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Short Communication

Artificial intelligence: Implications for HR and organizational redesign

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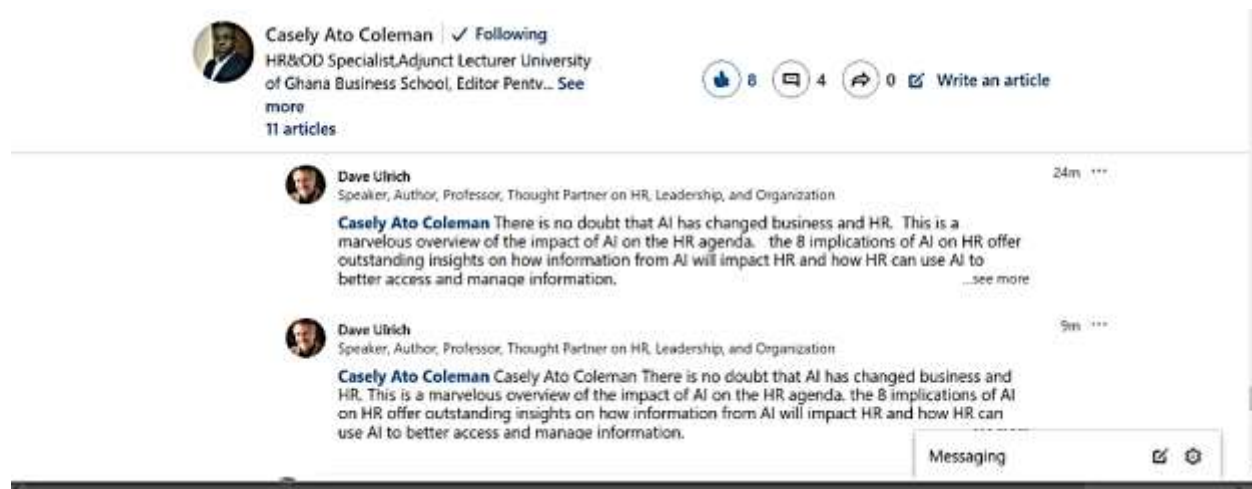
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Abstract

Paper reviews the potential implications of AI for HR and organizational redesign using concepts in knowledge management and HR theory of work. The paper projects 8 KPIs that organizations can use to measure the ROI on AI and in the same vein argues on the need to manage expectations of the impact on AI within the framework of knowledge management principles.

INTRODUCTION

Paper was first published in LinkedIn on 22nd October 2018 with a positive review by Professor Dave Ulrich Ranked as the #1 management guru by Business Week, profiled by Fast Company as one of the world's top 10 creative people in business, a top 5 coach in Forbes, and recognized on Thinkers 50 as one of the world's leading business thinkers. He is recognized as the father of modern HR thinking:



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What is AI?

Artificial intelligence (AI) can be explained as a process where a machine or technology is used to analyze huge data sets to learn specific behaviors, thereby allowing computers to recognize patterns and “learn” new actions without being explicitly programmed. Characteristics of AI includes or enables the following; chatbot, virtual assistant, physical robots, scheduling, Image recognition, sentiment recognition, speech generation, regression analysis, text mining, logic and probability theory etc. According to KPMG (2018), the breakthrough of AI applications is based on developments in the availability and accessibility of large data volumes, improved algorithms for the analysis of data, computing capacity and more efficient memory.

This article seeks to predict the implications of AI on HR and organizational redesign and suggests KPIs to measure the ROI of AI on organizations with a focus on the role of HR. Brockbank and Ulrich (2005) work on the role of HR namely flow of people, performance, information and work will be adapted as a conceptual model.

Role of HR

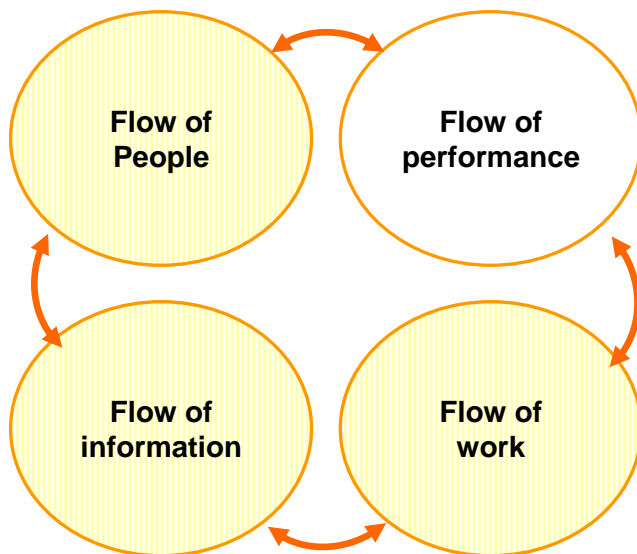


Figure 1: Role of HR.

Flow of people refers to how people move in, through, up and out of the organization. Proper attention to people flows ensures the availability of the talent the organization needs to accomplish its strategy. Flow of performance refers to what links people to work – the standards and measures, financial and non-financial rewards and feedback that reflect stakeholder interests. Proper attention to this flow promotes accountability for performance by defining, documenting and rewarding it and penalizing its absence. Flow of information refers to what keeps people aware of the organization and their collective knowledge resources. Proper attention to information flow ensures people know what is happening and why, and can apply themselves to what needs to be done to create value. Flow of work refers to three aspects namely who does the work? How is the work done? Where is the work done (Brockbank and Ulrich (2005)) (Figure 1).

