THE ROLE OF ARTIFICIAL INTELLIGENCE
IN PERSONNEL MANAGEMENT

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Introduction. The concept of artificial intelligence (hereinafter referred to as AI) appeared in 1956. American scientist J. McCarthy defined this concept as follows: "Artificial intelligence is a machine that can react like a human, that is, it can sense the surrounding world, recognize gestures, facial expressions, people speak and make decisions similar to human choices".

A characteristic feature of artificial intelligence is also its ability to make rational decisions, make logical choices and make predictions based on internal algorithms. Creating artificial intelligence to work in any field requires large investments. The next stumbling block is machine learning, which is achieved by gradual cultivation, that is, by periodic repetition of the established algorithms and selection of the most effective solutions. To speed up the learning process, existing decision-making databases can be used, for example, for AI in the HR field, existing archive databases of interview results, including candidate CVs and interview results, are used.

Analysis of recent research and publications. Many decisions in the field of personnel selection are made intuitively. A number of studies have shown that most HR managers make a decision about whether to accept a candidate for a position within the first 60 seconds of meeting someone, based on indicators such as appearance, confidence, handshake and tone of voice. It cannot be denied that non-verbal factors provide a lot of information, but such an assessment system does not allow to be the most objective. In order to make interviews more objective, HR specialists spend significant resources, both material and informational, on the preparation of assessments, tests, simulations and games for hiring, but many still claim that in 30-40% of cases the wrong candidates are selected.

To simplify the work of the recruiter, as well as to make decisions objective, AI-based programs are used. They are able to study biographies, find suitable candidates within companies and identify high-performing employees. By creating easy-to-use infographics, candidate summary tables, and CV sorting, these systems free employees from having to sift through a large number of CVs, reducing their number by 50–70%.

Pymetrics, one of the AI-based systems, is based on the principles of gamification in marketing and sales. The system allows you to eliminate mistakes and incorrect answers during the test, and also takes into account the candidate's list of "personal achievements". Thanks to this rating system, the probability of making the right choice increases by 30%. It is also important to note that not only professional skills (hard skills) are taken into account, but also personal skills (soft skills). AI systems have the potential to analyze the quality of personal skills in a playful way.

The HiredScore service allows you to select the most suitable CVs from the entire list of those offered and sent to the employer. The service gives priority to resumes that allow you to sort according to the specified criteria. The system allows you to make adjustments to artificial intelligence decisions, evaluate the candidate, which allows artificial intelligence to constantly learn and improve itself.

Based on the analysis of the functionality of the service, we can conclude that manufacturers of AI systems for personnel management do not completely transfer the task of hiring personnel to the "machine", but

eliminate the need to look at each candidate and compile tables. On average, it takes up to 5 minutes to study the CV of an employee in depth, so it will take 2 hours of work to view 24 profiles, and during this time the system will analyze all profiles, make a selection and final table, the recruiter still has the opportunity to mark AI errors [5].

Among the suppliers on the market are the following companies: LinkedIn, Pymetrics, Entelo, IBM, Textio, Talview, Unitive, PredictiveHire, etc. There are also tasks in the field of personnel development and training that can be solved with their help. Not every manager knows how to "train" employees, and not every subordinate, programs using artificial intelligence can help in this matter.

To solve personnel training problems, developers offer services that determine the topics that need to be studied by professional standards, based on the competencies that the employee should have. Such systems also monitor progress and, in addition, can take into account the results of the company's tasks. The use of such systems allows you to save time on the selection of materials for learning, as well as monitoring the results.

Let's consider the "Degreed" service, which offers a training platform for both company employees and ordinary users. It is based on an analysis of a person's current qualities, comparing them with the required and desired ones. Based on this data, a library of training lessons of various formats is formed. This platform also has an internal certification system, after completing the training, a person receives a certificate of completion of the course; Detailed software providers: EdCast, Filtered, Volley, Axonify, BetterUp, Clustree, Workday, etc.

