

Artificial Intelligence Trending in e-HRM: Qualitative Study of Mega IT Indian Company

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Abstract

Objectives: The study sought to explain how Artificial Intelligence (AI) enables e-HRM to upgrade "employee experience" to "human experience."

Methods: The research methodology used in this study is the case-based analysis of Tech Mahindra using the adaptive structuration theory. The first phase of the research involved identifying the critical e-learning difficulties, while the second phase focused on finding solutions.

Results: The study's findings show how artificial intelligence significantly affects electronic human resource management. Through pragmatic analysis, the study makes a distinctive contribution to the field of adaptive structuration theory for using artificial intelligence in e-HRM. The study provides top management, academics, and HR officials with essential insights to improve the efficacy of e-learning.

Keywords: Tech Mahindra, Artificial intelligence, case study, Employee experience, qualitative,

1. Introduction

Epic events like the pandemic, the introduction of fantastic technology like 5G and quantum computing, and ground-breaking processes including data science and robotic process automation have revolutionized the world.

Companies need to create solutions that address the future of communications, healthcare, insurance, production, distribution, banking, and retail, among other industries, and Businesses must envisage technology for action and execution. During the preliminary literature review, Artificial intelligence seems to be the prominent emerging field of technological disruptions. Artificial intelligence (AI) is on the verge of revolutionizing how organizations run [1]. Artificial intelligence's appeal stems from its ability to analyze large amounts of data, detect correlations, and learn from previous experiences.

1.1 Significance of Study

According to Gartner [6], global artificial intelligence (AI) software revenue will have climbed by 21.3 percent from 2021 to \$62.5 billion. AI continues to grab the curiosity of businesses, with 48% of CIOs responding to a Gartner study in 2022 saying they had

adopted or planned to employ machine learning and AI technology in the next year. Therefore we felt the need to investigate the role of artificial intelligence (AI).

Although the present study has taken up the field of application of artificial intelligence (AI) in e-HRM, the scope of AI is not limited to HRM only. It covers most businesses ranging from finance to retail, and machines will feature prominently in helping companies become more profitable, reactive, and pertinent to their consumers' lives. AI is already powering some of the world's fastest-growing enterprises, assisting technology companies in distributing a wide range of services and products through digital channels [1]. AI is a general-purpose, industry-agnostic technology that has progressed from conception to realization in recent years. AI has the potential to boost the performance of the economy significantly. It may take some time for the economic impact to emerge and become obvious [2].

Studying the adoption of AI in e-HRM can help organizations better understand the advantages of using AI in e-HRM. To the best of our knowledge, there is a shortage of analysis on the problems and elements impacting the use of AI in e-HRM systems during the COVID-19 epidemic; yet, many organizations implemented AI in e-HRM systems nearly three years ago.

1.2 Relevance of Context

The study must be conducted in India since it falls into the category of "Economies with Modest Functions," suggesting that India has a reasonable capability to reap economic gains from AI (AI). India is amongst the major emerging economies with younger populations. If the working-age population in these countries continues to expand, their current GDP per capita may be maintained [2]. However, given their high growth ambitions, automation and further productivity-boosting measures will be required to keep their economy afloat. There are specific reasons for selecting the Indian IT sector for the study as a high share of India's exports is ICT (Information and Communication Technology) related. We conducted qualitative research in a company leading in the Indian IT sector as the Indian IT sector is the world's largest IT-BPM (Information Technology-Base Process management) destination [28]. The IT sector is considered critical as it is a job-creating machine [28]. Over 4.5 million individuals were working directly in the IT-BPM sector.

1.3 Rationale of Study-

Artificial intelligence's value lies in analyzing large amounts of data, uncovering trends, and learning about novel experiences. It provides the foundation upon which businesses can construct a variety of "intelligent" services by being able to do cognitive functions that are generally associated with humans. HRM and the Tactical-Human Resource System both use artificial intelligence [34], [5], [23]. However, these in-depth analyses have neglected to address how Approaches are used from a technical and management perspective, leaving little information into which AI capabilities underreport HRIS elements. No researcher has conducted a study on implementing artificial intelligence linking to management theory. We chose this topic to highlight AI, which is currently

one of the most popular technology trends (Artificial Intelligent). In addition, the current study discusses several methods utilizing AI in the implementation of e-HRM.

