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IMPLEMENTATION OF ARTIFICIAL INTELLIGENCE FOR EMPLOYEE ONBOARDING IN LIGHT OF LITERATURE REVIEW

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Purpose: The purpose of this study was to review the latest reports and developments in the implementation of artificial intelligence (AI) in the professional adaptation of new employees based on literature research.

Design/methodology/approach: The method of analysis and criticism of the literature was used. A search was performed according to accepted searches in scientific databases: Google Scholar, Scopus, Science Direct, and EBSCO. Scientific items were supplemented by industry literature and online sources treating issues within the scope of the subject matter.

Findings: The potential of applying artificial intelligence to the professional adaptation of employees has not yet been thoroughly explored. The state of knowledge in artificial intelligence in onboarding is small, as is the number of literature items on the subject. Based on the analysed literature, it can be concluded that the cooperation of humans and artificial intelligence is indispensable in the HR department, as it has much potential for improving its processes. It facilitates the smooth transition of new employees from one company to another and faster socialisation. Modern technologies have changed onboarding processes, leading to their personalisation and, consequently, an increase in the engagement of newly hired employees and satisfaction with their work.

Practical implications: Implementing artificial intelligence contributes to the automation of deployment processes, individualisation, and continuous monitoring of new employees' progress. Analysing the data derived from the adaptation process makes it possible to identify areas that require modification.

Social implications: Socialization-oriented onboarding promotes good moods among new employees. Onboarding with elements of artificial intelligence makes hired individuals feel "taken care of," which reduces the stress of changing work environments and increases self-esteem. The employee adapts faster to the new work environment and identifies with the organisation's values.

Originality/value: The article presents a comprehensive picture of onboarding practices using AI in the human resources department. Drawing on foreign literature on the subject enriches the existing body of research on human capital in the enterprise, signalling the author's contribution to developing the discipline of management and quality sciences.

The article is aimed primarily at researchers and scholars working in the field of human resource management. In addition, the article is of value to HR managers and employees who are directly affected by implementing modern technologies in onboarding.

Keywords: onboarding, artificial intelligence, employee onboarding. **Category of the paper:** General review.

1. Introduction

Today, no area of an organisation can do without modern and innovative technologies, including artificial intelligence. Initially, digitisation, automation and technologies using artificial intelligence were seen as threatening to human resources (HR) employees, as they feared for their employment. However, influenced by global trends, modern technologies have become known as "virtual assistants" to support the work of HR professionals (Xiang et al., 2023). The transformation that is taking place in the process of employee adaptation through artificial intelligence is enabling HR professionals to increase the efficiency and productivity of their work (Krishnan, Praveen, Poorani, 2024; Nafea, Kumar, 2024; Nawaz et al., 2024).

An employee's induction into the work process and environment is one of the most critical stages in his or her professional life. It is a crucial stage for a new hire, as it determines whether the person will stay with the company long-term or quit. A poorly prepared onboarding process, or lack thereof, causes organisations to lose employees before they have had time to get to know the company and acclimate to it (Brown, 2024). The consequences of poorly prepared onboarding can result in low retention rates and high employee turnover rates (Xiang et al., 2023). According to (Brown, 2024; Xiang et al., 2023), the antidote to the above problems may be using artificial intelligence in employee adaptation. (Krishnan, Praveen, Poorani, 2024) stated that the employee deployment process is being redefined through artificial intelligence.

The purpose of this study was to review the latest reports and solutions for implementing artificial intelligence in the professional adaptation of new employees based on literature research. To achieve the stated goal, the following research questions were formulated:

- 1. Will using artificial intelligence help personalise the deployment of new people?
- 2. Do AI-assisted activities improve employee engagement and satisfaction during onboarding?
- 3. What are the challenges of implementing artificial intelligence in employee deployment?

A method of literature analysis and criticism was used. A search was performed according to the accepted searches in the scientific database resources: Google Scholar, Scopus, ScienceDirect, and EBSCO. A non-systematic literature review was carried out based on the following keywords: onboarding, artificial intelligence, employee onboarding, and various combinations using Boolean operators (AND, OR, NOT). The first database used was Google Scholar, which contained 25 articles combining the above words. The Scopus database contained 62 literature items. Restricting it to business, management and accounting, economics, econometrics, and finance yielded 13 and 8 literature items, respectively. A search in the ScienceDirect database yielded 4987 scientific sources and 361 after narrowing the subject area to social sciences. The last database analysed, containing 48 scientific publications, was EBSCO. In the next step, the compatibility of the selected materials' content with the article's topic was checked. A detailed analysis of the resulting literature (28 items) was then carried out, presenting the main findings in the research section. No literature in Polish was found in the examined databases. Industry literature, Internet sources, and blogs supplemented the research items.