Having considered the mechanisms of operation of some programs using artificial intelligence, we can draw conclusions about the performance indicators of AI in personnel management. It was possible to identify the following indicators: System stability;
– profitability of using the system;
– speed of work;
– flexibility of mechanisms .

System stability – how long AI will work continuously, whether it depends on external factors, the possibility of autonomous operation. Profitability of use – is it profitable to use artificial intelligence in the company? Speed of work – if the system's data processing time exceeds the processing time of a person, then the attractiveness of such AI is minimal. Flexibility of mechanisms – how much AI can be customized, resume selection, sorting, etc. It is possible to customize the interface separately for each reclaimer.

AI algorithms can analyze thousands of resumes, identifying the most suitable candidates based on certain criteria. This reduces the time for initial selection and increases the accuracy of the selection. Predictive analytics in candidate evaluation: AI uses data from past successful hires to predict the success of potential candidates, assessing their likelihood of successful employment and long-term contribution to the company. Analysis of social networks and Internet profiles: AI tools analyze data from social media and other online sources to create a more complete picture of candidates, including their interests, social activities and professional skills.

AI Video Interview: AI-powered software analyzes not only the answers of candidates, but also non-verbal cues such as facial expressions, gestures and tone of voice, which help assess their emotional intelligence. Chatbots for initial interaction with candidates: AI chatbots can conduct initial conversations with candidates, answer their questions and collect initial information, which increases the efficiency of communication and improves the candidate experience.

Game-based assessment: Using game-based methods with AI elements to assess the skills and abilities of candidates. This approach allows them to be assessed in real situations and measure creativity, problem-solving skills, and teamwork, which makes the listed innovative methods faster, more efficient, and objective. This is especially true for large players in the technology solutions market, including the banking sector, where accuracy and reliability in assessing candidates are of great importance. The use of such methods not only speeds up the selection process, but also provides a deeper and more comprehensive analysis of the potential of candidates, which ultimately contributes to improving the quality of recruitment and increasing the overall efficiency of the workforce.

Problems with traditional recruitment that artificial intelligence can solve The traditional approach to recruitment often faces a number of problems that can be solved with the help of artificial intelligence technologies. Among them: Increased efficiency and speed of selection: Artificial intelligence significantly speeds up the process of selecting candidates by automatically analyzing a large number of CVs and highlighting

the most suitable candidates. This allows HR professionals to focus on more important aspects of recruitment. Reduce the risk of error and bias: Machine learning algorithms minimize human errors, reducing the likelihood of errors and bias when evaluating candidates.

Reduce recruitment costs: Automating many recruitment processes with AI can reduce overall recruitment costs. The introduction of AI in the recruitment process leads to significant improvements in recruitment, making it more accurate, cost-effective and unbiased. Artificial intelligence analyzes a wide range of applicant data and helps identify the most suitable candidates. This allows companies to find qualified candidates faster, reduce recruitment costs and reduce the risk of human error and judgment. Examples of using artificial intelligence in recruitment In the modern world, HR technologies are actively developing, and many domestic companies are already successfully integrating artificial intelligence into their recruitment processes. For example, a popular job search service uses machine learning algorithms to automate resume analysis, which allows for a more accurate match of candidate skills with job requirements and reduces the time spent on initial selection. An online education company uses AI to analyze video interviews. The system evaluates candidates' nonverbal behavior, which helps to better understand their personal qualities and professional skills, thereby improving the process of making decisions in personnel selection.

An IT company actively uses AI to minimize bias in the recruitment process. Their system provides objective analysis of candidate data, promoting a fairer and more unbiased approach to personnel selection. A recruitment automation platform uses AI to provide personalized hiring recommendations. The system analyzes data from past successful and unsuccessful hires, helping recruiters make more informed and accurate decisions. Automation of HR operations has become one of the main trends of our time, especially in the context of accelerated digitalization and the transition to remote or hybrid work formats. The introduction of AI in the HR field opens up new horizons for the efficiency and optimization of business processes. In this context, the concept of HR Zero, aimed at the full automation of all key HR processes in the organization, becomes particularly relevant. This trend helps to significantly reduce the time and effort traditionally spent on routine tasks, while at the same time improving HR processes to be more efficient and effective. Problems and concerns related to AI in recruitment offer new opportunities, but it also brings a number of difficulties and concerns. The main risks of using AI in recruitment are the potential reinforcement of the existing thesis that algorithms are trained on a limited or unbalanced data set.

