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Lec 9: Using AI in Person-Job Fit

Hello, learners. Welcome back to the course on AI in human resource management. In the previous two lectures, if you have gone through them, you must have seen that we have categorically discussed the impact of artificial intelligence in performance management and AI in onboarding. Today, our agenda will be to look into AI in person-job fit.

I'm Dr. Abraham Cyril Issac. I'm an assistant professor at the School of Business, Indian Institute of Technology, Guwahati. Now, when you look into AI in person-job fit, specifically as our pattern goes, we have to understand what the keyword is. What do you mean by person-job fit? You know, many times it is understood as the consistency of the particular person with respect to the task and the abilities.

I mean to say that a person is given a particular job, how consistent they are in performing that job, what are the tasks, what are the responsibilities, what are the duties assigned with the particular task, how the individual is responding to that particular task in terms of their knowledge, in terms of their skills and abilities. This consistency is known as person-job fit. In many OB courses, specifically in our NPTEL domain, I have an OB course in which I have extensively discussed this person-job fit. The right person in the right job is always a boon for the company.

But many times we feel that most organizations have placed the wrong people in the right job. But again, our scope today is to look into AI in person-job fit. So let's understand

that in a deeper way. When you look into person-job fit, as I mentioned, it refers to the consistency between the individual's ability, personality, interests, needs, and occupation requirements. So when you look into every particular job, each job has various requirements for the quality of the job holder.

So an employee is always better qualified for the job only if he or she possesses more than the required qualities and reaches a specified or typical level. When you look into the person-job fit, there are many theoretical hooks and frameworks that contribute to the person-job fit. It has been a well-researched area in human resource management. But when you look into interactional psychology mainly, Interactional psychology leads to a good fit.

So the concept is rooted in interactional psychology, which posits that both personal characteristics and job attributes typically jointly influence the individual outcome. So this is something that has to be understood. When you look into interactional psychology, this means that a good fit can actually lead to positive job outcomes. It can lead to increased job satisfaction.

It can lead to greater organizational commitment. Needless to say, a poor fit can result in negative outcomes such as job stress or high turnover rates, etc. So when you look into job fit, the theoretical underpinnings are many, but we have to understand the relevance or importance of person-job fit when you look into it. Job satisfaction. We have mentioned the increase in job satisfaction.

You have to understand and acknowledge that employees who fit well with their jobs are more likely to enjoy their work. There is no doubt about it. When a person's abilities, his or her interests, and values typically align with the job's requirements and the organizational culture, they experience a sense of greater satisfaction, typically leading to a very positive outcome. Attitude towards not only their workplace but also towards their work. So that is why job satisfaction or an increase in that becomes relevant.

When you look into performance and productivity, there is no doubt that a good fit leads to enhanced performance. So, when employees possess the right skills and are motivated by their roles, they are more likely to be efficient and productive in that sense. So,

basically, this results in in better outcomes for both the employee and the organization. lower turnover.

This is a concern for most companies. When you look into person-job fit, this happens to be one of the significant aspects that leads to employee turnover, and that makes it more relevant. When you look into employees who feel that they are a good fit for the job and work environment, they are less likely to leave. Whereas, when a job aligns with an individual's typical competencies and expectations, the likelihood of retention increases, reducing the turnover costs for the organization. So, that is significant with respect to any organizational structure.

Another important aspect would be employee engagement. When you talk about engagement, the employees who fit well with their roles are often more engaged and committed to their work. They tend to be more proactive. You know, they tend to be more dedicated and willing to go above and beyond their duties.

So, which can actually have a positive impact on organizational performance. We also have a significant organizational culture fit. So, that underscores, again, the importance of the person-job fit, you know, In addition to whatever we are looking into, let's say task alignment or, you know, whatever the significant factor with respect to the work or workplace is concerned. Person-job fit considers how well an employee's values and personality align with the company's culture.

So employees who fit into the company culture tend to collaborate more effectively with their colleagues and contribute positively to the work environment. So organizational culture fit is also important. Another important or significant factor is employee well-being. A good fit between an employee's skills and job reduces stress and frustration. We are talking about well-being here.