3. Results and Discussion

Implementing artificial intelligence into the HR department marks a fundamental change in its operation. Tasks "outsourced" to artificial intelligence have undergone quite a transformation. It started with automating tedious and time-consuming administrative tasks to machine learning and natural language processing (NLP). Today, AI can understand and interpret human language and recognise moods in employees (Pazare et al., 2024).

In the next five years, nearly one in four companies will use artificial intelligence in the HR department (Shah, 2023). Generative artificial intelligence can process the large amounts of data available to HR departments. This makes it possible to optimise many procedures, such as generating job offers and publishing them on relevant websites, analysing resumes, streamlining deployment processes, and even helping to determine salary based on a comparative analysis of salaries in the external labour market (Shah, 2023).

In 2017 (Chandar et al., 2017) wrote about a conversational system called "Chip" used during the occupational adaptation stage. Unlike humans, this system could be accessed 24 hours a day and 7 days a week. In addition to providing human-level interaction, it sent proactive messages to new employees to remind them of tasks to be completed, answered questions about company policies and procedures, and facilitated searching the company Intranet. It acted as a knowledge base, and its capabilities were not limited to searching the company's internal documents. However, they could search for information on employee demographics and experts in a specific field and redirect to publicly available websites.

According to (Sudhakar, 2022; Xiang et al., 2023), conversational AI chatbots and virtual assistants will become indispensable partners in HR departments in the next few years. Indeed, conversational AI can provide support for newly hired employees. Due to its ability to process natural language, AI understands the rhythm of speech, inarticulate sounds and, increasingly, words with double meanings. With such capabilities, AI demonstrates constant availability and uptime by providing immediate support to new hires. Employees can ask the same questions, and AI can repeatedly answer them without involving HR specialists (Kanaiyalal, Sinha, 2023; Krishnan et al., 2024; Shiurkar, 2024). AI algorithms are tailored to ask a large number of questions frequently. In addition, conversational AI technologies can personalise conversations with employees who feel more at ease during dialogue and are not afraid to ask the same or uncomfortable questions several times (Sudhakar, 2022). By providing immediate and round-the-clock support, they reduce the time it takes to provide answers and smoothly guide new employees through onboarding. As a result, employees do not have the impression of being left behind. In addition, if they cannot find an answer to a question they have, AI-based platforms can suggest which internal expert the new employee should meet with (Fallmann, 2023; Nawaz et al., 2024; Shiurkar, 2024) or redirect to one themselves. Shah (2023) indicates that self-service HR chatbots will work best for onboarding employees hired in a different time zone.

Research indicates (Reinhard et al., 2024) that as newly hired employees become convinced of artificial intelligence and treat it as a "collaborator" with whom they can converse, their engagement increases. The authors point to the paradox that time spent talking to a chatbot leads to reduced mental workload. Despite the increased time spent in written conversation, employees feel less workload. This suggests that a virtual co-worker effectively supports new employees, which can alleviate adaptation challenges. Reduced workload and increased engagement may increase job satisfaction and offer hope for lower turnover rates. Care should be taken to design virtual "associates" in such a way as to tailor their capabilities to the specific needs of entry-level employees.

A chatbot can be regarded as the newest member of the HR team, which can find answers to almost all questions and dispel many doubts. A workplace equipped with AI-enabled tools is already the present, not the distant future (Srivastava, Panchal, 2024; Wassan et al., 2021).

The most frequently cited benefits of using AI in the professional adaptation process are the introduction of virtual assistants, rapid access to information (knowledge), collaboration and knowledge sharing, and personalisation of implementation activities (Fallmann, 2023). Internal search engines based on artificial intelligence speed up access to information from structured and unstructured sources. This is quite a convenience for new hires who want to acquire knowledge about the company or their job. Overall, search technologies backed by artificial

intelligence speed up the onboarding process and make it more efficient. Employees who are hired differ in their skills and level of knowledge. Each of them has a different experience. Platforms using artificial intelligence teach employees to learn to work more effectively themselves. "Understanding the strengths and weaknesses of individuals makes it possible to recommend and deliver personalised courses, training modules and other resources to users. The more personalised the system's approach, the faster an employee's skill development and understanding of relevant information will be" (Fallmann, 2023).

By selecting the right educational content, learning systems based on artificial intelligence can offer individual employees a personalised and customised training system. This happens on a learning platform that uses machine learning algorithms to perform analysis on, among other things, employees' skills and preferences. Chatbots provide employees with personalised instruction and the support they need (Krishnan et al., 2024; Nawaz et al., 2024; Srivastava, Panchal, 2024). AI makes it possible to identify individual training needs, create directions for development, and assign individual virtual mentors tailored to the employee's needs and expectations (Maity, 2019). Personalisation also applies to delivering training and development courses in multiple languages (Kanaiyalal, Sinha, 2023). Artificial intelligence makes it possible to analyse learning progress, find training gaps, and provide virtual instruction and feedback to improve learning (Kanaiyalal, Sinha, 2023).