1.4 Objectives of Study -

The goal of the empirical research evaluating an e-Learning program for HR policymakers was to understand better the issues companies face when implementing e-learning and the various ways employed to overcome those challenges. As a result, we raise the following questions:

- (1) How can AI help HR elevate employee experience to human experience?
- (2) What are the challenges associated with implementing AI in HR, and how to overcome these challenges?

2. Literature Review

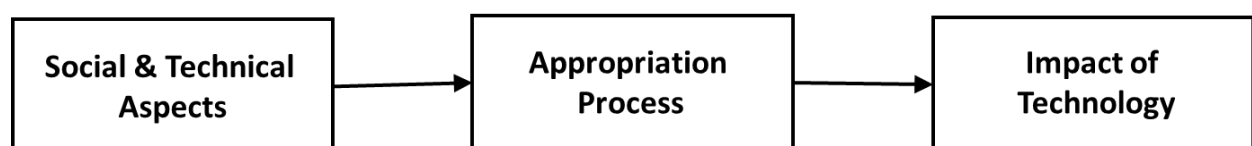
Theoretical depth and richness are lacking in artificial intelligence research. As a result, this work applies the Adaptive Structuration Theory (AST) theory to AI implementation, created by DeSanctis & Poole (1994) [4] to analyze the implementation of information systems. Information systems and organizations are interconnected, according to AST. This research uses AST ideas to investigate Tech Mahindra's AI implementation in e-HRM. In this sense, the case of TechM demonstrates how an AI ideology, referred to as technical and social components in AST, is transformed to life via appropriation by e-HRM and reflected in AI accomplishments.

Artificial Intelligence and Work Engagement

AI is the ability of a computer-controlled technology to accomplish tasks in a human-like style [21]. AI provides reliability, cost-effectiveness, and the ability to handle complex problems and make judgments; also, AI prevents data from being lost [26]. Firms are impulsively applying artificial intelligence (AI) to organize their workforce [24], [7], [13], [10]. AI automated systems, which are computers with the ability to detect, analyze, and react to surroundings in real-time, often including human-like intellectual capacity, can improve in managing the workers more effectively and efficiently.

Work engagement is a relatively recent notion in 'positive psychology,' which refers to optimized performance and enjoyable workplace interactions [15]. Engagement is the reverse of burnout in energy commitment and professional efficacy. Attention and immersion in a role, which are core motivational elements of work engagement, suggest intense involvement in an activity where nothing else matters [27]. In studies, work involvement influences work-related outcomes such as job satisfaction [8].

Figure 2: The Research Model based on Adaptive Structuration Theory



3. Research Methods

The research study is exploratory based on secondary data through websites, journals, and magazines. Tech Mahindra demonstrated a shift towards valued human capital, the change from jobs and employees towards work, skills, and people, thereby setting a perfect example in practicing Human capital decisions. These were the reasons for choosing Tech Mahindra as a case study.

3.1 Case Study Method

The five primary components of a case study are research topics, theoretical propositions, units of analysis, logic tying facts to these theoretical premises, and criteria for evaluating these assertions [35]. To be regarded as 'suitable,' the proposal of our current study includes these five constituents.

The current study puts forward including these five constituents to be considered 'appropriate.' The first constituent 'research question' has been mentioned in Section 1. In Section Two, we explored the second ingredient, 'theoretical propositions,' relevant to the current investigation. The third component, the term "unit of analysis," should allude to the phenomenon under study. For our study, we've chosen the organization as the unit of analysis. The forthcoming section discussed specific techniques for getting the fourth constituent 'logic linking data to the theoretical propositions. This category includes data gathering methods employed in the study to answer research questions or test theoretical assertions. The fifth component, "criteria for evaluating these claims," will be discussed in the forthcoming section.

3.2 Data Gathering

The current research employs qualitative methodology to assist researchers in comprehending the adoption of Artificial intelligence (AI) in e-HRM, which is difficult to express in quantitative words [20]. We collected data from secondary sources to gather information. Researchers developed the case study after gathering data and developed from the literature and selected Tech Mahindra as the unit of analysis in this case study. Then researchers concluded valuable information about the organization's dealings with technology. Furthermore, as stated by, it is a helpful strategy for achieving study objectives smoothly [3]. One advantage of the qualitative approach used in this study is that it enables researchers to explore data from websites to provide a case study instead of only presenting numerical figures. Furthermore, the qualitative approach allowed the researchers to understand better artificial intelligence trends adopted in the e-HRM field.

