

A Study of the Future of HR Jobs: How AI is Changing HR Skills Requirements

Swati Soni

Master of Business Administration
Galgotias University, Greater Noida, Uttar Pradesh, India
Email: swatisoni448@gmail.com

ABSTRACT

Artificial Intelligence (AI) is no longer just a technological trend but a disruptive force transforming traditional business functions, especially Human Resource Management (HRM). This thesis explores how AI is altering the nature of HR responsibilities by automating repetitive administrative tasks and augmenting strategic decision-making through predictive analytics and machine learning. The research investigates the changing skill requirements for HR professionals as they transition from process-oriented roles to those emphasizing digital fluency, data interpretation, and ethical AI oversight. By collecting primary data from a structured survey and reviewing secondary literature from leading industry sources, this study aims to uncover the opportunities and risks associated with AI integration in HR. The findings will guide HR managers, educators, and policymakers in understanding the capabilities needed to remain effective in the evolving workplace.

Keywords: AI, HRM

I. INTRODUCTION

The Human Resource (HR) domain is undergoing a fundamental shift due to rapid advances in AI technologies. Traditional HR functions—such as hiring, onboarding, employee training, and performance evaluation—are increasingly being digitized and driven by intelligent algorithms. AI enhances recruitment by scanning resumes and assessing candidates with greater accuracy, thereby reducing bias and improving efficiency. Similarly, real-time dashboards are used to track employee performance and engagement, offering data-driven insights previously unavailable to HR teams. This transformation is not only technical but also strategic. As AI handles more administrative functions, HR professionals must adapt by acquiring new skills in data science, ethical decision-making, change management, and technology platform navigation. The literature reveals that AI can improve HR outcomes but also brings risks such as algorithmic bias, loss of personal touch, and challenges in workforce adaptation.

II. LITERATURE REVIEW

The literature on Artificial Intelligence in Human Resource Management (HRM) highlights both its transformative potential and the complexities of its adoption. According to Astawa and Mahayasa (2024), AI significantly enhances recruitment processes through data analytics and predictive algorithms, enabling faster and fairer candidate selection. Similarly, Soni (2025) and Gupta (2024) demonstrate that AI systems provide personalized training recommendations and facilitate real-time performance monitoring, contributing to higher employee productivity.

In a report by the World Economic Forum (2023), it is projected that 44% of core skills required in the workforce will change by 2027 due to technological advances like AI. This underlines the urgency for HR professionals to become adept in data interpretation, digital tools, and ethical reasoning. Capgemini (2023) highlights the role of AI in enhancing employee experience through personalization, while IBM (2021) emphasizes HR's role in bridging the AI-related skills gap.

Despite the advantages, several studies also raise concerns about the ethical dimensions of AI in HR. The

SHRM (2022) report cautions against over-reliance on algorithms that may lack transparency or perpetuate bias. Harvard Business Review (2018) argues for a balanced approach that combines AI efficiency with human judgment, particularly in functions like hiring and employee engagement where empathy and discretion are critical.

Collectively, the literature reveals a consensus that while AI can elevate HRM into a strategic, data-driven function, it must be managed with caution. Upskilling and ethical governance are essential to ensure successful integration and trust in AI systems. This review forms the conceptual basis for examining how AI reshapes skill demands and job roles within the HR domain.

Hypotheses:

H1: There is a statistically significant relationship between the adoption of AI in HR functions and an increased demand for digital literacy among HR professionals. This means that as organisations introduce more AI tools, they are likely to seek HR professionals who can understand and work with these technologies.

H2: Organisations that use AI in recruitment and performance management are more likely to emphasise data analytics skills in their HR job descriptions. This hypothesis assumes that with the integration of analytics tools, HR staff must be capable of interpreting data effectively.

H3: Companies that proactively adopt AI tend to invest more in structured upskilling and reskilling programs for their HR workforce. This implies a connection between technological advancement and human capital development.