The results of a study conducted by (Anisha et al., 2024) show that artificial intelligence positively impacts knowledge sharing and employee engagement through personalised feedback, coaching and training programs. To ensure that artificial intelligence tools do not hurt employee engagement, it is necessary to create responsible and transparent rules for their use, ensuring users' privacy is respected. The authors point out that organisations can use AI-based tools such as virtual assistants, decision support systems, coaching programs and learning platforms. Consequently, this will provide employees with more development opportunities and clarify learning needs, increasing employee engagement. Similar conclusions have been reached by (Huang et al., 2023; Modgil et al., 2022; Nawaz et al., 2024), stating that by using AI personalisation in HR departments, companies influence higher levels of engagement and satisfaction of new hires, leading to improved efficiency, reduced turnover, and ultimately cost and time savings.

Combining virtual reality (VR) with artificial intelligence in onboarding can be used effectively in interactive training programs. VR creates realistic simulations by allowing employees to practice specific skills, deal with challenges, and experience complex situations in a controlled environment (Nafea, Kumar, 2024; Srivastava, Panchal, 2024). By analysing training results, AI algorithms can identify areas where additional training or other developmental activities may be required (Shiurkar, 2024). This individualised approach positively impacts how new employees perceive organisational support and self-esteem in the workplace (Nafea, Kumar, 2024). The ability of artificial intelligence to customise training programs based on the individual needs of newly hired employees has increased their

effectiveness, optimising learning outcomes and facilitating smooth, professional deployment (Shiurkar, 2024).

Ritz et al. (2023), based on literature research and interviews conducted, created six areas within onboarding in which artificial intelligence has been implemented. These are preparation, implementation, supporting tools and processes, coaching, training, and feedback.

The use of artificial intelligence simplifies employee deployment tasks. These tasks can include generating employee accounts and assigning rights to them, filling out employment paperwork, analysing organisational documents, preparing training lists for new hires, and sending out surveys to collect employee feedback (Xiang et al., 2023). Artificial intelligence can create quiz questions, send automatic reminders to new hires, create deployment materials from scratch, create personal scorecards, and tailor training and seminar topics. In addition, HR professionals can see in real-time whether new hires have completed each training course and what stage of implementation they are currently at (Trisca, 2023; Zielinsky, 2019). AI can quickly translate all onboarding materials for employees of different languages (Fallmann, 2023). Findings (Ritz et al., 2023; Xiang et al., 2023) show that implementing automation and AI-based technology into activities such as welcoming new hires via email, connecting them with team members, and sending personalised messages from a supervisor or HR specialist increases the confidence of new hires. They make them feel welcome and support their engagement and the socialisation process in their new work environment.

It is worth noting (Aguinis et al., 2024) in their article that large language models such as ChatGPT can be used effectively in human resources. The authors created a list of recommendations for those using generative AI to assist HR professionals. According to the authors, AI is meant to serve as an aid, not a substitute, which means that the knowledge and skills of trained professionals cannot be replaced by artificial intelligence. Nor can it replace human empathy and ethical decision-making. Decisions cannot be made based on AI's suggested solutions without first verifying them, as it may turn out that the suggestions were generated based on incomplete or biased data.

The integration of artificial intelligence into the field of human resources offers a broad spectrum of opportunities for resourcefulness but also poses many challenges. Among the most important of these are (Aguinis et al., 2024; Fallmann, 2023; Madanchian et al., 2023; Panda et al., 2023 Pazare et al., 2024; Sabil et al., 2023; Trisca, 2023; Xiang et al., 2023):

Data quality and availability - the effectiveness of applied AI tools in the HR department
 "largely depends on the quality and comprehensiveness of the data fed into AI systems.
 Inaccurate or incomplete data sets can lead to erroneous insights, affecting decision making processes. In addition, collecting extensive and relevant data while considering
 privacy concerns can be a complex task" (Pazare et al., 2024, pp. 3-2). Errors and
 inaccuracies in the data entered are reflected in decisions or recommendations.

