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Artificial Intelligence and Human Resource Decision-making

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Abstract

In recent years, Human Resource Management has undergone noticeable transformations in how key decisions like recruitment and selection, performance evaluation, and learning and development of employees are made in organizations. Artificial intelligence has affected how these key decisions are being handled in organizations. Every day, administrators grapple with how to handle these key operations, which are bound to affect their valuable resources. The study directs its focus on how Artificial Intelligence affects these key decisions in organizations. Desktop research was adopted by the researcher, and an analysis of current related research published between 2023 and 2025 was used. An explication on the debate of how Artificial Intelligence is affecting accuracy, fairness, and efficiency in critical areas in Human Resources is evident from existing studies. Provision of data-driven insights, automation of repetitive tasks in Human Resource Management, and creation of personalized Human Resource Management skills for employees. High implementation costs, data privacy issues, algorithm bias, and resistance to change are some of the challenges that the study has pointed out. Additionally, experts have warned against overreliance on automation, which has proven to limit human judgment. This tends to diminish emotional intelligence, which is vital in Human Resource decision-making. The study suggests a hybrid model that incorporates Artificial Intelligence and human judgment, which is vital in managing a diverse workforce. Updating Human Resource Management practices must take into consideration employee protection strategies and a balance between technological advancement and workforce well-being.

Keywords: Artificial Intelligence (AI), HR Decision-Making, Recruitment & selection, Performance Evaluation, Learning and Development (L&D)

1. Introduction

The fourth industrial revolution has seen many organizations commit to improving efficiency and effectiveness. The urge to survive in this competitive environment has led Artificial Intelligence to become one of the most sought-after solutions in human resource activities (Mohammed, 2025). Human resource decision-making refers to the choices made by the HR

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department on aspects that affect the employee lifecycle. These decisions include recruitment and selection, performance evaluation, and learning and development. By tradition, HRM relied heavily on manual processes and, in most cases, was influenced by subjective judgments. Efforts to curb this perennial problem contributed to the adoption of AI in HR activities. Empirical evidence has demonstrated that AI can streamline recruitment and selection, reduce bias in performance evaluations, and support learning and development, thereby enhancing the quality of the HR decision-making process. Khurana and Kapoor, (2025) concurred that AI is becoming one of the necessary tools in most HR departments. However, integrating it in HR activities comes with both benefits and challenges that might affect the acquisition of talent, employee commitment, and engagement, and managing the workforce in organizations. In their review Garg, Vemaraju, Bora, Thongam, Sathyanarayana, and Khan, (2024) acknowledged infringement of privacy, data security, and algorithm bias as concerns raised by several scholars investigating issues related to AI, despite them investigating how AI improves recruitment, reduces unfairness during performance evaluations, and reduces employee turnover. They further emphasize that AI is calling for responsible control within HR activities to overcome the concerns, even though personalized AI tools are being embraced worldwide with the hope of solving this persistent HR problem related to unfair practices in both performance evaluations and during recruitment and selection processes. Mughal, Memon, and Memon (2025) their findings showed that AI, through automated candidate filtering, had the potential to make the recruitment and selection process more efficient, detect early signs of employee dissatisfaction in PM, and enhance career development and workplace motivation. Automation reduced delays and bias during the process. Nevertheless, automating administrative tasks could also lead to ethical dilemmas, especially related to job displacement. The study recommended updating HRM practices to include employee protection strategies, ensuring a balance between technological advancement and workforce well-being.

In India, Nawaz, Arunachalam, Pathi, and Gajenderan (2024) found that AI considerably reduced the time taken and enhanced the validity of the computations with an extension on cost efficiency. It also highlighted how AI can change HR processes and lead to informed decision-making. In another study, Ghedabna, Ghedabna, Imtiaz, Faheem, Alkhayyat, and Hosen (2024) investigated how Artificial intelligence is changing the face of human resource management in critical functions like human resource recruitment, evaluation, and development. The study agreed that artificial intelligence improves the human capital for organizations by providing recommendations for customized learning, skills, and career development of employees. They also warn that AI comes with its limitations, like ethical issues, bias, privacy, and transparency. In Africa, integration of AI into HR activities is still in its early stages, despite Chatbots, automated recruitment platforms, performance evaluation analytics, and Professional Development Analytics (PDA) proving to enhance both private and public sectors' performance. Even though AI can improve HR decision-making, adequate infrastructure, regulatory frameworks, guidelines, and ethical integrity are subject to its effectiveness. Human judgment is indispensable and also vital in building mutual respect and trust in managing an organization’s diverse workforce, and therefore, AI should not be considered as its replacement. These studies appreciate AI not only as an automating tool which can transform HRM into a more proactive,