So this actually leads to a decrease in stress and frustration levels, which leads to better mental and emotional well-being as employees feel more confident in their ability to meet the typical job demands of the day. Another significant factor is teamwork and collaboration. Employees who are a good fit are better able to collaborate with colleagues and contribute to a more cohesive team dynamic. So their alignment with the role and the

company culture enables smoother communication and teamwork. And finally, we have reduced training costs.

When the right person is matched to the right job, organizations typically spend less time and resources on training and development. So the employee already possesses the necessary skills and can quickly adapt to their role, saving the company a lot of time and money. So essentially, all these factors, again, I would tend to make it an exhaustive list because most of the factors are already discussed here. It underscores the importance of person-job fit. Now let's address the elephant in the room: AI in person-job fit.

We have seen different categorizations of artificial intelligence. We have seen different definitions, and every single module I'm trying to refine and add on to the initial definition. This part of AI in person-job fit actually uses or refers to the use of artificial intelligence technologies to analyze and match a candidate's skills, his or her experience, and traits with job requirements, company culture, and the tasks of a specific job role. This is vital when it comes to analyzing the relevance of person-job fit, especially the job requirement part. Now, by leveraging machine learning natural language processing, and predictive analytics, AI helps recruiters and employers make data-driven decisions to identify candidates who are likely to perform well and fit within the organizational environment.

So this is the crux: why or how AI can be useful in-person job fit. It involves analyzing large datasets of candidate information and job requirements to identify the best fit between the two. So when you look into AI in-person job fit, let's understand what the key functions of AI in-person job fit are. The first and foremost one would be skills and competency matching. When AI tools analyze, let's say, a candidate's resume, LinkedIn profiles, their social media profiles, and all that is available on public platforms and other applications or data that they have sent or transferred, all the sources to assess their skills and competencies.

So these tools match the candidates' typical qualifications against the job description to find those best suited for the roles. Again, I would want you to recollect that the tasks, duties, and responsibilities associated with a particular job. The knowledge, skills, and

abilities that are warranted for a particular job, there is a matching that is being done, and it is being done with the help of artificial intelligence. Another significant function would be personality and behavioral analysis. AI-powered assessments and psychometric tests are used to evaluate candidates' personality traits, cognitive abilities, and behaviors.

So these assessments predict how well a candidate's temperament and behavior will align with the job requirements and the organizational culture. Another significant factor would be predictive analytics. They talk about predictive analytics; artificial intelligence models use historical data to predict a candidate's future performance and retention based on very similar roles, educational backgrounds, interview responses, experience, etc. So this helps employers identify candidates most likely to succeed. So predictive analytics is a very strong function, a very potent function of AI in-person job fit.

And finally, we'll have other important aspects. The first one of that, or the fourth one in total, would be culture fit. When you look into AI. AI evaluates whether a candidate's values and work style match the company's culture by analyzing past behaviors, value alignment, what values the individual holds and how they align with the organization, the communication styles of the particular individual, ensuring balance. That the person fits not just the job, but the organization as a whole.

I will take a moment here to clarify this. The moment you go into recruitment, the moment you go into selection, there is one single aspect that every recruiter looks for. It is not only the matching of the tasks, duties, and responsibilities to the knowledge, skills, and abilities of the individual. Rather, it is much beyond that.

It is a understanding of the individual being recruited, how he or she is going to match with the organization, organizational culture, and how he or she is going to gel with the colleagues. So the moment recruitment is done, it is not just the matching of whether the person has the required knowledge, skills, and abilities. It is much beyond that. They look into the resume. They look into the profile.

They look into the past experiences of the individual to conclude that, yes, if I take this individual, he or she is going to fit well in the organization. Many times, the basic reason for turnover is people losing interest in the particular job or the organization, or the key

reason for losing interest is the lack of person-job fit. And many times, recruitment happens only as a match between the TDRs and the KSAs. But mainly, it should go a step beyond.

