



ARTIFICIAL INTELLIGENCE AND EMPLOYEE PERFORMANCE: A HUMAN RESOURCE
MANAGEMENT PERSPECTIVE

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Abstract

Artificial Intelligence (AI) is transforming Human Resource Management (HRM) practices, offering opportunities to enhance employee performance through data-driven decision-making, automated feedback, and streamlined HR processes. This article examines the impact of AI on employee performance from an HRM perspective, drawing on a literature-based research method that synthesizes findings from recent academic studies. The review focuses on three key areas: AI-based HRM practices, employee performance and productivity, and the challenges of AI adoption. The review analyses AI applications in recruitment, performance evaluation, training and development, and workforce decision-making, while also addressing the ethical and organizational challenges associated with AI adoption. The findings indicate that AI can significantly improve employee productivity, motivation, and job performance when integrated effectively into HRM practices. Specifically, AI-enabled performance feedback, particularly when constructive and learning-oriented, enhances employee development and reduces interpersonal concerns. However, the review also identifies critical challenges, including algorithmic bias, privacy and data security risks, lack of transparency, and employee resistance. These factors can undermine the effectiveness and fairness of AI-based HR decisions. The study emphasizes that AI should augment rather than replace human judgment, with human oversight remaining essential for ethical and equitable outcomes. Organizational support, employee training, clear policies, and trust-building are identified as key conditions for successful AI implementation. Overall, the evidence suggests that AI has substantial potential to enhance HRM and employee performance, but its benefits depend on responsible adoption, transparency, and the preservation of human control in decision-making processes. The article concludes that a balanced integration of AI and human expertise is crucial for maximizing employee performance and maintaining fairness in contemporary organizations.

Keywords: Artificial Intelligence, Human Resource Management, Employee Performance, AI in HRM, Employee Feedback

1. Introduction

Artificial intelligence has become an integral part of modern organizations and is increasingly being utilized in human resource management. Organizations are employing AI to assist with recruitment, performance evaluation, training, and workforce decision-making (Kadirov et al., 2024).



The application of AI is transforming how human resource departments operate. They are no longer confined to administrative tasks; instead, they now leverage technology and data to inform decisions. AI systems can analyse extensive employee information, identify patterns, and provide insights that help HR professionals manage the workforce more effectively. Studies have demonstrated that AI can assist with performance evaluation (Keong et al., 2025).

Employee performance is critical to organizational success because employees' knowledge, skills, productivity, and ability to meet work goals all influence organizational outcomes. Consequently, organizations seek to utilize technology to enhance employee performance while ensuring human oversight remains paramount (Pei et al., 2024).

Recent studies have shown that AI can improve employee performance through HR practices. For instance, AI can provide employees with feedback that helps them learn and improve in their roles, potentially surpassing traditional feedback methods. However, implementing AI in HRM is not without challenges. Concerns persist regarding AI fairness, privacy protection, transparency, equity, and employee acceptance. Therefore, organizations must ensure they utilize technology in a manner that is equitable and beneficial for all (Ullah et al., 2025). This article discusses how AI can enhance employee performance within the HRM framework and examines the associated aspects and challenges.

2. Literature Review

2.1 Theoretical Framework

This review is grounded in two complementary theoretical perspectives that provide a foundation for understanding the relationship between AI-enabled HRM practices and employee performance.

Technology Acceptance Model (TAM). The Technology Acceptance Model (Davis, 1989) posits that users' acceptance of technology is determined by two primary factors: perceived usefulness and perceived ease of use. In the context of AI-enabled HRM, TAM helps explain why employees may embrace or resist AI-driven performance management systems. When employees perceive AI tools as useful for their development and easy to interact with, they are more likely to accept and engage with these systems, thereby enhancing their potential positive impact on performance (Pan et al., 2026).

Resource-Based View (RBV). The Resource-Based View (Barney, 1991) suggests that organizations achieve competitive advantage through the acquisition and deployment of valuable, rare, inimitable, and non-substitutable resources. From this perspective, AI-enabled HRM systems can be viewed as strategic organizational resources that, when combined with human capital, create unique capabilities for enhancing employee performance and organizational outcomes (Seth et al., 2026). This theoretical lens underscores the importance of integrating AI with existing HR practices and human expertise rather than treating technology as a standalone solution.

