Chapter 4
Socially Responsible Application of Artificial Intelligence in Human Resources Management

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ABSTRACT

Humankind faces growing artificial intelligence (AI) and AI-based applications, influencing almost every activity, including human resource management (HRM), revolutionizing humans' work nature and content, workers, workplaces, HRM processes, etc. AI can support various HRM practices, such as candidate selection, employee training, data analysis, evaluation, etc. If organizations appropriately utilize AI, they can enhance productivity and their general/individual work performance, streamline processes, and increase efficiency, ultimately improving employee engagement and well-being. Hence, organizations can use AI to stay ahead of their competitors and help develop an innovative sustainable socially responsible society (ISSRS) to overcome crises. AI should only be used as a tool and not to replace humans, which is essential for a creative, efficient, satisfying, and successful work environment.

1. INTRODUCTION

Social responsibility is individuals' responsibility for influence on society (ISO, 2010, in: ISO 26000); it must not be limited to corporations and their free will, which is focused on in ISO 26000 (ISO, 2010). Artificial Intelligence (AI) can be defined as "making a machine behave in ways that would be called intelligent, - if a human were so behaving" (McCarthy et al., 1955). Despite being defined in 1955, its prominence has only recently increased due to the worldwide technological revolution (Dwivedi et al., 2021). AI's influence makes social responsibility grow, but not unavoidably (more in Mulej et al., 2024 a, b, c, d, e; Šarotar Žižek et al., 2023 a, b, c). AI should become socially responsible AI (SRAI), especially in HRM, focusing on human attributes and influencing activities.

AI is causing a vital shift that extends beyond technical spheres and has far-reaching sociotechnical implications. In addition to healthcare, education, commerce, and finance, AI also impacts everyday activities. Therefore, AI presents both opportunities and risks. The question of whether AI deserves our trust has resurfaced frequently recently in various spheres, including academia, industry, healthcare, and services (Cheng, Varshney, & Liu, 2021).

HRM activities include various repetitive and time-consuming activities, which are susceptible to human influence, biases, and subjectivity. Because of these, HRM is considered a promising area for applying AI (Rodgers et al., 2023; Tambe et al., 2019). AI has significant promise for enhancing HRM functions in organizations. However, it is important to remember that the automation of HRM processes comes with potential risks and limitations. Identifying these is crucial to facilitate the proper use of AI in HRM (Bujold et al., 2023).

The use of AI is becoming more prevalent across HRM functions, including but not limited to sourcing and selecting job applicants, talent acquisition and management, performance evaluation, workforce planning, health and wellbeing, and compensation (Bujold et al., 2023; Bankins, 2021).

Although the application of AI in HR may offer several advantages, it can also cause negative consequences, if it is not SRAI, implemented carefully and deliberately. This raises ethical concerns over AI's use in HRM, which handles sometimes sensitive facets of individuals' employment lifecycles. Despite this, most research at the intersection of HRM and technology continues to examine the potential applications of AI instead of looking into its vital ethical considerations and how to efficiently involve human workers in the use of AI (Bankins, 2021). SRAI is missing.

For many HRM professionals, even mentioning AI generates a worrisome feeling of apprehension, an unsettling sense, or even fear of the unknown. On the other hand, some people have an overly optimistic perspective on AI's potential and capabilities, creating unrealistic ideas comparable to those shown in science fiction

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