It should understand whether the person coming into the organization is the right fit. Because he or she can gel with the environment, understand what the organization demands, what the organizational requirements are, what the job requirements are, and how it is a task-dependent, interdependent aspect. You know, you do not have room for individuals who are not team players in that case. Similarly, you have a very focused job or R&D sort of job where you want a high level of integrity. You cannot have a person who compromises on her integrity.

So, again, these are some of the aspects which become relevant when it comes to person-job fit. And to a greater extent, AI has helped or AI is helping in the years down the line. It would be tremendous progress that would be made. But these are some of the essential functions. We'll continue with the discussion.

Other functions of AI in person-job fit are automated screening and ranking. Automated screening and ranking. When you're looking into automated screening and ranking, you know, the AI-based recruitment platforms automate the screening process by ranking candidates based on their suitability for the job. So, reducing the time spent on manual reviews and improving the accuracy associated with the profiles. Another significant function would be resume screening, and this has gained momentum to a great extent because of the objectivity associated with the screening.

I hope you are following me when I talk about the objectivity associated with resume screening. Many a time, when you put a human element or a human being into resume screening, there are a lot of biases he or she might bring in, or even a set of individuals might bring in a lot of biases, leading to a lot of subjectivity, which is problematic. Fortunately, this is absent in this situation. So, AI tools can automate the screening of resumes to shortlist candidates who meet the predefined criteria, significantly reducing the time spent on this task. This is particularly beneficial in large-scale hiring scenarios where hundreds of applications are actually received.

And more than this, as I already mentioned, there is an elimination of bias that is also happening when it comes to resume screening. Another significant function would be candidate assessment. AI-driven assessment platforms, let's say I'll give you some examples like HackerRank and Hover. So, again, you can have demo versions of this. You can just check it out, explore.

It evaluates candidate skills and culture fit through customized tests. These platforms provide insights into candidates' aptitudes, helping recruiters identify those most likely to succeed in a specific role. Another significant function is bias reduction, which I've already touched upon, but it needs a standalone explanation. AI tools can help minimize unconscious biases by focusing on skills and competencies rather than demographic factors. This leads to a more diverse and qualified candidate pool.

All the possible biases that can otherwise creep in because of the human element are significantly reduced with AI inclusion or involvement. By leveraging these AI functions, organizations can streamline their recruitment process, make data-driven decisions, and enhance their person-job fit, ultimately leading to better hiring outcomes and a more engaged workforce. Now, let's look into measuring performance-job fit by AI. When you look into AI and specifically person-job fit, measuring person-job fit using AI involves leveraging machine learning, NLP, and predictive analytics to analyze various factors like a candidate's skills, experience, personality, and even to a certain extent, job requirements. AI tools assess multiple dimensions of fit to ensure that candidates align with the specific task, organizational culture, and job role. When you look into skills and competency matching, there are certain specific tools associated with that. There are certain key ways by which AI is used to measure person-job fit. One would be skills and competency mapping, which we'll discuss in greater detail.

Like method. So, the first one would be skills and competency matching. Let's delineate all these typical measures or measuring ways by different schemes like method. They are tools that are used and the benefits. So, I repeat all the typical measuring functions.

I'll try to explain it. By dissecting into three different elements, one is the method that is used. I'll give you some examples of the AI tools. And finally, I'll conclude with the

benefits that are associated with each of these significant measuring aspects. So, the first one is skills and competency matching.

You know, if you go across the method, AI analyzes the candidate's resume with the LinkedIn profile or past work experience, you know, to compare them with the job description. That's the method that is being used. NLP can be used to extract skills and competencies and match them against the job requirements. Some of the prominent platforms like Hiretual, Eightfold.ai use deep learning to match candidates' skills and specific job roles.