Together, these theoretical frameworks provide a comprehensive lens for examining both the technical acceptance factors and the strategic integration of AI in HRM, offering a robust foundation for analysing how AI can enhance employee performance.

2.2 AI in Human Resource Management

Artificial intelligence has become a fundamental component of modern HRM. AI technologies are utilized in HR tasks including recruitment and selection, employee training, performance management, and workforce decision-making. A recent review of 70 studies revealed that AI is transforming HR tasks while simultaneously raising important issues related to privacy, fairness, and transparency in organizations (Jia et al., 2018).

The increasing use of AI has also shifted HRM from administrative work to more data-focused and technology-supported activities. AI can process vast amounts of information, help HR professionals identify patterns, evaluate performance, and facilitate work decisions. Recent comprehensive research also indicates that recruitment, training and development, and performance evaluation are the primary areas where AI is utilized in HRM (Halid et al., 2024).



2.3 Artificial Intelligence and Employee Performance

Employee performance is one of the primary outcomes of AI utilization in HRM. AI systems can assist with performance monitoring, feedback provision, evaluation, and identifying employee development needs. Recent research indicates that using AI in HRM can enhance efficiency, improve decision-making, and increase employee productivity (Alsaif & Sabih Aksoy, 2023).

AI-based feedback is another area gaining attention. A study in *Human Resource Management* found that AI-based negative feedback can affect employees' learning motivation and improve job performance in certain situations. This suggests that AI can augment performance management approaches rather than merely replace them (Pei et al., 2024).

Table 1

Summary of Key Literature on AI-Driven HRM and Employee Performance

Author(s) & Year	Research Focus	Key Findings	Relevance to the Present Study
Tambe, Cappelli & Yakubovich (2019)	AI in Human Resource Management	AI can improve HR decision-making and automate HR activities; however, successful implementation depends on data quality, organizational capabilities, transparency, and responsible use.	Provides a foundational basis for examining AI adoption in HRM and its potential organizational and employee outcomes.
Shahzad et al. (2023)	AI and Human Resource Functions in the Health Sector	AI integration in HR functions was associated with changes in HR practices and employee-related outcomes, with the study examining mediating and moderating mechanisms.	Supports the relationship between AI-enabled HR functions and employee-related outcomes in organizations.
Shaikh et al. (2023)	AI and Employee Productivity	AI positively influenced employee productivity, while knowledge sharing and employee well-being played important mediating roles. Generative AI can transform HR functions including talent	Directly relevant because it provides empirical evidence linking AI use with employee productivity/performance.
Budhwar et al. (2023)	Generative AI and HRM	management, employee relations, well-being, and performance management, while also creating ethical and organizational challenges. AI can augment HR activities, but issues including fairness, transparency, accountability, privacy, and employee impacts need to be addressed for responsible implementation.	Provides contemporary theoretical support for examining AI-enabled HRM and employee performance.
Bujold et al. (2024)	Responsible AI in HRM	AI-based negative feedback can enhance employee job performance by encouraging learning motivation and	Highlights organizational and ethical conditions that may influence the effectiveness of AI-enabled HRM practices.
Pei et al. (2024)	AI-Based Performance Feedback and		Highly relevant because it directly demonstrates how an AI-enabled HR performance-management



Author(s) & Year	Research Focus	Key Findings	Relevance to the Present Study
	Employee Job Performance	reducing interpersonal rumination, particularly among employees concerned about losing face.	practice can improve employee job performance.
Prasad & De (2024)	Generative AI, HRM Practices and Employee Performance	Generative AI was examined in relation to HRM practices, organizational commitment, employee engagement, and employee performance; trust plays an important role in the adoption process.	Supports the relationship between generative AI, HRM practices, employee engagement, and performance.
Zahoor et al. (2024)	AI Applications, Employee Development and High-Performance Work Systems	AI applications influence high-performance work systems through employee development and training mechanisms in manufacturing organizations.	Supports the role of AI-enabled training and employee development in achieving stronger workforce performance.