H4: The more impactful AI becomes in handling routine HR activities, the less manual administrative work is required from HR professionals. This inverse relationship suggests that AI can relieve HR staff from mundane tasks, enabling a shift toward strategic functions.

Research Objectives:

- To measure the degree of AI technology adoption across key HR functions like recruitment, onboarding, performance appraisal, and learning and development.
- To catalog the specific skills—both technical and soft—that are gaining importance due to AI integration, including data interpretation,

algorithmic awareness, ethical reasoning, and emotional intelligence.

- To analyze how job responsibilities and daily tasks of HR professionals are evolving in organizations that have incorporated AI.
- To evaluate how ready HR departments are to cope with AI-induced changes by investigating current efforts in reskilling, organizational learning, and infrastructure adaptation.

III. METHODOLOGY

A dual-method research strategy was applied, integrating both exploratory and descriptive research designs. The exploratory component involved reviewing current academic literature and case studies to uncover patterns and theoretical gaps. The descriptive portion utilized a structured online survey to gather empirical data. The survey was distributed to 28 respondents, comprising HR professionals, management students, and working individuals across sectors like IT, education, and services. Convenience sampling was used due to accessibility constraints.

The questionnaire employed a mix of Likert scales, closed-ended, and open-ended questions to gauge awareness, preparedness, and attitudes toward AI in HR. Data analysis was conducted using Microsoft Excel and Python to produce statistical summaries and graphical representations. This methodology allowed the study to capture both qualitative insights and quantitative trends related to AI in HR.

IV. FINDINGS

- **High Awareness:** 95% of the respondents were aware of AI applications in HR, particularly in recruitment and performance evaluation.
- **Confidence Gap:** Only around 25–30% felt confident using AI tools, indicating a significant gap between awareness and practical competency.
- **Top Skills Identified:** Survey participants emphasized the need for skills such as AI literacy, ability to analyze HR data, digital communication, and soft skills like empathy.
- **Interest in Training:** Over 80% expressed interest in participating in AI-related training

programs if made accessible by their organization.

- Concerns About Fairness: Respondents had mixed views on the fairness and bias of AI systems, with some concerned about the lack of transparency in algorithmic decisions.
- Shift in Roles: Many believed that AI would not eliminate HR jobs but shift them toward more strategic, analytical, and employee-centric roles.

V. CONCLUSION

AI technologies are fundamentally altering the HR landscape by automating operational tasks and elevating the importance of strategic, data-informed decision-making. This evolution requires a parallel transformation in the skill set of HR professionals, who must now master a blend of digital and human-centric competencies. While AI can bring efficiency, it also poses ethical challenges and necessitates vigilant oversight. Organizations must therefore treat AI as a collaborative tool, where human judgment complements machine intelligence.

The research concludes that organizations should proactively prepare for these changes by redefining job roles, introducing structured training programs, and creating ethical frameworks for AI use. Without such measures, the benefits of AI could be undermined by mistrust, bias, or poor implementation.

VI. LIMITATIONS

- The sample size of 28 limits the statistical generalizability of the findings.
- Use of convenience sampling introduces bias, as responses came primarily from those already exposed to academic or professional networks.
- Online surveys may have excluded less tech-savvy participants.
- The study lacked longitudinal data and in-depth qualitative interviews, which could have enriched the understanding of behavioral responses to AI.

VII. SUGGESTIONS

For Managers and Organizations:

- Implement regular AI workshops and certifications for HR teams.
- Promote a learning culture by incentivizing continuous upskilling.
- Maintain human oversight in AI decisions, especially in recruitment and performance reviews.
- Redefine job descriptions to emphasize strategic thinking and people management.
- Establish ethics committees to monitor the fairness and transparency of AI tools.

For Future Researchers:

- Conduct industry-specific studies to explore how AI impacts HR differently across sectors.
- Use longitudinal studies to track the evolution of HR roles over time.
- Incorporate interviews or focus groups to understand emotional and psychological responses to AI adoption.
- Investigate measurable impacts of AI on recruitment outcomes, diversity, and employee satisfaction.

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