Now, the benefits of this are that these particular tools, be it Hiretual or Eightfold.ai, automate the screening process by instantly identifying candidates who meet or exceed the technical and soft skill requirements. Now, when you look into the second aspect, personality and behavioral assessment, the possible measuring aspect happens with the AI tools assessing personality. Let's look into the method. AI-powered tools such as, let's say, gamified assessments or even to a certain extent, psychometric tests evaluate a candidate's personality traits, a candidate's cognitive ability, his or her behavior patterns. So these assessments predict how well a candidate behaves.

will fit within the company culture and the typical job demands. Some of the AI tools are platforms like Pymetrics that use neuroscience-based games to assess emotional intelligence, problem-solving, and to a certain extent, interpersonal skills. The benefits are clear. AI provides a more objective evaluation of personality fit, reducing biases in the recruitment process.

Now, the third one would be the culture fit analysis. Culture fit analysis. Again, we go to the method. AI analyzes here the alignment of a candidate's values, motivation, and work preferences with the organization's culture. So this includes evaluating factors like, you know, the individual's communication style, teamwork preferences, which are very critical.

Nowadays, if you are not a teamwork person, it is very difficult to survive. And AI keeps a check and balance on selection by looking into teamwork preferences, leadership potential, and some of the tools like Ideal or Knack. They use ML algorithms to assess

whether a candidate will thrive in a particular organizational environment. The benefits are that it reduces turnover by predicting long-term cultural alignment between the candidate and the company. Now, another significant factor would be the predictive analytics in measuring person-job fit.

So, the method would be AI platforms typically use historical data and predictive analytics from successful employees in similar roles to predict how well a candidate will perform and how long they are likely to stay. So there are two aspects which are generally tested: how well and how long. These are two significant factors that, you know, subsume the entire requirements or needs of a work condition, ideal workplace, or ideal work condition. So what happens is that the machine learning models analyze various factors such as education, past job performance, and interview responses to generate results.

A fit score. So this fit score actually measures or gives an idea about the person-job fit. Some of the tools in this context would be Entello and Xopa. AI applies predictive analytics to rank candidates based on their likelihood of success in the job. The benefits are it provides data-driven insights into candidate performance and retention potential, leading to better hiring decisions.

Another significant measure of person-job fit, a significant factor would be the interview and communication analysis. The method would be AI-powered video interviewing platforms, analyzing nonverbal cues, tone of voice, and language used to evaluate a candidate's soft skills and typical communication style. HireVue and TalVue use this AI to assess a candidate's emotional intelligence. We had a small discussion in the previous lecture regarding HireVue, if you recollect, and other key traits by analyzing facial expressions, speech patterns, etc. And word choices during interviews.

So not only the emotional intelligence factor, as we have already seen in the previous lecture, but the communication and other key traits like facial expressions, speech patterns, and word choices during interviews are also analyzed by tools like HireVue. The benefits are providing objective data to assess whether a candidate's communication style matches the demands of the job or the team they would want to work with. So this

alignment of values or alignment of work style with the team is certainly measured by AI tools like HireVue or Talview. Now, when you look into the task fit and role alignment, the method would be by AI using machine learning to analyze the tasks and associated with the job and compare them with the candidate's previous experience and expertise.

So task-based assessment can be used to see how well a candidate actually performs in simulated work conditions. So some of the AI tools like Textio can analyze and improve job descriptions to attract the right candidates while platforms like TAPJFNN. TAPJFNN is about task-aware person-job fit neural network. I repeat, task-aware person-job fit neural network specifically focuses on matching candidates with roles based on task compatibility. So the benefits are that it ensures that the candidates not only have the right skills but

are also well-suited to perform specific tasks in their roles. Another significant aspect would be feedback and learning systems. The method would be to look into continuous feedback and learning systems, which would be AI-powered tools that collect data on employee performance after hiring and continuously update algorithms to improve future hiring decisions. So AI systems can also recommend upskilling opportunities to ensure that the candidate grows into the role. AI tools include Eightfold.ai, which uses feedback loops and learning algorithms to adjust its recommendations for person-job fit over time.

So helping employers identify and close skill gaps. The benefits are it improves long-term employee success by creating dynamic fit models that evolve as job roles and organizational needs change. Finally, we have the candidate matching algorithms. The method would be AI algorithms like those in applicant tracking systems (ATS) compare a candidate's profile with a set of job openings. So these systems actually use machine learning to rank candidates by the likelihood of succeeding in a particular role.

