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INNOVATIONS IN HR: USING AI FOR EMPLOYEE SELECTION AND EVALUATION

This academic work describes the relevance of using artificial intelligence (AI) in the field of human resource management (HR). In the context of digitalization, companies use AI to improve staff selection and evaluation. Examples include automating resume processing and using chatbots for interviews. The prospects for further development of technologies are highlighted, such as improving machine learning algorithms and integrating AI into strategic personnel management, which can significantly enhance the effectiveness of HR practices.

Keywords: *artificial intelligence, personnel management, recruitment automation, employee evaluation, digitalization, HR technologies, development prospects*

In the modern world, where technology is developing at an incredible pace, innovations in human resource management (HR) are becoming an integral part of the successful functioning of companies. The application of artificial intelligence (AI) for staff selection and evaluation opens new horizons for increasing the efficiency of HR processes. Recruitment is a labor-intensive and lengthy process during which companies often face various challenges. Recruiters need to solve numerous tasks, from searching and selecting candidates to conducting interviews and assessing skills, to find the right specialist for the company. With the development of AI, many of these tasks have become easier, allowing hiring managers to save time and resources. In the context of global competition and constant changes in the labor market, companies strive to optimize their approaches to personnel management, making this topic particularly relevant.

In recent years, there has been a rapid increase in the implementation of innovative technologies in human resource management (HR). One of the most significant trends is the use of AI for staff selection and evaluation. According to a McKinsey report, 56 % of companies already use AI in their HR processes, which underscores the importance of this technology in modern organizations [1]. According to a McKinsey study, more than 70 % of companies acknowledge that the shortage of qualified personnel is one of the main barriers to achieving business goals [1]. In this regard, using AI to automate the processes of staff selection and assessment can significantly reduce the time and resources spent on these tasks, as well as improve the quality of decisions made. Moreover, the introduction of AI solutions minimizes human errors and biases, which is also important for creating an inclusive culture within the company. AI greatly enhances the efficiency of recruiting processes by automating routine tasks and improving the quality and speed of candidate selection. For example, machine learning algorithms can analyze resumes, identify key skills, and predict a candidate's success based on the job requirements. According to Gartner, organizations using AI for staff selection report an average reduction in hiring time by 30 % [2].

AI-based systems can process large numbers of resumes and match them against the requirements of specific vacancies. This is achieved through algorithms that analyze keywords, skills, and work experience of candidates. For instance, platforms like HireVue and Pymetrics use AI to filter resumes, allowing HR specialists to focus on the most suitable candidates. These platforms reduce hiring time by approximately 90%, cut interview costs by 50 %, and increase the number of employees in DEI (Diversity, Equity, Inclusion) by 16 % [3].

Modern AI systems can evaluate candidates' competencies based on their responses to test tasks and interviews. By using machine learning, these systems can identify non-obvious patterns in candidates' behavior and responses. For example, algorithms can analyze how candidates solve logical tasks and compare the results with successful employees of the company, allowing for a more accurate assessment of their potential.

AI can track candidates' activity on professional platforms like LinkedIn, analyzing their posts, interactions, and networking activity [4]. This provides HR specialists with additional information about the candidates' motivation and professional interests, allowing for a deeper understanding of their approach to work. Data on professional achievements and engagement in the professional community can serve as indicators of future success.

AI-driven chatbots are becoming an important tool for conducting preliminary interviews. They can ask standard questions and collect information about candidates, freeing up HR specialists' time for deeper engagement with promising candidates. Technologies such as Olivia and Mya enable efficient management of the interview process, ensuring a faster response to applications [5].

Modern AI systems can analyze employee feedback and conduct regular surveys to assess their satisfaction. This helps identify problems at early stages and take measures to address them. Using platforms like Glint and TINYpulse helps HR departments monitor engagement and satisfaction levels, which in turn contributes to reducing turnover and increasing overall productivity.

One of the companies actively using artificial intelligence in HR is Unilever. Unilever is a multinational company and one of the largest producers of consumer goods in the world [6].

Unilever collaborates with digital HR service providers Pymetrics and HireVue to digitize the initial stages of the hiring process. Candidates first undergo screening using AI and then participate in personal selection, which determines whether they will get the job.

Candidates learn about job vacancies through social media platforms like Facebook and LinkedIn and submit their profiles on these platforms without needing to provide a resume. They then spend about 20 minutes participating in 12 "smart" games on the Pymetrics platform. If their results meet the requirements for a specific position, they move on to the interview via HireVue, where they record their responses to questions. The technology analyzes aspects such as keywords, intonation, and body language, providing notes for the hiring manager. All stages can be completed using a smartphone or tablet [7].

If a candidate successfully passes these two stages, they are invited to the Unilever office to spend a day in the role of a company employee. At the end of the day, the manager decides whether the candidate is suitable for the position.

As a result, the implementation of AI has reduced the time for the selection process by 75 %. This means that Unilever has been able to quickly find and hire suitable candidates, which is especially important in a competitive labor market. The use of algorithms for evaluating candidates has helped reduce bias, which has, in turn, led to an increase in the number of employees from diverse groups. For example, the company reported a 50 % increase in the number of women in management positions. About 90 % of candidates noted a positive experience with the selection process, even if they were not chosen. This is due to the fact that automated systems provide quick and transparent feedback. Unilever claims that using AI in recruitment has improved hiring quality, as more than 80 % of new employees successfully passed the probation period and remained with the company [7].

Based on the information presented above, the following prospects for the development of AI in the field of staff selection and assessment can be identified:

1. The use of virtual reality technologies to create simulations of work situations will allow candidates to demonstrate their skills in real time. This will not only improve the selection process

but also give candidates a better understanding of the corporate culture and expectations of the company.

2. The use of predictive analytics to assess not only the likelihood of successful hiring but also to forecast employees' career growth. This will enable HR specialists to effectively plan personnel policies and development within the company. AI can analyze employee data such as performance, job satisfaction, and other factors affecting turnover. This will allow HR departments to take proactive measures to retain employees, such as offering additional bonuses or improved working conditions.

3. The development of adaptive AI platforms that can dynamically adjust recruitment and personnel development strategies based on current business metrics and market trends. This will allow HR departments to respond more flexibly to changes in the organization and the external environment.

4. The use of facial recognition and voice analysis technologies to evaluate candidates' emotional intelligence during interviews. This will help more accurately determine how candidates may handle interpersonal interactions and stressful situations in the workplace.

5. The use of blockchain technologies to create decentralized candidate profiles. This will ensure the security and transparency of data, allowing employers to easily verify qualifications and experience without the risk of forgery.

Thus, the integration of AI into HR not only increases operational efficiency but also transforms the approach to talent management, creating a more dynamic, productive, and satisfying work environment. These changes not only contribute to achieving business goals but also improve employees' quality of life, making them more engaged and motivated. In a rapidly changing labor market, companies actively using AI will have a significant competitive advantage.

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