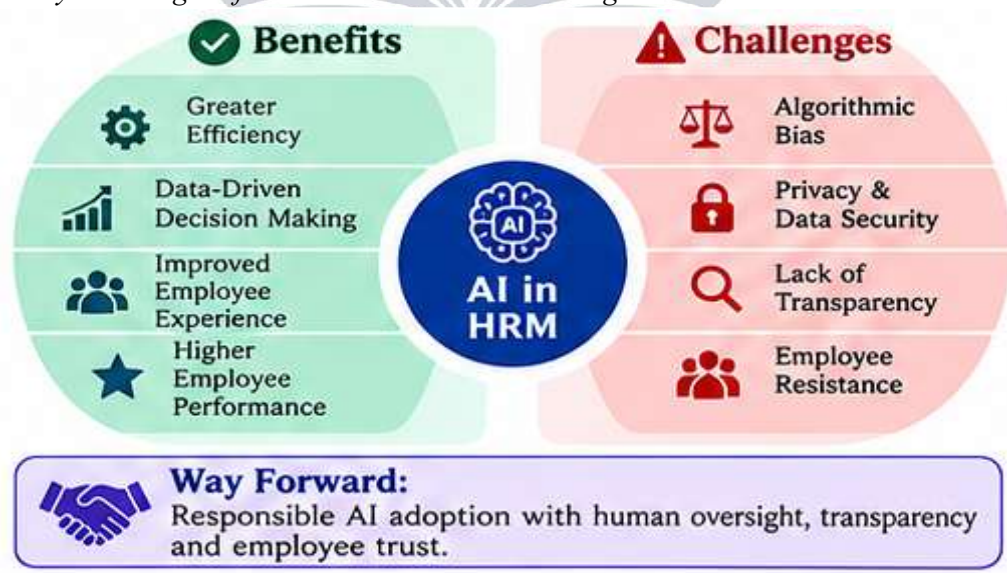
2.4 Challenges of AI Adoption in HRM

Despite the benefits, implementing AI in HRM presents several challenges. Biases in algorithms, privacy issues, lack of transparency, and employee resistance can affect the effectiveness and fairness of AI-based HR decisions. Therefore, human control remains critically important when AI is used for employee monitoring and career decisions (Agustono et al., 2023).

Overall, research demonstrates that AI has substantial potential to improve HRM and enhance employee performance. However, its effectiveness depends on responsible implementation, adequate human involvement, and attention to ethical considerations.

Figure 1

Key Benefits and Key Challenges of AI in Human Resource Management



Note. Adapted from the conceptual framework developed in this study.



3. Methodology

3.1 Research Design

This study employs a systematic literature review approach to examine the relationship between AI and employee performance from an HRM perspective. The review follows the PRISMA 2020 guidelines (Page et al., 2021) to ensure transparency, rigor, and reproducibility in the review process. A systematic literature review is appropriate for this study as it allows for comprehensive synthesis of existing knowledge, identification of research gaps, and development of a conceptual framework (Votto et al., 2021).

3.2 Search Strategy

A comprehensive search strategy was employed to identify relevant studies. The following electronic databases were searched: Scopus, Web of Science, Google Scholar, and IEEE Xplore. The search was conducted using combinations of the following keywords: "artificial intelligence," "AI," "human resource management," "HRM," "employee performance," "productivity," "performance evaluation," "AI-based feedback," "AI-HRM," and "workforce analytics." Boolean operators (AND, OR) were used to combine search terms. The search was limited to peer-reviewed journal articles, conference proceedings, and book chapters published in English between 2018 and 2026.

3.3 Inclusion and Exclusion Criteria

Studies were included if they: (a) focused on AI applications in HRM or employee performance; (b) were published in peer-reviewed outlets; (c) were written in English; (d) were published between 2018 and 2026; and (e) provided empirical evidence or comprehensive theoretical analysis. Studies were excluded if they: (a) focused solely on technical aspects of AI without HRM implications; (b) were non-peer-reviewed sources such as blogs or opinion pieces; (c) were not available in full text; or (d) duplicated findings from other included studies.

3.4 Screening Process

The screening process involved three stages: (a) title screening to remove irrelevant records; (b) abstract screening to assess relevance to the research questions; and (c) full-text review to determine final inclusion. Two reviewers independently screened the records, and discrepancies were resolved through discussion and consensus. A total of 70 studies were initially identified, of which 25 met the inclusion criteria and were included in the final synthesis.

