



Automation in the Workplace: Can we Trust it for Human Resources?

Brittany Ikner, Dr. Kevin Hoff

Introduction

Automation is increasingly used in human resources (HR) hiring processes. Examples include:

- AI-based interviewing
- Targeted recruiting (e.g., LinkedIn)
- Automated performance management
- Automated personality assessments



Background

A literature review of peer-reviewed articles published between the years 2004-2019 were assessed to understand the current framework of automation in HR.

Strengths of Automation:



- Undeniably convenient for both human resource professionals and applicants
- Reduces costs and spending within organizations
- Has more overall validity in its analyses compared to subjective processes (e.g., face-to-face interviews)

Weaknesses of Automation



- Analytical approaches are neglected because of overreliance on human intuition
- Its effects on HR recruitment processes are still in question
- Certain characteristics (e.g., interpersonal skills) are more observable in subjective hiring processes

Research Objectives

- Identify current perception of automation in HR
- Identify strengths and weaknesses of automation
- Generate future research questions

Current Findings

Type of Automation	Does HR use it often?	Is it trustworthy?	Do applicants like it?
AI-based interviewing	✓	✗	✗
Target Recruiting	✓✓	✓	✓✓
Automated performance management	✓✓	✓	✓
Automated personality assessments	✗	✗✗	✗

The table above provides a visual representation the current reputation of each automation type according to the user of the system. Interpretations are below:

1. We Trust the Value of Our Learned Abilities:

- Applicants seem more willing to trust technology when their value as an applicant is associated with their knowledge and skills versus personality or outer appearance.

2. New Use of Technology is Intimidating:

- Keeping up with this day and age's technology requires HR professionals to be fluid in their skills and fast learners of .

How Can We Increase Trust?

1. Conduct More Research

- Currently lack data collected from actual use of these systems in the workplace.

2. Explore its Impact

- How does automation influence recruiting and hiring statistics of minority communities (e.g., LGBTQ+, POC)?
- To what extent do qualified applicants experience rejection due to quantitative cut-offs?

3. Efficiency ≠ Effectiveness and Fairness

- Use of automation can be dependent on the number of applicants, size of organization, or job description
- Automation should *complement* (not replace) subjective processes already used in the department.
- HR professionals must bridge their knowledge gap of automation and traditional use of recruiting and hiring.

Future Implications

- What effect does automation have on the recruiting and selection of minority communities (LGBTQ+, POC)?
- How do job roles differ in their use of automation (e.g., call center position v.s. leadership positions)?
- As technology use increases, how can we design and implement high-quality training for HR professionals?