- Technical challenges of integrating AI tools and software used in HR departments. The older the software, the weaker the integration and the reduced effectiveness of implemented solutions.
- Employees' resistance to change and uncertainty about continuing in their current positions. HR professionals will need to acquire new skills and make an effort to integrate employees' work with artificial intelligence.
- Ethical concerns and, within them, uncertainty about the security of sensitive employee data. Organisations need to use secure data storage and processing methods to ensure that the privacy of employees and their data is not compromised. In addition, there is a real possibility of perpetuating algorithm errors that lead to unfair or discriminatory actions. This can perpetuate and reinforce existing social prejudices. To prevent such situations, algorithms should be regularly updated with diverse and representative data, and AI systems should be audited for bias and discrimination. Organisations must use AI fairly and transparently.
- Modern AI-based technologies require significant funding, adequate resources and expertise. This can be too challenging for small and less financially well-resourced organisations. Before implementing modern technology, it is essential to analyse the costs of implementation and the potential benefits.

A study by (Arslan et al., 2022) emphasises that while artificial intelligence has great potential to revolutionise human resource management, addressing the challenges of trust, ethics, and human-artificial intelligence collaboration is essential. With the abovementioned challenges, the chances of mistakes or errors are almost zero, and artificial intelligence helps perform tasks faster and more accurately (Nawaz et al., 2024).

4. Limitations

The author of the article is aware of the limitations contained in it. Firstly, the literature review was based solely on scientific databases such as Google Scholar, Scopus, Science Direct, and EBSCO, which may have limited the number and value of the search results. Second, the literature search used a specific combination of keywords using a Boolean operator, which could have omitted some scientific items and limited other authors' insights.

The article focuses on the English-language literature published mainly between 2022 and 2024 and briefly references the body of work from earlier years. In addition, publication bias is possible in that only the articles the author thought were the most valuable were considered, and others were omitted.

The literature review is based on the existing literature and does not present baseline (primary) data. Summarising results and insights from various studies does not provide new empirical data.

5. Conclusions and Practical Implications

Artificial intelligence tools are being implemented in many areas of business operations. Even though great potential lies in the implementation of AI into HR departments and the onboarding process, their employees mainly focus on incorporating AI tools into recruitment, selection, employee engagement surveys or talent acquisition, usually skipping onboarding (Ritz et al., 2023; Srivastava, Panchal, 2024; Wassan et al., 2021; Xiang et al., 2023).

In answering the first research question posed in the Introduction, one can refer to (Tariq, 2024), who argues that newly hired employees expect onboarding to be tailored to their individual preferences and needs regarding their learning style, work pace, duties performed or role. By working with a modern virtual agent, an employee will acclimate to the new work environment more quickly and effectively and stay there longer. Referring to the second research question, it is clear that artificial intelligence positively impacts the commitment and satisfaction of newly hired employees. This is influenced, for example, by the aforementioned personalised approach to humans. Onboarding processes run more dynamically and efficiently and relieve employees from unnecessary tasks. The risk of an AI making a mistake is lower than an employee overloaded with work or an excess of messages.

Using AI algorithms increases engagement, motivation and recall of large amounts of information. According to (Srivastava, Panchal, 2024), artificial intelligence can identify employee preferences and personality, identify signs of lack of commitment, and conduct sentiment analysis of employee communications. As for the third research question, mention should be made of ethical challenges, technical challenges, employee resistance to upcoming changes and the uncertainty of their continued employment. Mention should be made of possible problems with the quality and incompleteness of data-feeding AI algorithms.

Several practical implications have been developed based on the analysed content of scientific and industry items. First, implementing artificial intelligence will automate repetitive and monotonous activities, such as filing documents, scheduling mandatory training, and preparing individual implementation materials. As a result, HR professionals can allocate more time to conceptual work, creative and imaginative work that requires deep thinking, and work that will not cause fatigue or burnout. Second, it is recommended that AI chatbots and virtual assistants be used throughout the entire period of professional adaptation. Such "care" creates positive impressions for new hires and relieves HR staff of routine tasks. Third, managers should strive to build personalised training paths. In this regard, artificial

intelligence, which can analyse employees' preferences and the activities they perform on the job, is proving helpful. With personalised training paths, the implementation process is tailored to the individual needs of the people hired. Fourth, AI can identify emerging trends and patterns by analysing large amounts of data related to the deployment process. With these, managers can make informed decisions that will translate into increased effectiveness of existing onboarding programs.

In addition, it is possible to analyse employee feedback and performance data by implementing AI algorithms into onboarding. Based on the results of these analyses, employees in charge of onboarding programs can continuously improve and optimise them. It is important to remember that it is up to human beings to decide whether artificial intelligence will be their ally or enemy software. Openness to change, curiosity about the world and new technologies make it easier to "make friends" with the inevitable - the digital employee.

Despite the identified organics, the following article can provide a basis for further practical research. It should be noted that not much research has been done in this area. The potential of artificial intelligence applications for deploying new employees is so great that they provide ample opportunities to explore this topic.

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