3.3 Context of Study

Tech Mahindra is a part of the Mahindra Group [28], established in 1945, and is now one of the world's biggest and most renowned multinational enterprises, with over 260,000 employees in over 100 countries. Tech Mahindra is an Indian IT establishment that delivers a broad gamut of industries with business process outsourcing (BPO) and network technology strategies [29].

4. Empirical Data and Analysis

We developed the case study after gathering data from the literature and selected Tech Mahindra as the unit of analysis in this case study. We gathered valuable information about the organization's dealings with technology implementation in e-learning.

4.1 Challenges Ahead: Social and Technical Aspects

In 2018-19, the firm faced the challenge of comparatively lower engagement and lower connection on the ground, as Soin, CPO (Chief People Officer), pointed out in an exclusive interview with Modgil, S. on Apr 14, 2020 [17]. There was a need to address the issue of employee engagement through the transformation from employee engagement issue to employee experience. Employees in an organization seek a customer-like interaction. The concern was keeping people in the stream of life rather than the job stream. The company returned to the staff to reveal the root cause of their troubles and ways to enhance their interactions.

Tech Mahindra came up with three ideas after talking to the employees. The employees first wanted to learn about the company's culture, which they could relate to the firm. Second, employees expressed dissatisfaction with the inconvenient nature of carrying ID cards. Finally, employees mentioned that if a fantastic opportunity arose, the company preferred to recruit from outside. As a result, the company focused on solving their demands for upskilling and growth inside the company.

4.2 Appropriation Process

Tech Mahindra was determined to shift from employee experience to human experience [18], but the implementation part for the transformation of 'Human Experience' took place as follows -

The employee experience refers to how we influenced people's lives from the moment he entered the office until he left. Then, instead of focusing on employee experience, TechM began to focus on the human experience. In contrast, employee experience is limited to the employee from nine to five, human experience occurs in the stream of life, and his family members should be included [18].

Tech M created a human experience algorithm based on the experiences of the employees, customers, and users. TechM began by describing the firm's culture before addressing its problem statements. TechM summed it up in a single sentence: we inspire positive change, cherish every moment, and encourage everyone to succeed.

Second, to eliminate ID cards, TechM devised a facial recognition system. Employees can either use swipe cards to indicate their attendance or gaze into the new facial-recognition terminal to sign in. Furthermore, using a feature known as the "moodometer," which allowed TechM to track their daily emotions, the tool supported the organization in assessing the mood of employees when they utilize the system [18].

'The changing talent environment in today's digital world makes it critical for firms to be customer-focused and more 'human experience' centric,' the statement said. 'K2 adds value to the employee life cycle at several touchpoints, positioning us as a future workplace. [9]. We know that the future will be more humane than we currently imagine,' said Harshvendra Soin, Chief People Officer, Tech Mahindra [11].

TechM unveiled K2, the first 'Knowledge and Kindness' Human Resource (HR) Humanoid for its Noida Campus in Uttar Pradesh [9]. K2 is the first Humanoid developed by the in-house Tech- Mahindra team. K2 employs cutting-edge Artificial Intelligence technology to start conversations without using wake-up commands. K2 can react to inquiries with both text and speech, taking into account the demands of the specially-abled [17]. It can reply to questions with both text and conversation, and it can handle both generic HR-linked staff queries and personal requisitions for activities such as giving payslips, tax forms, and more. The company claimed that K2 could take primary HR exchanges and support the HR team in establishing a better employee experience on an ongoing basis. When employees need HR transactional information, it gives them an interactive experience. K2 may respond to all HR and personal questions and send form 16s, payslips, tax sheets, and other documents. K2 can answer through audio and text display to ensure that even persons with special needs can utilize it. TechM intends to introduce the second Humanoid on its Pune campus and enable K2 software for greater engagement and communication abilities to conduct compassionate conversations from the perspective of associate wellness [11]. K2 altered how humans communicate with HR for the department to provide further value-added assistance [22].