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non-discriminatory aspect but as a strategic resource and evidence-based function. The study seeks to create awareness of the importance of balancing technological innovations and human judgment, while systematically investigating the benefits and limitations related to incorporating AI in HR activities.

General Research Objective

To analyse existing literature on the influence of Artificial Intelligence in Human Resource decision-making, focusing on its effects on recruitment and selection, performance evaluation, and learning and development.

1.1 Research objectives

1) To review the effect of Artificial intelligence on recruitment and selection in HR decision-making.
2) To analyse the influence of Artificial Intelligence on learning and development within HR decision-making.
3) To analyse the influence of Artificial intelligence affect performance evaluation within HR decision-making?

1.2 Research Questions

1) How does Artificial intelligence influence recruitment and selection in R decision-making?
2) What is the impact of Artificial Intelligence on learning and development within HR decision-making?
3) How does Artificial intelligence affect performance evaluation within HR decision-making?

1.3 Problem statement

Even though AI technologies are increasingly being applied to HRM functions, including recruitment, performance management, and learning and development, much solid evidence about their effectiveness in making HR decisions better has yet to be ascertained. For example, in the United States of America, Lim and Ravesangar (2025) in their study entitled AI in Performance Appraisal, observed that the human factor greatly objected to how AI sometimes carried out decisions on appraisals in the morning and others in the afternoon without considering how human capital reacts in diverse capacities before lunch hour and after having lunch. However, studies conducted in Malaysia (Purohit & Banerjee, 2025) and in India (Bhuiyan, Dey, Saha, Sarker, Halimuzzaman, & Biswas, 2025), both showed similarity indicating that there were improvements in decisions made that culminated in efficiency, fairness, and insights on evaluations and the input of AI in striving to improve performance, based on data. Alaran et al, (2025) noted that data alone does not carry the results of the day, but also emotional intelligence needs to be put into consideration. Diminishing human oversight, creation of ethical issues, and reinforced prejudice are some of the issues that scholars caution come with automation. These diverse research results intensify the need for a closer look at how Artificial intelligence affect decision making in HR activities across different organizations.

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Thus, this study investigates the effectiveness of Artificial intelligence in human resource management decision-making, focusing on recruitment and selection, performance evaluation, and learning and development.

2. Literature Review

2.1 Conceptual Framework

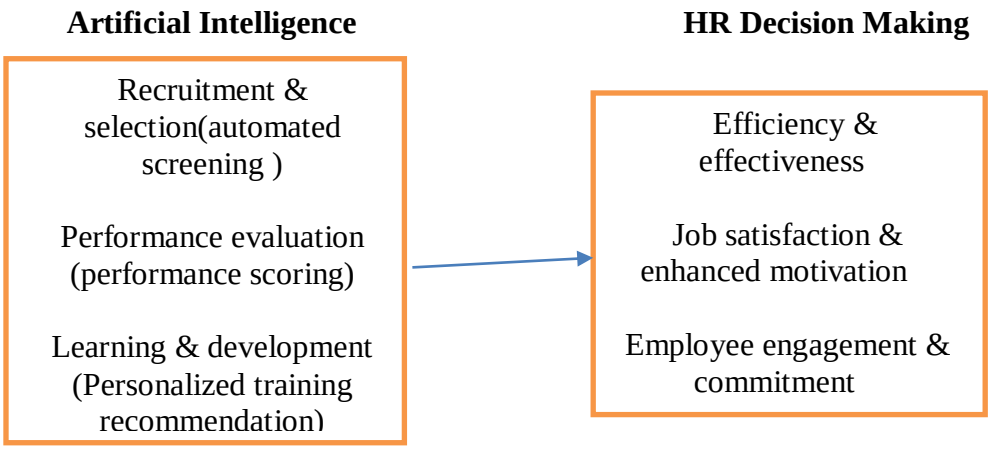

Figure 1: Relationship between Artificial Intelligence and HR Decision Making

In figure 1 above, the model shows that the incorporation of AI in HR decision making through recruitment and selection, performance evaluation, and learning & development can improve HR decision making outcomes like enhnaced efficency and effectiveness, job satisfaction and motivation, and also employee engagement. Although factors like human judgement, ethics, and regulatory frameworks moderate this relationship.