This emphasizes the need to create more balanced and objective systems. Another aspect is related to privacy and data protection. Experts emphasize that the use of AI in recruitment processes requires strict adherence to privacy regulations, which requires thorough legal due diligence and compliance. In addition, the introduction of AI into HR processes may encounter some resistance from employees who fear losing their jobs or express distrust in automated systems. This requires additional efforts to train personnel and adapt to new technologies.

Experts unanimously agree that in order to successfully use artificial intelligence in recruitment, it is necessary to find a balance between technological innovations and human interaction, taking into account ethical and moral aspects. Experience shows that with the right approach, automation of HR processes can significantly increase their efficiency, while maintaining transparency and fairness. However, to achieve these goals, it is important to consider possible risks and try to minimize them. The future of AI in recruitment The future of AI in recruitment is envisaged as a period of innovation and transformation. Taking into account current trends and expert forecasts, several main directions for the development of this technology can be identified: Personalization of personnel selection: Artificial intelligence will help create more personalized recruitment experiences by predicting the long-term success of a candidate in the context of a specific company culture.

This will not only improve the selection process, but also help reduce the rate of attrition. Integration with Big Data: Deeper integration of AI with big data analytics. Sophisticated algorithms will analyze a wealth of information about candidates, including their online activity and professional achievements, allowing for more informed hiring decisions. Improved Candidate Engagement: Advances in natural language processing and machine learning will make candidate interactions with AI more natural and interactive, bringing them closer to the expertise of an HR professional. Ethical and legal issues: The increased use of AI in recruiting will raise new ethical and legal issues. Collaboration between companies and government agencies will increase to develop standards and legislation to ensure the fair use of AI in recruiting. Talent development and training: AI will become a key tool in the field of training and talent development, offering personalized career paths and professional development for employees. Overall, the use of AI in recruiting promises to be fraught with new

opportunities for a more efficient and innovative approach to recruiting. However, it is important to remember the need to balance technological innovation with ethical considerations.

Summing up, we can conclude that the application of artificial intelligence to the personnel selection and training system of organizations will bring many benefits. At the same time, we should not forget that the main purpose of the personnel management service is to work with people, to effectively use their potential. Technology and artificial intelligence should help the HR manager, not replace him.

Objectives of the article. The main goal of artificial intelligence in personnel management is to simplify the work process. The system takes over the performance of part of the functions of the employee, allowing him to avoid additional or related work.

The main material of the study. In the context of the widespread digitalization of the economy, many companies are actively transforming and entering new markets. In order to maintain their advanced development rates, companies need an advanced and flexible approach to personnel management [3]. In connection with the above, the application of artificial intelligence technologies to the personnel management process is of particular relevance today.

The volume of personnel operations and their complexity are increasing every day, and therefore the issue of creating and implementing additional auxiliary resources that significantly facilitate the work with the personnel of domestic companies arises. One of the most advanced and innovative ways to simplify the process of performing various HR tasks is artificial intelligence [2].

According to Head Hunter research, currently about 87% of domestic companies are taking certain steps towards the active implementation of artificial intelligence technologies [5]. The study shows the main reasons why the participants resort to automation of work with HR using artificial intelligence (Figure 1).

The active use of artificial intelligence in HR in domestic companies is a particularly important and rational contribution to the HR management system operating within the company as a whole. What is important is that today the role of HR services is changing, becoming one of the services of strategic importance for the development of any business entity [4].

