RESEARCH ARTICLE

STRATEGIC LEADERSHIP IN TIMES OF CHANGE AND APPLICATION OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT

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ARTICLE INFO	ABSTRACT
	The Success of an organisation depends on leaders. Leadership is interpersonal influence, exercised in a situation and directed, through the communication process, towards the attainment of a specified goal or goals. The leaders are playing a vital role in the conflict resolution. Therefore the leaders should possess some qualities in the conflict resolution and their interpersonal and other leadership trails will influence in the resolution of conflicts in an organisation. The management alone will not bring organizational success. Organisations of all types are discovering that something more is needed – Leadership. If managers are to succeed, they must cultivate leadership skills. Today's leaders cannot be afraid of conflict. The successful leader is so preoccupied with people- as much or more than with process – that is or her attributes will influence the entire culture of the organisation. However, the development of leadership skills is dependent up on the employing institution's giving the aspiring manager the freedom and responsibility to be on innovative leader early in the managerial career.

INTRODUCTION

Objectives of the Study

- To examine the Strategic leadership for the effectiveness of leadership.
- To analyse the application of Artificial Intelligence in Human Resource Management.

Statement of the Problem: The success of an organisation depends upon the good leaders who can manage and resolve all these kinds of conflicts in the organisation. So, the leadership, power and influence plays important role in the well functioning of an organisation. At the present day work environment conflict is inevitable. The sources of the conflict in an organisation may be due to ambiguous rules, task interdependence, communication problems, different values or beliefs, incompatible goals, scarce resources etc. Hence this topic called as Strategic Leadership in times of change and a Application of Artificial Intelligence in HRM –is having immense importance in the contemporary environment of business and service. Therefore, the researcher selected this problem for research work. Today is the era of technology. The sophisticated technologies are evolving in many areas of the world which are having wider applications in every walks of life. Business is also not an exception in this regard and many technologies are applicable in the various functional areas of management like production, marketing, Human resource management and so on.

The Artificial Intelligence is one of the emerging technology in the present scenario which are having applications in many activities.

The Scope Of Present Study: The scope of the study of this research entitled "Strategic Leadership in times of change and Application of Artificial Intelligence in HRM –The area of study is related to the leadership strategies and interpersonal relations helps in the business functions of Human Resources.

METHODOLOGY OF STUDY ADOPTED

Collection of data: The data are collected from both primary and secondary sources. The major secondary sources of data are their annual reports and other published and unpublished reports.

Limitations of Study

No research is free from limitations. This research work is also having some limitations.

- The topic selected for this study Leadership and conflict resolution is highly sensitive and subjective in nature.
- The result of this research work is somewhat peculiar and interdisciplinary, so the generalization is limited.
- Time factor is another limitation; to conduct an exhaustive study like this it requires lot of time and effort.

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- The data collection methods, collection and processing tools also not free from limitation, it will affect the accuracy of the result.

REVIEW OF LITERATURE

In simple words, conflict may be understood as collision or disagreement. The conflict may be within an individual when there is incompatibility between his or her own goals or events; may be two individuals. Conflict is the process in which one party perceives that its interests are being opposed or negatively affected by another party. Manifest conflict is really the tip of the proverbial iceberg. What we really need to understand are the sources of this conflict. There are five sources of conflicts in organisation;

- *Incompatible Goals:* A common source of conflict is goal incompatibility. Goal incompatibility occurs when personal or work goals seem to interfere with another person's or department's goals.
- *Task Interdependence* : Conflict tends to increase with the level of task interdependence. Task interdependence exists when team members must share common inputs to their individual tasks, need to interact in the process of executing their work, or receive outcomes that are partly determined by the performance of others. The higher the level of task interdependence, the greater the risk of conflict.
- *Scarce Resources:* Resource scarcity generates conflict because each person or unit that requires the same resources necessarily undermines others who also need that resource to fulfill their goals.
- *Ambiguous Rules*: Ambiguous rules or the complete lack of rules- breed conflict. This occurs because uncertainty increases the risk that one party intends to interfere with the other party's goals.
- *Communication problems*: Conflicts often occurs due to the lack of opportunity, ability, or motivation to communicate effectively. The ineffective communication also leads to problem: less motivation to communicate in the future. Socio-emotional conflict is uncomfortable.