2.2 Theoretical Framework

2.2.1 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) was developed by Fred Davis in 1989 to understand the factors that influence user acceptance of information systems. Perceived Usefulness (PU) and perceived Ease of Use (PEOU) are the two key factors that determine an individual's intention use a technology. In HRM, the theory helps to explain how managers accept AI for activities like recruitment and selection, performance evaluation, and learning and development. When people feel AT is enhancing accuracy, efficiency, and reducing bias, they will be more likely to make use of it in decision-making. Rahman, Hossain, Miah, Alom, and Islam, (2025), However, argue that TAM focuses too much on individual perception and overlooks wider organizational and contextual factors. This implies the need to combine TAM with other models.

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2.2.2 Unified Theory of Acceptance and Use of Technology (UTAUT)

UTAUT was developed by Venkatesh, Morris, Davis, & Davis (2003) to consolidate various technology acceptance theories into a unified framework. It aims to explain the factors that influence user acceptance and usage behavior of information systems.

The model identifies four primary constructs: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions that directly affect user intentions and behaviors regarding technology adoption. These constructs can help to design systems that are more likely to be accepted by users, as they influence behavioral intention and real technology usage. In the HR context, performance expectancy explains the degree to which HR professionals feel that AI will improve the effectiveness and equity of decisions made. The degree to which users perceive that an AI platform is easy to use is defined by Effort expectancy. Social influence highlights the role of leadership, organizational culture, and peers in adopting AI. Facilitating conditions amplify the organizational setting in terms of the availability of structure and necessary support. This perception is supported by Song, Qiu, and Liu (2025) that these factors are substantially significant in determining the acceptance and continued usage of AI in HR processes.

2.2.3 Technology-Organization-Environment Framework

The TOE framework was developed by Tornatzky and Fleischer in 1990 and is widely used in re search to understand technology adoption in organizations. It describes how the process of adopting and implementing technological innovations is influenced by the technological context, organizational context, and environmental context. Aina (2025) conducted a study within SMEs in Lagos, and results indicated operational efficiency and competitive advantage were the drivers for adoption, whereas lack of technological know-how, high cost, and general lack of awareness were among the obstacles for technology adoption. Whereas the theory captures the interactions of technological, organizational, and environmental factors, the theory underemphasizes related individual human behavior and post implementation dynamics, and its wide expressive nature may overlook performance-oriented motivations related to technology implementation.

2.2.4 Institutional theory

It was introduced in the late 1970s by John Meyer and Brian Rowan. The theory enlightens how organizations are shaped by and try to fit with their societal, state, national, and global environments. As the diversification and complexity of relations between organizations and the external world increase, organizations face increased constraints that require them to adequately and effectively adapt. Concerning this viewpoint, organizational practices should conform to outside pressures and moderately to technical competence. Industrial standards, competitive imitation, and the need to comply with stipulated regulations are just a few elements that have influenced AI adoption (Reis & Junior, 2025). They further narrate that variation in adoption rates depends on organizational readiness and sectoral demands. Although the theory strongly explains how organizations are shaped by external pressures, the theory neglects technological features and internal capabilities that can also influence the adoption of AI.

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2.3 Empirical Literature Review

2.3.1 AI and Recruitment and Selection

Focusing on both environmental and social sustainability, Rahman, Hossain, Miah, Alom, and Islam (2025) explored the potential of Artificial Intelligence (AI) technologies to advance sustainable recruitment. Through automation of resume screening, candidate profiling, and interview scheduling, organizations will realize improvements in the process. Efficiency will also be attained as automation will minimize paperwork and the need for physical interviews, and at the same time promote sustainability and diversity during the hiring process. Though guidelines to promote accountability and transparency were the main responsibility of the policymakers.