One of the world's leading researchers in the field of HR and talent management, Josh Bersin, notes that most of the management decisions made by managers have an intuitive basis, and if artificial intelligence technologies help them make the most optimal management decisions, then their effectiveness as managers will increase significantly. [1]

As part of the presented study, which was conducted in October–November 2023, a survey was designed and conducted to determine the attitude of employees of construction companies to the introduction of artificial intelligence technologies in their companies. The survey included 10 questions, the answer to each of which to one degree or another reflects the attitude of each respondent to the introduction of AI in HR management. The number of respondents participating in the survey was 126 people.
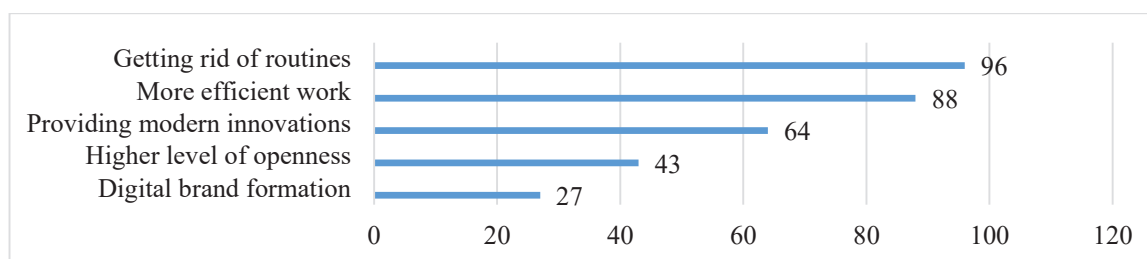

Figure 1. Reasons for automation of personnel work, %

All respondents participating in the study are directly or indirectly related to the innovative development of their companies in terms of digital technologies and IT technologies and are constantly improving their skills in this area.

Let's consider some of the answers to those questions, the importance of which is assessed at a high level within the framework of the presented study.

The purpose of the first question was to clarify the HR management functions performed by artificial intelligence in the respondent's company and to get an answer to the question of whether artificial intelligence is used at all in the respondent's company. The results of answering the question showed the following:

68 respondents indicated that their companies do not use artificial intelligence (54.0%); 30 respondents answered that artificial intelligence is used for consulting (23.8%), 12 respondents answered that artificial intelligence is used for supervision (9.5%), 16 respondents answered during recruitment (12.8%).

The results of the study also allowed us to note that employees of construction companies are actively interested in artificial intelligence technologies. Among other things, respondents are convinced that the use of artificial intelligence technologies has a direct positive impact on the process of improving all HR processes, but at the same time, in most of the companies studied, this type of technology has yet to find proper application.

In addition, we emphasize that in addition to a number of undeniable advantages, artificial intelligence technologies can be characterized by the presence of a list of potential risks of their use in personnel management. In this regard, one of the questions that respondents had to answer during the research process was a question aimed at identifying potential risks associated with the process of introducing artificial intelligence technologies into the personnel management practices of modern companies. The results are presented in Figure 2.
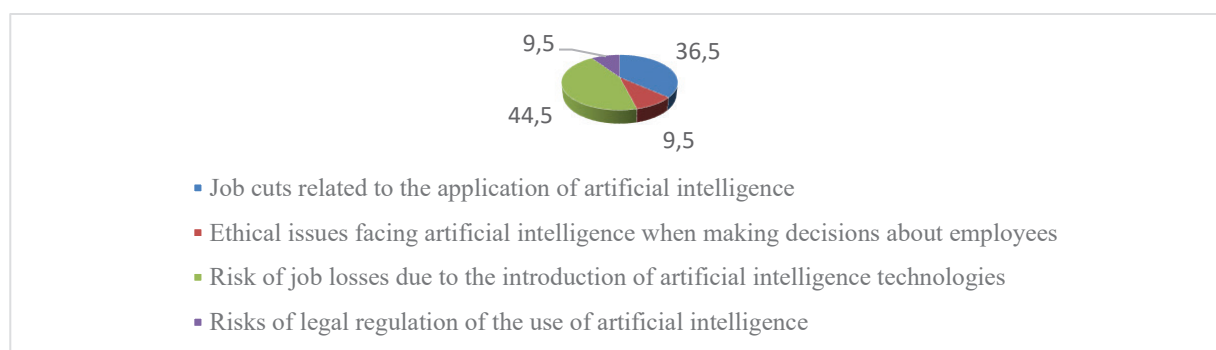