So the AI tools like Greenhouse, Smart Recruiters, and Lever use AI to enhance the candidate matching process. So the benefits are it increases hiring efficiency, typically by providing a shortlist of candidates who best match the job and the organization specifically. Now, let's look into the application of using AI in person-job fit. We have seen the different measuring aspects based on the methods.

We have introduced you to some typical tools. And finally, we have also concluded on the benefits of it. Now, let's look into the applications of AI in person-job fit. The first and foremost one is candidate screening and matching. You know, when you look into candidate screening and matching, we have looked into what it is.

But here I would like to bring in the applications of AI specifically. You know, AI tools can analyze resumes and job descriptions to identify the best matches based on skills, experience, and other relevant criteria. So this typical process often involves NLP to understand the context and nuances in both the candidate profiles and the job requirements. So let's look into tools like Turing. If you have applied for jobs, you might have come across Turing or at least SeekOut, right? These are two significant tools that exemplify this capability by leveraging large datasets to find suitable candidates even for niche positions or niche activities that are associated with or that are there in any organization.

The second important factor would be predictive analytics. So, AI employs predictive analytics to forecast a candidate's potential success in any role. So, by analyzing, you know, the historical hiring data and the performance metrics, AI can typically identify the patterns that, you know, typically indicate which candidates are likely to excel in specific positions. So, this helps organizations inevitably to make more informed hiring decisions based on data rather than intuition alone.

Again, I would want you to recollect that when we introduced you to the course itself, the theme of the course was intelligence. Intuition meeting innovation, so again, we cannot do away with intuition. This is very much required, and that is underscored here or that is captured well here in predictive analytics. The third important aspect would be skill and personality assessment when you look into AI-driven assessment tools like, let's say, Higher Logic AI tools like Higher Logic or Vervo. Candidates evaluate candidates through standardized tests that measure both technical skills and personality traits. So, these assessments help determine whether candidates possess the necessary abilities and whether their personality is aligned with the job's demands and the organizational culture, thereby enhancing a person's job fit. Then, we have another significant application of AI in person-job fit, which is the video interview analysis.

Now, most of the time, as things have progressed or, as you know, the situation has changed. A large chunk of selection procedures are happening online these days, and video interviews are the norm of the day. Video interview analysis is also nowadays powered by AI. AI tools can analyze video interviews to assess candidates' soft skills and cultural fit. Please note, we are talking about video interviews in an era where there are certain scams also happening whereby people are trying to mask or cheat organizations with some level of support.

Technical support from other ways so that they are getting or cracking the interview. So, AI has a definitive role in video interview analysis. You know, again, platforms like Higher View utilize AI to evaluate the non-verbal cues, the speech patterns, and overall presentation during interviews. You know, it typically provides insights into how well a candidate may fit into a team or how well a candidate can be the right fit in the organization with a certain organizational culture. Another significant factor or significant application would be conversational AI. You know, chatbots, which we have discussed in detail in the previous lecture, powered by AI, such as those developed by Humanly, engage candidates in conversations together to Gather information about the skills and cultural fit.

So these tools can conduct initial screenings, asking targeted questions to assess alignment with job requirements and organizational values, thus streamlining the recruitment process. Now, we have categorically understood the applications of AI in person-job fit with these five distinct aspects. Now, let's look into the main aspect: the benefits of using AI in person-job fit. The first and foremost one, without doubt, would be increased efficiency. When you talk about increased efficiency, AI tools are there to streamline various stages of the recruitment process, as we have categorically established, significantly reducing the time and effort required for tasks such as resume screening and candidate sourcing.

Ideally, these two are the typical functions that require a maximum amount of time. And if you can save time in resume screening and candidate sourcing, you indeed increase the efficiency. By automating these processes, recruiters can focus on more strategic aspects of hiring. Allowing organizations to fill positions more quickly and efficiently. Now,

when you look into efficiency, we also have to understand improved candidate matching, which is also a subset of the efficiency part.