With regards to recruitment practice, *Purohit and Banerjee (2025) observed that* Artificial intelligence-based methods were widely used in organizational decision-making. They noted that the utilization of AI tools offered partial solutions in recruitment activities. Mughal et al,(2025) supported the efficiency debate, indicating that AI had the possibility of making recruitment more efficient through automated candidate filtering, selection matching, and initial screening. This reduced delays and minimized bias. However, concerns were raised about employee data privacy and job insecurity associated with automation.

In support of these findings, Gaddi, Kulkarni, Shetty, Birau, Popescu, and Hiremath (2025) narrated that AI was gradually streamlining recruitment processes like resume screening, interview scheduling, and performance reviews. In conclusion, these studies noted that HR has already embraced AI by making use of the technology in automating activities in the hiring process and cloud-based platforms, which offer cost effectiveness, scalability, and flexibility, significant benefits to organizations. They forecasted an improvement in decision-making.

2.3.2 AI and Performance Evaluation

Recent studies have demonstrated how artificial intelligence is improving performance management systems by enhancing efficiency, fairness, and the quality of decisions made. These studies, though different in emphasis regarding human judgement and governance. Agrawal, Pandey, Agrawal, and Sharma (2025) highlighted that PMS is a critical element when it comes to managing organizations workforce. The incorporation of AI into PMS has streamlined the performance management process, leading to timely feedback and reduced subjective bias, and boosting employee satisfaction. In order to gain a broad understanding on real world application and outcomes of AI-powered appraisals, a new shift to PMS with pioneering organizations. Highlighted were limitations like ethical issues and big data facing AI.

An extension on this argument was narrated by Gethe (2025 who demonstrated that the incorporation of artificial intelligence, analytics, and automation in performance management systems would assist in addressing persistent PMS challenges and create a bias-free PMS. The study suggested that embracing AAA in PMS would assist business leaders and also make HR decisions much easier. It also points out that it will minimize subjective bias and enhance

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accuracy and fairness during the performance appraisal process. Employee satisfaction will also be realized as they will have the perception that the system is fair.

Mughal et al (2025) also highlighted how AI can support performance management by allowing HR teams to detect early signs of employee dissatisfaction, though its effective AI implementation was subject to industry-specific metrics. With a lens of balancing automation with human judgment, Lim and Ravesangar (2025) focused on the need for a hybrid approach to leverage the benefits of both AI and human judgment. The study underscored the importance of human oversight in HR decision-making. AI should be an enriching complement and not supplant human judgment, which is key in matters related to interpersonal relations and general organizational culture. The study concludes by affirming that a combination of AI with human oversight will lead to the establishment of a just and more effective PMS.

2.3.3 AI and learning and development

A novel AI-driven conceptual model designed to assist organizations in workforce up-skilling and reskilling through professional development was presented by Tusquellas, Santiago, and Palau (2025). The objective of the model was to enhance job satisfaction and survival in the competitive market. It also aimed at supporting learning and development programs through departments by offering tailored-made training solutions to address employees' specific needs.
Specifically focusing on ChatGPT, Alhusban, Khatatbeh, and Alshurafat (2025) demonstrated the benefits and challenges of integrating artificial intelligence into organizational learning and development. ChatGPT led to a more efficient and effective L&D program, improved employee performance, and increased engagement and satisfaction. They noted that excessive dependence on ChatGPT could negatively affect knowledge sharing and team dynamics within the organization and recommended addressing human-related limitations and technology-related matters. They also highlighted the need to address misuse of ChatGPT, data privacy, and distortion.

Dixit & Jatav (2024) highlighted that, although integration of AI in training was still in the early stages, it has achieved a prevalent application. AI assisted in customized learning programs, which led to better employee experiences and also positively impacted T& D efforts within the organization. They further noted that AI proved to be effective as a complement and not a replacement of the customary physical trainers, as it also has its limitations.