9,5   36,5
44,5   9,5

- Job cuts related to the application of artificial intelligence
- Ethical issues facing artificial intelligence when making decisions about employees
- Risk of job losses due to the introduction of artificial intelligence technologies
- Risks of legal regulation of the use of artificial intelligence

Figure 2. Risks associated with the introduction of artificial intelligence technologies into HR practices, %

The data in Figure 2 show that the least important risks for respondents are the risks of legal regulation of the use of artificial intelligence (mentioned by 12 respondents (9.5%)) and the ethical problems faced by artificial intelligence when making decisions about employees (also mentioned by 12 respondents (9 .5%)).

Table 1

Relationship of advantages and potential opportunities of artificial intelligence technologies with existing HR functions

HR Functions	Advantages of using AI technologies	AI technologies that can be used to perform HR functions
Recruitment	Get rid of time-consuming routine functions	Chatbots ATS and CRM systems (for example, "Talantix", "Huntflow", "FriendWork").
HR Records Management	(collecting CVs, conducting calls to applicants and conducting exams for applicants, etc.).	Chatbots
	Perform the functions required in the main HR systems	Automation of HR processes using RPA (Robotic Process Automation) platforms
Staff Onboarding	(for example, assigning a business trip or approving a leave request)	VR technologies (virtual reality)
	Remote automated assistance to new employees on emerging issues	Chatbots
Staff Training and Development	Increasing the safety of training and development in cases where there is a real threat to the health of employees during the training process	VR training
Staff Coordination	Employees have the opportunity to receive answers to questions and independently find solutions to problems within 24 hours.	Chatbots
Staff Control	Effectively assess the health and performance of employees	Portable devices
	24/7 monitoring of what is happening in the organization	Drones

Source: prepared by the author

The second most important risk was the risk of job losses due to the introduction of artificial intelligence technologies (mentioned by 46 respondents (36.5%). The first place in terms of importance was taken by the risk of phishing attacks, which consist in the illegal acquisition of confidential information obtained as a result of the use of artificial intelligence technologies (mentioned by 56 respondents (44.5%).

In the next stage of the presented study, based on the results of a survey conducted among employees of construction companies, the authors correlated the advantages and potential opportunities of artificial intelligence technologies with existing HR functions (Table 1).

The data presented in Table.1 allow us to draw the following conclusions:

– the use of artificial intelligence technologies by domestic companies has a number of undeniable advantages;

– for each of the existing HR functions, it seems possible to choose the most suitable artificial intelligence technology for its implementation;

– the list of existing artificial intelligence technologies, the use of which makes it possible to automate this or that HR function, is very diverse, and therefore each manager can choose the one that best suits the needs of the company in the field of digitalization.

At the final stage of the study aimed at identifying the possibilities of integrating artificial intelligence technologies into work with personnel, the risks arising from their application were brought together, and a list of possible measures aimed at their effective elimination was compiled (Table 2).

Table 2

Potential risks of applying artificial intelligence in personnel management

Possible risks	Measures to minimize
Organizational risks	
Large financial and time costs	Clear division of responsibility for the implementation of artificial intelligence and meeting deadlines
Low efficiency of IS implementation	Detailed planning of the process of implementing AI technologies with the support of professionals
Unpreparedness of managers to restructure the company's HR system	Demonstration of pilot versions of AI technologies to managers with calculations of the effectiveness of their implementation
Low level of technical support	Request help from external experts to verify the capabilities and needs of AI
Lack of executive specialists	Formation of a high-quality system for protecting confidential information
Phishing attacks	Organization of meetings between HR managers and employees on the benefits of using AI technologies
Employee skepticism	Demonstration of pilot versions of AI technologies to managers with calculations of the effectiveness of their implementation
Integration risks	
Changes in organizational culture related to the implementation of IS technologies	Maintaining transparency when using AI
Lack of ability to use IS technologies to optimize all HR functions	Use of AI in work with personnel in pilot project mode
Ethical and legal issues	Identification of restrictions for cancellation or reworking of AI decisions
Regulation of IS technologies	Integration of AI technologies into the existing HR system and achieving coordination between the tasks of AI and individual employees

Source: prepared by the author.