Interpersonal Conflict Management Styles: Some people enter a conflict with a Win-Win orientation. This is the perception that the parties will find a mutually beneficial solution to their disagreement. Other people enter a conflict with a Win-Lose orientation. They adopt the belief that the parties are drawing from a fixed pie, so the more one party receives, the less the other party will receive. Conflict tends to escalate when the parties develop a win-lose orientation because they rely on power and politics to gain advantage. A win- lose orientation may occasionally be appropriate when the conflict really is over a fixed resource, but few organizational conflicts are due to perfectly opposing interests with fixed resources. The other styles of conflict management are;

- *Problem solving:* Problem solving tries to find a mutually beneficial solution for both parties. Information sharing is an important feature of this style because parties collaborate to identify common ground and potential solutions that satisfy all of them.
- *Avoiding:* Avoiding tries to smooth over or avoid conflict situations altogether.

- *Forcing:* Forcing tries to win the conflict at the other's expense. This style, which has the strongest win-lose orientation, relies on some of the "hard" influence tactics.
- *Yielding:* Yielding involves giving in completely to the other side's wishes, or at least cooperating with little or no attention to our own interests.
- *Compromising:* Compromising involves looking for a position in which your losses are offset by equally valued gains. It involves matching the other party's concessions, making conditional promises or threats, and actively searching for a middle ground between the interests of the two parties.

Leadership

Leadership has been contemplated since the days of Greek philosophers, and it is one of the most popular research topics among organizational behaviour scholars. Leadership is the process of committing a group of people to specific goals. Without leadership, an organisation would be what a stage like an army without a general. A leader not only commits his followers to organizational goals, but also pools needed resources, guides and motivates subordinates to reach the goals. Leadership transforms potential into reality.

Seven Qualities of Effective leaders

- *Emotional Intelligence:* The leader's ability to monitor his or her own and others emotions, discriminate among them and use the information to guide his or her thoughts and actions.
- *Integrity:* The leader's truthfulness and tendency to translate words in to deeds.
- *Drive:* The leader's inner motivation to pursue goals.
- *Leadership Motivation:* The leader's need for socialized power to accomplish team or organizational goals.
- *Self Confidence:* The leader's belief in his own leadership skills and ability to achieve objectives.
- *Intelligence:* The leader's above- average cognitive ability to process enormous amounts of information.
- *Knowledge of the business:* The leader's tacit and explicit knowledge about the company's environment, enabling him to make more intuitive decisions.

Therefore, leadership is a complex concept that is defined as the ability to influence, motivate and enable others to contribute towards the effectiveness and success of the organisation. Leaders use influence t motivate followers and arrange the work environment so that they can do the job more effectively. The behavioural perspective of leadership has identified two clusters of leader behaviour- people oriented and task oriented. People oriented behaviours include showing mutual trust and respect for subordinates, demonstrating a genuine concerns for their needs and having desire to look out for their welfare. Task oriented behaviours include assigning employees to specific tasks, clarifying their works duties and procedures, ensuring that they follow company rules and pushing them to reach their performance capacity. The contingency perspective of leadership takes the view that effective leaders diagnose the situation and adapt their style to fit that situation.Transformational leaders create a strategic vision, communicate that vision through framing and use of metaphors, model the vision by walking the talk and acting consistently, and build commitment to the vision.

Cultural values als influence the leader's personal values, which in turn influence his or her leadership practices.

Artificial Intelligence (AI) in HRM Process: Artificial Intelligence (AI) may have been thought to be a product of Science fiction, most professionals today understand that the adoption of this smart technology is actively changing the work places. There are applications of Artificial Intelligence throughout nearly every profession and Industry and human resource management are no exception. A recent survey conducted by Oracle and Future Workplace found that human resources professionals believe Artificial Intelligence (AI) can present opportunities for mastering new skills and gaining more free time, allowing HR professionals to expand their current roles in order to be more strategic within their organization. Among HR leaders who participated in the survey, however, 81 percent said that they find it challenging to keep up with the pace of technological changes at work. As such, it is more important now than ever before for human resources professionals to understand the ways in which Artificial Intelligence (AI) is reshaping the industry. At a high level, artificial intelligence (AI) is a technology that allows computers to learn from and make or recommend actions based on previously collected data. In terms of human resources management, artificial intelligence can be applied in many different ways to streamline processes and improve efficiency. Among the numerous applications of Artificial Intelligence (AI) in the human resources sector, some of the first changes HR professionals should expect to see involve recruitment and on-boarding, employee experience, process improvement, and the automation of administrative tasks.