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Table 2.1: Summary of Empirical Studies

S/no	Author	Focus	Findings	Research gaps
1.	Purohit & Banerjee (2025)	AI in Recruitment	AI-driven recruitment improves decision-making, efficiency, and culture fit.	Limited studies on bias mitigation effectiveness and ethical implications in automated hiring.
2.	Rahman et al. (2025)	AI in HR (Recruitment, Engagement, Performance, HR Efficiency)	AI reduces bias, enhances satisfaction, and improves efficiency, but challenges include cost, privacy, and resistance to change.	More empirical work is needed on overcoming resistance to AI adoption and cost-benefit analysis in diverse organizational contexts.
3.	Gaddi et al ,2025	AI in HR Recruitment,	Streamlined recruitment processes like resume screening, interview scheduling, and performance reviews	Partial studies on mitigating ethical dilemmas in automated hiring.
4.	Lim & Ravesangar (2025)	AI in Performance Appraisal	Hybrid AI and human judgment ensure fairness and contextual insight.	Insufficient exploration of how to balance automation and discretion in diverse organizational cultures.
5.	Agrawal et al. (2025)	Performance Management	Showed that AI-driven PMS enhances accuracy, fairness, and real-time performance feedback.	Minimal consideration of employee perceptions and cultural variations influencing acceptance.
6.	Gethe (2025)	AI in Performance Appraisal	Embracing AAA in PMS would assist business leaders and also make HR decisions much easier. Minimized subjective bias and enhanced accuracy and fairness during the performance appraisal process.	Inadequate investigation of how to balance automation and human oversight.
7.	Tusquellas, Santiago & Palau (2025)	AI in Learning & Development (PDA Model)	AI creates personalized learning paths, predicts training needs, and enhances reskilling.	Need for empirical validation of the PDA model; limited studies on ethical implications of employee data use.
8.	Alhusban, Khatatbeh, & Alshurafat (2025	AI in Learning & Development (ChatGPT)	ChatGPT led to a more efficient and effective L&D program, improved employee performance, and increased engagement and satisfaction.	Need for empirical limitations of ChatGPT in an organizational setting.
9.	Dixit & Jatav (2024)	Training and development	AI in training was still in the early stages, though it has achieved widespread application.	Significance of physical trainers and their impact during T&D

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Table 2.1 above, provides an evaluative analysis of the existing studies that empirically examined the influence of artificial intelligence on key HR functions, recruitment and selection, performance appraisal, and learning and development. Furthermore, the table systematically compares thematic outcomes across studies, revealing under explored ares and inconsistencies. These identified gaps underscore the limited contextual and sector-specific information and provide evidence in existing literature, hence justifying the focus and contribution of the current study.

3. Research Methodology

A desktop literature review was adopted by the researcher. Peer-reviewed articles published between 2023 and 2025 were systematically reviewed based on relevance to Artificial Intelligence in recruitment and selection, performance management, and learning and development. This methodology enabled a comprehensive synthesis of emerging trends, but the reliance on secondary data limited the empirical generalisation.

4. Discussions of Findings

HR decision-making is experiencing a positive transformation during this era of technology revolution. AI had proven to minimize the obstacles that were facing HR activities. The use of technology during the initial candidate screening, scheduling of interviews, and finally the selection of candidates has proven to minimize human errors and enhance efficiency to a greater extent. Usage of performance metrics during evaluation processes has been perceived by employees as fair. Also, professional development analytics in assessing training needs of employees has contributed to the development of tailored-made programs that effectively suit employees' needs, hence improving performance and boosting their morale. Employees perceive these systems to be fair, transparent, and equitable, hence building trust among themselves. Despite the benefits, ethical issues, algorithmic bias, data security, and privacy are some of the drawbacks that come with AI; therefore, human oversight should be taken into consideration. AI should be an enriching complement, not a replacement for human judgment when it comes to HR decision-making.

5. Conclusion

HR decision-making has experienced both the ups and downs of technological advancements. Reduced manual processes have led to enhanced efficiency and effectiveness in the areas of recruitment and selection, performance evaluation, and learning and development. Organizations have realized, reduced delays and minimized subjective judgment, implemented real-time feedback, and tailored training programs that suit employees' needs. Despite employees perceiving AI as having the capability of promoting organizations' productivity to greater heights, Ethical dilemmas, and job insecurity associated with automation, data security, algorithm bias, and privacy are some of the challenges that have been raised.

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6. Recommendations

In order to achieve the successful implementation of Artificial Intelligence into Human Resource decision making, Organizations need to update their HRM practices, offer managerial support, and take into account employee protection strategies, ensuring a balance between technological advancement and workforce well-being. This will aid in decreasing resistance to change and organizational stress.

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