Thus, the research conducted within the framework of this work allowed:

– to identify the objective reasons that prompted the company to modernize its HR functions with artificial intelligence technologies;

– to identify the main HR functions that companies in Baku have added with artificial intelligence technologies;

– to correlate the main advantages and potential opportunities of artificial intelligence technologies with the relevant HR functions;

– to classify the risks arising in the process of applying artificial intelligence technologies in HR work.

In conclusion, we emphasize that in the conditions of active digitalization of all spheres of society, the use of artificial intelligence technologies is becoming increasingly widespread. In connection with the above, the

issues of their application in the practice of domestic companies, as well as the development of concepts and methods for their implementation in HR management, are of particular importance.

Conclusions. Artificial intelligence is a field of knowledge that studies automation processes. If earlier computers were seen only as computing devices capable of storing and retrieving information, or as programs that strictly follow a certain algorithm, then artificial intelligence technologies force us to rethink the role of intelligent machines and consider them as devices capable of designing, analyzing, interpreting and transforming. In the last 20 years of the new century, a sharp leap has occurred in the development of artificial intelligence technologies, and now one can observe the process of introducing artificial intelligence into almost all areas of human life. In connection with the expansion of the scope of application of "intelligent machines", there is a need for a comprehensive study of this phenomenon, since it not only has a huge impact on the political, economic and social agenda, but also forces us to.

Although it is quite logical to argue that artificial intelligence was initially part of the field of cybernetics and information and communication technologies, which was allowed only to mathematicians, programmers and some philosophers working in the analytical tradition, now, thanks to the successful application of artificial neural networks in the arts and other creative fields, it is impossible to solve numerous ethical, legal, economic, social and cultural issues without using the methods of natural sciences, in particular human physiology and neurobiology, as well as approaches developed by such philosophical directions. The neuroaesthetics and activism discussed in this study, although not always successful, are examples of attempts to develop comprehensive approaches to artificial intelligence and human consciousness and are presented precisely in order to draw attention to the importance of turning to various sciences when studying emerging processes. The spread of artificial intelligence systems leads to an increase in the transparency of all processes occurring in society. Facial recognition technology, social ratings and video cameras with algorithms for selecting content on the Internet leave no room for anonymity and privacy. According to numerous forecasts, the inevitable increase in the transparency of the external side of existence can be compensated by the closure of internal subjective experiences, and people's solitude with themselves will lead to a kind of creative rebirth, without which, probably, life in the era of automation of processes will not be complete.

Currently, at the UNESCO level, an approach is supported to place full responsibility for the actions of AI at all stages of the technology's life cycle on individuals or legal entities, but in the case of a negative scenario, there will be only those individuals who are sufficiently ready for confrontation both with artificial intelligence and with its owners at all levels, from the creatively developed regulator to the physical level.

Artificial intelligence, like any other tool, depends on people. Whether it is granted the right to autonomy or not is the choice of its creators, and whatever the decision, it is necessary, first of all, not only to develop the basic principles of the ethics of artificial intelligence, but also to assess the economic, social and political situation.

The response to these challenges is the accelerated development of new ethical and legal principles that require taking into account new vectors that have emerged as a result of the inclusion of artificial intelligence in the value sphere of modern culture. The desire of society to pass the inevitable era of automation as safely as possible requires the development of research in the field of studying the socio-cultural dynamics of public sentiment, as well as ways to adapt people's attitudes to the use of artificial intelligence in various areas. Providing a theoretical basis for making anthropologically correct decisions is the main task of the philosophical study of the AI problem, and a dynamic approach to its solution requires further intellectual and ethical efforts from the scientific community.