Recruitment: While many organizations are already beginning to integrate Artificial Intelligence (AI) technology into their recruiting efforts, the vast majority of organizations are not. During the recruitment process, Artificial Intelligence (AI) can be used to the benefit of not only the hiring organization but its job applicants, as well. For example, Artificial Intelligence (AI) technology can streamline application processes by designing more user-friendly forms that a job applicant is more likely to complete, effectively reducing the number of abandoned applications. While this approach has made the role of the human resources department in recruitment much easier, artificial intelligence also allows for simpler and more meaningful applications on the candidate's end, which has been shown to improve application completion rates. Additionally, Artificial Intelligence (AI) has played an important role in candidate rediscovery. By maintaining a database of past applicants, Artificial Intelligence (AI) technology can analyze the existing pool of applicants and identify those that would be a good fit for new roles as they open up. Rather than expending time and resources searching for fresh talent, HR professionals can use this technology to identify qualified employees more quickly and easily than ever before. Once hiring managers have found the best fit for their open positions, the onboarding process begins. With the help of Artificial Intelligence (AI), this process doesn't have to be restricted to standard business hours—a huge improvement over on boarding processes of the past. Instead, Artificial Intelligence (AI) technology allows new hires to utilize human resources support at any time of day and in any location through the use of chatbots and remote support applications. This change not only provides employees with the ability to go through the on-boarding process at their own pace, but also reduces the administrative burden and typically results in faster integration.

Internal Mobility and Employee Retention: In addition to improvements to the recruitment process, HR professionals can also utilize artificial intelligence to boost internal mobility and employee retention. Through personalized feedback surveys and employee recognition systems, human resources departments can gauge employee engagement and job satisfaction more accurately today than ever before. This is incredibly beneficial considering how important it is to understand the overall needs of employees, however there are several key organizational benefits to having this information, as well. According to a recent report from the Human Resources Professional Association, some AI software can evaluate key indicators of employee success in order to identify those that should be promoted, thus driving internal mobility. Doing so has the potential to significantly reduce talent acquisition costs and bolster employee retention rates. This technology is not limited to identifying opportunities to promote from within, however; it can also predict who on a team is most likely to quit. Having this knowledge as soon as possible allows HR professionals to deploy retention efforts before it's too late, which can strategically reduce employee attrition.

Automation of Administrative Tasks: One of the key benefits of leveraging artificial intelligence in various human resources processes is actually the same as it is in other disciplines and industries: Automating low value, easily repeatable administrative tasks gives HR professionals more time to contribute to strategic planning at the organizational level. This, in turn, enables the HR department to become a strategic business partner within their organizations. Smart technologies can automate processes such as the administration of benefits, pre-screening candidates, scheduling interviews, and more. Although each of these functions is important to the overall success of an organization, carrying out the tasks involved in such processes is generally time-consuming, and the burden of these duties often means that HR professionals have less time to contribute to serving their employees in more impactful ways.

Future Artificial Intelligence (AI) *in Human Resources Management*

While it is clear that artificial intelligence will continue to positively shape the field of human resources management in the coming years, HR professionals should also be aware of the challenges that they might face. The most common concerns that HR leaders have focus primarily on making Artificial Intelligence (AI) simpler and safer to use. In fact, the most common factor preventing people from using AI at work are security and privacy concerns. Additionally, 31 percent of respondents in Oracle's survey expressed that they would rather interact with a human in the workplace than a machine. Moving forward, HR professionals will need to be prepared to address these concerns by staying on top of trends and technology as they evolve and change.

Conclusion

The effective leadership is vital for the conflict resolution in an organisation and societal issues. The effective leaders should possess some leadership traits and qualities both are inborn, inherited and acquired. Conflict is common in organisation and

in society, the most effective resolution is the most and vital activity in any organisation or society to sail smoothly to achieve their goals and objectives. More over the application of the advanced technologies like Artificial Intelligence are having wider application in the human resource management process and it improves the efficiency of HR management of the organisation. Hence this research work is very essential and important in the micro and macro level.

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