AI algorithms typically analyze job descriptions and candidate profiles to identify the best matches based on skills, experience, and cultural fit. So this typically ensures that the candidates who are most likely to succeed in a role are prioritized, enhancing the overall quality of the hiring. This is critical when it comes to candidate matching. Now, the most important and significant point I've been stressing across the lectures is the reduction of bias. It does not need any further explanation, but I have to state that AI-driven recruitment tools help minimize unconscious biases by focusing on objective criteria.

Objective criteria such as qualifications and experience. Rather than mere demographic factors. I hope you understand how bias arises because of demographic factors. So this leads to a more equitable hiring process. And certainly, without doubt, it promotes diversity within the workforce.

Another significant benefit would be the enhanced candidate experience. AI enhances the candidate experience by providing timely communication and personalized communication. Now, this is vital because when you look into chat bots and virtual assistants, they can answer the queries. They can schedule interviews. They can keep candidates informed throughout the hiring process, making them feel valued and engaged.

Many times what happens is that you walk in. to an interview room. There might be a lot of people, let's say five seats and 500 people. There is no proper communication. You're not getting a proper place even to sit.

Nobody is valuing your time. Nobody is talking to you regarding the role, regarding the position. You are just lost there. This is hugely reduced, and the candidate experience is certainly enhanced with the applications of chat bots and virtual assistants that can typically answer all the queries. It can, you know, go to the extent of scheduling interviews, you know, having a proper information exchange process.

About the hiring process to the candidate, to the interviewees, all these possibilities have enhanced the candidate experience without doubt. Another significant benefit would be the predictive analytics, which we have already seen AI uses this predictive analytics. to forecast how well candidates will fit within a company's culture and the potential for retention so by analyzing let's say historical data and behavioral trends AI can help organizations make informed decisions about the candidate suitability before even making a hire another significant benefit would be the data-driven decision-making again we have touched upon this point in some of the previous lectures AI tools provide valuable insights through data analysis there is no doubt about it enabling recruiters to make informed decisions based on empirical evidence rather than intuition alone so this typically leads to better alignment between candidates and job roles ultimately improving person-job fit and finally cost saving when you look into automating repetitive tasks and improving the efficiency of the hiring process AI can lead to significant cost savings for organizations.

It reduces, without a doubt, the time to hire, minimizes expenses associated with prolonged vacancies, and definitely enhances productivity. So, we have seen all the positive aspects. We have seen what the applications are, what the uses are, and what the benefits are. It is time to look into some of the limitations of AI in-person job fairs. There is no doubt that a lot can be facilitated by AI, but it also has its negative side.

The first and foremost one, again, is the potential for bias. So, I am the same person who mentioned that it takes away bias. But again, I would also like to maintain a neutral position here. Because it also has the potential for bias. You know, AI algorithms are only as unbiased as the data they are trained on.

And I would want you to underscore it, underline it. AI algorithms are only as unbiased as the data they are trained on. So, what is the data? That is what the AI will work on. Or that is how the AI will work.

So, if historical data used to train AI systems includes, let's say, biased decisions. Against maybe certain genders, certain ethnicities, or backgrounds. The AI can perpetuate all

these biases in hiring. So please note, it is only as good as the data that it is trained on. This could lead to discriminatory policies, even unintentionally.

That is a cue that we have to take care of, that we have to look into while we are addressing the limitations. Another significant limitation would be the lack of transparency. We talk about a lot of objectivity as a benefit, but we have to acknowledge that there is a potential lack of transparency. AI models often lack explainability, meaning recruiters may not fully understand why an AI system selected or rejected a candidate. So, what is the logic or what is the rationale?

Many a time, it is not coming out. If it was a human being in that particular position with all his or her biases, stereotyping, at least if we ask a question, we could have got an answer. But here, the case is different. This black box nature can lead to distrust or confusion about AI-driven decisions, making it highly difficult to challenge or justify certain hiring outcomes. Not only justify but also challenge hiring outcomes.

