as sourcing, employee management, recruitment marketing etc. The AI implemented recruitment will assist to get the candidates which makes the screening process faster. The chatbots based on AI can communicate with the candidates who have the potential, and assign them the jobs and positions as per the profile which will shortlist the most deserving candidates who fits the job description perfectly, thereby the top selected will further be scheduled for interviews for hiring.

**i. *Learning and Training programs***

The AI development services will also assist the employees to learn and train themselves about the relevant positions and requirements from their side. It will also help them to gain knowledge about the ongoing technologies and software developments in the market to stay up to date. The AI will automatically understand and assign suitable training to the employees by analysing the documents and tests. Based on their job description, relevant skill set information will be allotted for better development. From last year's information, AI in HR can analyse the data and inform HR team about the training need of the employees. This intelligent strategy will improve the minds of the employees as well as train them faster and better. Moreover, they can teach specific programs and teaching abilities such that the employee can self-learn and execute according to the required needs.

**j. *Phrenic Support for Decision Making***

How AI applications in HR enhances the ability to think and take real-time decisions with more evolved output which is significantly observed how AI magnifies cognitive computing for the HR team. To support one's phrenic capabilities, AI has been structured to provide a great sense of encouragement. The mental and emotional state are very important in the workplace, which is being handled by HR. AI will help them to take an insight into the co-worker's mind and analyse the moods and mental state.

**k. Leadership**

As AI will support and improve the trainees, it can also enhance the working methods of the trainers and leaders in a company. AI will analyse the structure of leader's qualities which provide them with the abilities. Secondly, the leaders can self-assess by looking at the dashboard and improve their skillsets as per the requirement of working manner. The most common concerns that HR leaders have focus primarily on making AI simpler and safer to use. In fact, the most common factor preventing people from using AI at work are security and privacy concerns. HR professionals need to address these concerns by staying on top of trends and technology. However, organizations also want to feel protected from data breaches, and HR professionals must take the appropriate security measures into account. Thus, the professionals should adopt the necessary steps to learn about current trends in the field, as well as lay a strong foundation of HR knowledge that they can build upon as per the requirement as the profession evolves. With the use of AI, leaders will focus less on cognitive processing of facts and information, but will focus more on the human aspects like personality characteristics and behaviors. This will improve the engagement and performance of staff and increase operational efficiencies in order to improve the company's bottom line. Although the use of AI has advanced fast, no computer or robot can replace the critical human functions that define organizational leadership. Humility, character, adaptability, vision, as well as engagement are all traits identified by HBR as characteristics that robots cannot imitate. Now, data processing will have to stay updated on emerging technologies in order to make the best use of technology for organizational success. Business leaders need to understand what an algorithm exactly does, but also what its limits are, what the potential is, and especially so where in the decision-making chain of the company AI can be used to promote productivity and efficiency, hence, tech savvy leaders are needed to optimize their extensive knowledge on business processes in order to maximize efficiency for the company and for the society. Leaders build cultures, and thus they communicate and represent the values and norms the company uses to decide how work needs to be done in order to create business value. Leadership deals with change and the responsibility to provide direction to deal with the chaos that comes along with change, thus leadership must be able to adapt and to become agile.

**l. HRIS**

Human Resource Information System (HRIS) has defined the framework of the system's AI applications which helps to optimise the practical mechanism needed by an enterprise to obtain, preserve and verify data. Technological innovation in this type of AI eliminates repetitive activities with minimal human interference. AI assists in the numerous recruiting phase tasks, such as scanning CV, submitting automatic email, and assists in comparison checking. By plummeting the amount of turnover and also enlightening job retention, AI is effectively carrying out basic HR operations.

**IV. Discussions & Conclusions**

Present research work has envisaged that AI acts as a force multiplier which enables the managers to substantially improve their performance in many areas and the competencies for future leaders will focus on faster adaptability than preparing for change and thus the leaders need to embrace them fast to enhance their leadership skills. The use of Data analytics has allowed the managers to gain unprecedented insights into business issues, allowing for far more informed decisions; even the currently available artificial intelligence solutions can deliver extraordinary benefits and capabilities across applications and across industries by predicting the behaviour of employees. In many managerial decisions, Computer scientists working in robotics and with self-driving cars say the biggest challenge for robots is interacting with people, physical contact, and coordinating their movements with the execution of tasks and future leaders can also automate redundant tasks, improve process performance and productivity, and positively impact employee engagement and retention and 21st-century leadership needs advanced training from experts who are at the forefront of these industry changes.

AI holds enormous potential for human empowerment and future leaders can also automate redundant tasks, improve process performance, productivity, and positively create impact upon employee engagement and retention; 21st-century leadership needs advanced training from experts who are at the forefront of these industry changes. As Human Resource Management (HRM) has to deal with emotional and practical side of the workers and maintain a safe environment while selecting new members in the company, AI will immensely benefit human resources. AI development companies in India need to invest in proper data storage management to work effectively. AI will totally change the workflow structure in HR department and the companies would want to have a qualified team of the employees to handle cutting-edge tools and software; they find it more beneficial to work with AI machines and robots around them.

The study also concludes that artificial intelligence is capable of making machines and devices to generate and imitate human intelligence which permits the machines to grasp and modify spontaneously on the basis of data analytics and hence providing responses that are more rectified in recruitment and onboarding,



internal mobility and employee retention, efficient performance management, improving time management, finding new ways to generate revenue, predicting future behaviour, internal mobility and employee retention, automation of administrative tasks, talent acquisition process, adequate training programs, psychological support for decision making, concepts of Leadership, directorial tasks, HRIS etc.

### Limitations of the Study

All managers and leaders must understand AI's potential and the probable obstacles. Security and privacy concerns are the most prominent reason why individuals are hesitant to use AI at work. Moreover, as per Oracle's research, 31% of respondents would rather interact with a human than a machine in the work arena; hence, HR professionals will definitely require to keep on top of technologies because they change in the future to address such challenges (Lemley and Samuelson, 2021). AI will be able to perform any managerial task in the future because management is made to focus on the idea of creating stability, order, consistency, predictability, by means of using metrics (Felzmann et al., 2019; Eriksson & Bonera, 2020; Engler, 2021).

Leaders should look at technology from a utility perspective and can make a company run more efficiently because it reduces cost by not having to hire too many employees or not training people anymore to perform certain tasks (Eriksson & Bonera, 2020; Felzmann et al., 2019). To make AI more powerful in terms of processing and predicting, a certain fear exists that if people cannot manage the future where everyone can be tech-savvy but not one eliminates such concerns and reflections on human identity (Eriksson & Bonera, 2020; Felzmann et al., 2019). Amazon, Facebook, Apple etc. own most of the data and apply a business model where the customers become the product itself. As a result, these companies can run more sophisticated experiments in order to improve AI – which means that technology is also in the hands of a few that must be changed in near future in order to get a better world as early as possible.

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