5. Results

Elevated employee experience significantly boosted the firm's internal engagement rating. In its parent Mahindra Group's engagement survey, the company scored the highest ever, rising from 3.76 to 4.04. Second, its Glassdoor ratings jumped from 3.1 to 3.7, with a peak of 3.9. Finally, attrition dropped dramatically from 23 percent to around 16 percent. Eventually, the firm's happiness quotient grew markedly, resulting in a big differentiator [18]. The implementation of 'Employee Experience' resulted in higher employee engagement, better employee retention, and enhanced differentiator among competitors. All these factors lead to enhanced Return-on-Investment(ROI).

"Our people story became a significant business differentiator. And from an HR story, it became a business story. This could not have been possible without the shift we made to the human experience," said Soin [11]. ET Innovation Awards recognized K2 & Talex in the People Innovation category [22].

6. Discussion

During the implementation of artificial intelligence in e-HRM, TechM encountered a few challenges. The first problem was obvious: how do the firms persuade people to accept novel approaches for completing jobs? The firm's issues were communication, replicability, and convincing others to trust the tools. "It's about developing credibility in all circumstances regarding the IJT and consistently replicating that experience," Harshvendra adds. TechM employed technology to incorporate the human experience [18].

Companies frequently invest not just because companies can visualize a direct influence on the bottom line but also because firms do not wish to lose a competitive advantage. Companies prioritize business domains across industries, indicating that they invest in AI to capture productivity improvements and drive new business [1].

AI commercialization is still in its early stages. Laggards, on the other hand, should be wary. Slow adopters typically face severe margin pressure once an industry hits a tipping point [1]. AI has many benefits, and early adopters are the best [1]. Existing AI domains can unlock 80 billion US dollars in value for Nordic companies, equating to a 2-3% increase in profit margins.

Early adopters' profit margins are 7% higher than the industry average. AI has not yet achieved a saturation point. Leaders in AI, such as financial services, telecommunications, automotive, and advanced industries, are also digital leaders. MOST BUSINESSES CAN STILL BENEFIT FROM FIRST-MOVER/FAST-FOLLOWER ADVANTAGES because AI adoption has not yet reached a tipping point, most businesses can still profit from first-mover/fast-follower advantages. Competition is the primary driver of AI investment; rivals' advancement raises the desire to invest three times more than the perceived value of AI. Most industries can still achieve first-mover/fast-follower advantages in AI [1].

7. Conclusion

When planning a new endeavor, we've discovered that everyone needs to be involved. Second, to establish the initiative's credibility, we must communicate about it regularly. Finally, each program you do must have a business impact or return on investment. It will never be successful if it remains an HR project. AI has an enormous potential to contribute to global economic activity [2]. Adopting AI could expand differences between countries, corporations, and workers, a significant concern. Demographics have an impact on both labor demand and supply. If young people are employed, countries with a rapidly rising workforce, such as India, may benefit from a "demographic dividend" that improves GDP growth. Countries with larger populations face more difficulties in creating jobs. Companies must make a strategic shift to realize their full potential. The majority of companies are still in the early phases of AI deployment. They can gain more first-mover/fast-follower advantage by investing more. Indeed, our data reveal that in the field of AI, early adopters/fast followers are already more productive than the industry average [1].

8. Limitations and Future Scope of Research

Dependency on online resources by the case study poses a limitation on the development of the case study to a broader extent. Future researchers may extend data collection by including interviews with all organization stakeholders to get better data analysis results. The other limitation of the paper lies with the case study taken up for a single business organization, viz—Tech Mahindra. Future researchers may take multiple business organizations for finding out the latest trends may be taken as part of the future scope of research. The study takes business strategy as a driver, which is a severe paper limitation.

The way firms and countries approach AI will almost certainly impact the result. Organizations are applying AI to manage, monitor, and hold their employees accountable [12], [10], [25]. In a study of 1,770 managers from 14 counties, 86 percent

said they planned to utilize AI to manage their personnel, including tracking, collaborating, and supervising their workforce [13]. Furthermore, according to the survey, 78 percent of managers believe AI conclusions [13]. As these statistics suggest, there is a growing interest in employing artificial intelligence (AI) to manage work in enterprises. Therefore research on AI is a promising field and is highly recommended. Intelligent automation technologies present HRM with several opportunities and substantial technological and ethical challenges [34]. They provide a new method for managing workers and enhancing business performance. Future scholars will benefit significantly from studying these barriers.

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