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Shirinov Bashar Habib oglu, PhD in Economics, Associate Professor, Azerbaijan University of Architecture and Construction. **The role of artificial intelligence in personnel management.**

Currently, neural networks are widely distributed, greatly facilitating the work of specialists in many fields, but at the same time, they can create a number of problems that lead to fundamental changes in the process of human activity. Research shows that human adaptation to the widespread use of artificial intelligence is of paramount importance, as a result, it seems necessary to study this phenomenon using the IT field, since this field, on the one hand, is currently subject to automation, and on the other hand, it is highly dependent on the level of creative potential of employees. Since the application of artificial intelligence occurs in a large number of areas of human activity, including the IT field, an analysis of the principles underlying this process will help determine the most effective ways for people to adapt to automation. It is extremely important to study the spread of artificial intelligence from the position of combining philosophy (both analytical and cultural philosophy) and natural sciences, not independently of each other, because the separate study of automation, as it seems today, does not lead to the desired results and leads to increased uncertainty. The study of the socio-cultural context that has emerged in response to the application of artificial intelligence to various areas of life allows us to determine people's attitudes towards technological innovations and to identify the main features of various actions that have emerged in response to the development of artificial intelligence. It is also important to take into account modern approaches to the formation of ethical principles in the field of artificial intelligence. Currently, management based on artificial intelligence is gaining increasing popularity. In modern conditions, the management system of organizations, and in particular the HR sector, is under the inevitable influence of digital innovative transformation: business analytics, artificial intelligence and other advanced technologies. Taking all this into account, the article identifies the main features of artificial intelligence and the importance of applying artificial intelligence in personnel selection by organizations, and analyzes the advantages and potential risks of applying artificial intelligence technologies to the process of personnel management.

Keywords: artificial intelligence, personnel, management, technology, company, risk, coordination, control, automation.

Ширінов Башар Хабіб огли, кандидат економічних наук, доцент, Азербайджанський архітектурно-будівельний університет. **Роль штучного інтелекту в управлінні персоналом.**

Нині нейронні мережі набули широкого поширення, значно полегшуючи роботу у багатьох галузях, але водночас вони можуть створювати низку проблем, які призводять до кардинальних змін у процесі діяльності людини. Дослідження показують, що адаптація людини до широкого використання штучного інтелекту має першочергове значення, як наслідок, видається необхідним досліджувати це явище за допомогою сфери IT, оскільки ця сфера, з одного боку, зараз піддається автоматизації, а з іншого боку, вона сильно залежить від рівня творчого потенціалу співробітників. Оскільки застосування штучного інтелекту відбувається у великій кількості сфер людської діяльності, включаючи сферу IT, аналіз принципів, що лежать в основі цього процесу, допоможе визначити найбільш ефективні способи адаптації людей до автоматизації. Надзвичайно важливо досліджувати поширення штучного інтелекту з позиції поєднання філософії (як аналітичної, так і культурної філософії) та природничих наук, а не незалежно одна від одної, оскільки окреме вивчення автоматизації, як нині здається, не приводить до бажаних результатів і призводить до збільшення невизначеності. Дослідження соціокультурного контексту, що сформувався у відповідь на застосування штучного інтелекту в різних сферах життя, дозволяє визначити ставлення людей до технологічних інновацій і виявити основні риси різних дій, які виникли у відповідь на розвиток штучного інтелекту. Важливо також враховувати сучасні підходи до формування етичних принципів у сфері штучного інтелекту. В даний час все більшої популярності набуває управління на основі штучного інтелекту. У сучасних умовах система управління організаціями, і зокрема HR-сектор, перебуває під неминучим впливом цифрової інноваційної трансформації: бізнес-аналітики, штучного інтелекту та інших передових технологій. Враховуючи все це, у статті визначено основні особливості штучного інтелекту та важливість застосування штучного інтелекту при підборі персоналу організаціями, а також проаналізовано переваги та потенційні ризики застосування технологій штучного інтелекту в процесі управління персоналом.

Ключові слова: штучний інтелект, персонал, менеджмент, технологія, компанія, ризик, координація, контроль, автоматизація.