Another significant limitation would be over-reliance on the data quality. When you look into AI, it depends heavily on the quality of the input data, as I already mentioned in the first point. Poorly structured, incomplete, or outdated data can lead to inaccurate predictions and no doubt faulty candidate-job matches. So, if a candidate's data, such as their resume, does not fully represent their abilities, AI systems might undervalue them. Another significant limitation of AI in-person job fit is the lack of soft skills or limited understanding of soft skills and human nuances.

I would prefer to put it as a limited understanding rather than a lack of soft skills. Now, when you look into AI tools, AI tools may struggle to accurately evaluate soft skills such as leadership potential, emotional intelligence, creativity, and adaptability, which are critical for many, many roles. AI can assess hard skills, but it's more challenging for algorithms to gauge and algorithms to gauge interpersonal skills. Qualities that are often context-dependent. Another significant limitation of AI in-person job fit would be ethical and privacy concerns.

The use of AI in recruitment can typically raise ethical issues. It can raise issues related to privacy. Candidates might sometimes be uncomfortable with AI systems collecting and

analyzing personal information, particularly, let's say, if it involves social media profiles, video interviews, or other non-job-specific data. Some of them might not actually be so comfortable with the intrusion into their privacy. There is also the risk of data breaches or misuse of personal information, leading to legal challenges or reputational damage for the organization.

So these are some of the critical limitations. Other significant limitations include the simplification of complex rules. AI tools often reduce the complexity of roles into quantifiable metrics, which might not fully capture the multifaceted nature of certain jobs, so please note. This reductionist approach can actually result in overemphasizing qualifications, let's say, such as education or certifications the candidate is providing or showing, and underestimating. And underestimating potential, experience, or the capacity for growth.

Let's say an individual comes in; you are overemphasizing fancy degrees and qualifications, and you are not able to actually understand and analyze whether he or she is going to be the right fit. Based on the potential he or she has, based on the experience, what he or she has learned in previous companies, or even the capacity to grow. Many times, AI might not actually be trained in assessing the individual. The risk of over-automation is yet another limitation. Over-reliance on AI can lead to the dehumanization of the hiring process.

Candidates may feel they are interacting solely with algorithms rather than human decision-makers. This lack of personal interaction can actually reduce engagement and leave candidates with a negative experience altogether. So human input is still important. It is essential in ensuring a holistic evaluation of the candidates. So AI should be used to assist, not to replace human judgment in the hiring process.

And finally, Cost and resource intensive, when you look into implementing AI in the recruitment process, it can be expensive, requiring investments in infrastructure, software, and data management. Small and medium-sized businesses may find it difficult to afford high-quality AI tools and platforms. Additionally, Training AI systems to be effective requires significant time and resources to ensure that algorithms are accurate,

unbiased, and aligned with the company's needs. So we have seen categorically what all are the limitations of AI in person-job fit. So this is what I wanted to put forward today.

As an argument, as a class, as a session for AI in-person job search. Let me conclude by taking two specific points from this lecture. One is, AI typically helps you to analyze two things. One, how good you are, and two, how well you will last. So how good you are in your job and how long you are going to last is something

critical information that the organization will always need. And the AI is certainly going to help regarding that. The second important point, or the second important takeaway from this lecture, would be that AI models are as good as the data they are trained on. So when I'm talking wholeheartedly that when you take out the human element, the bias is taken out. Please note,

That the AI models are only as good as the data that they are trained on. So if the data has inherent biases towards a particular gender, towards a particular set of people, towards a particular category or segment of people, then All those biases are also going to reflect in the decisions that are being made by the AI model. So please note, things are changing, things are evolving. There is no doubt about it.

But at this moment, a word of caution, because AI models would need human intervention. It is required because it is only as good as the data it is trained on. There is a lack of transparency at some level. We have also seen how well you can justify a proper hire or how well you are not able to justify why you rejected that particular candidate. I might not have the answer for that at this point in time.

So please take care of these particular things in your job. Ponder over these things, think over these things, and how we can improve. That's the food for thought for today. We'll see you with more details in the next class. Till then, take care.

Bye-bye.