3.5 Data Extraction and Synthesis

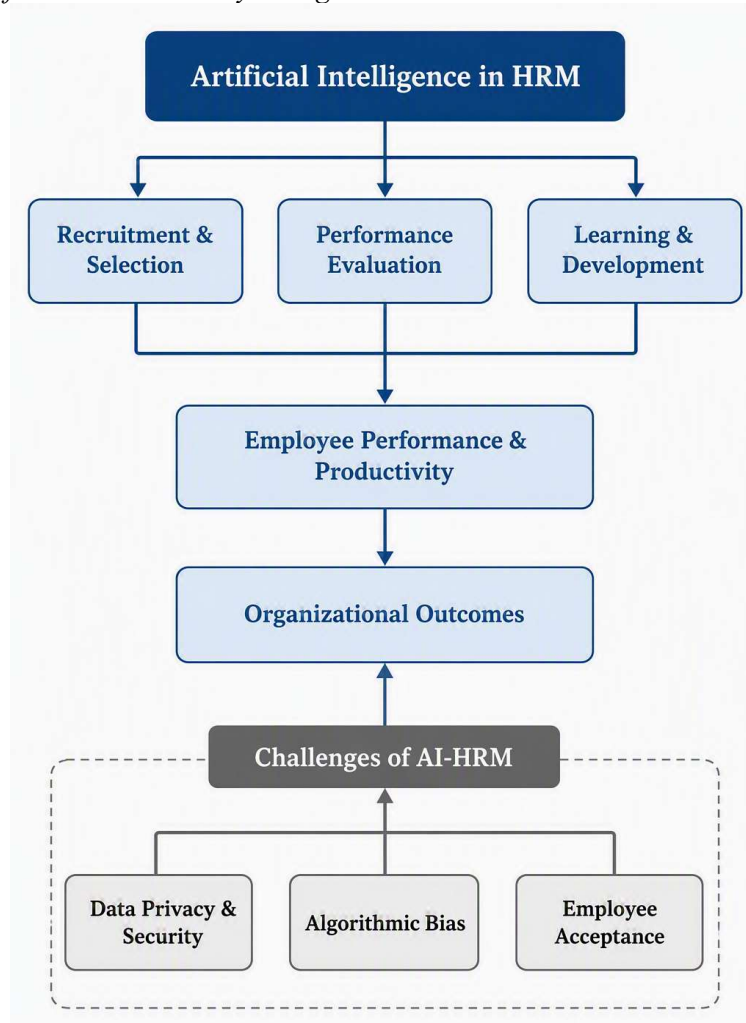
Data were extracted from each included study using a standardized extraction form that captured: author(s), year, research focus, methodology, key findings, and relevance to the present study. The extracted data were then synthesized thematically to identify patterns, benefits, challenges, and conditions associated with AI-enabled HRM and employee performance.

3.6 Research Focus

The study examines three areas:

1. AI-based HRM practices (recruitment, performance management, employee development)
2. Employee performance and productivity
3. Challenges associated with using AI in HRM

This method provides a concise overview of current research and establishes the foundation for understanding how AI can benefit modern HRM (Wagan & Sidra, 2025).

**Figure 2***Representative Form of Research Focus by Using AI in HRM*

Note. The figure illustrates the relationship between AI in HRM, employee performance and productivity, organizational outcomes, and challenges of AI-HRM.

4. Results and Findings

The literature review revealed four key findings regarding AI and HRM. First, AI is being increasingly used in HRM for activities such as recruitment and selection, performance evaluation, employee learning and development, workforce analytics, and HR decision-making. The reviewed literature indicated that AI is gradually transforming HRM from administrative work to data and technology-driven decision-making.

Second, the reviewed studies indicated that using AI is generally beneficial for employee job performance and productivity. AI can help HR professionals analyse employee information, identify patterns, provide feedback, and facilitate employee learning. For example, Shaikh et al. (2023) found that AI is directly related to physician productivity in Pakistani hospitals. They also found that knowledge sharing and employee well-being are important for effective AI implementation.

Third, using AI for performance management is a significant theme in the reviewed literature. AI can assist with performance evaluation by analysing employee information, identifying patterns, and providing feedback. Pei et al. (2024) found that AI can help employees improve job performance when it provides



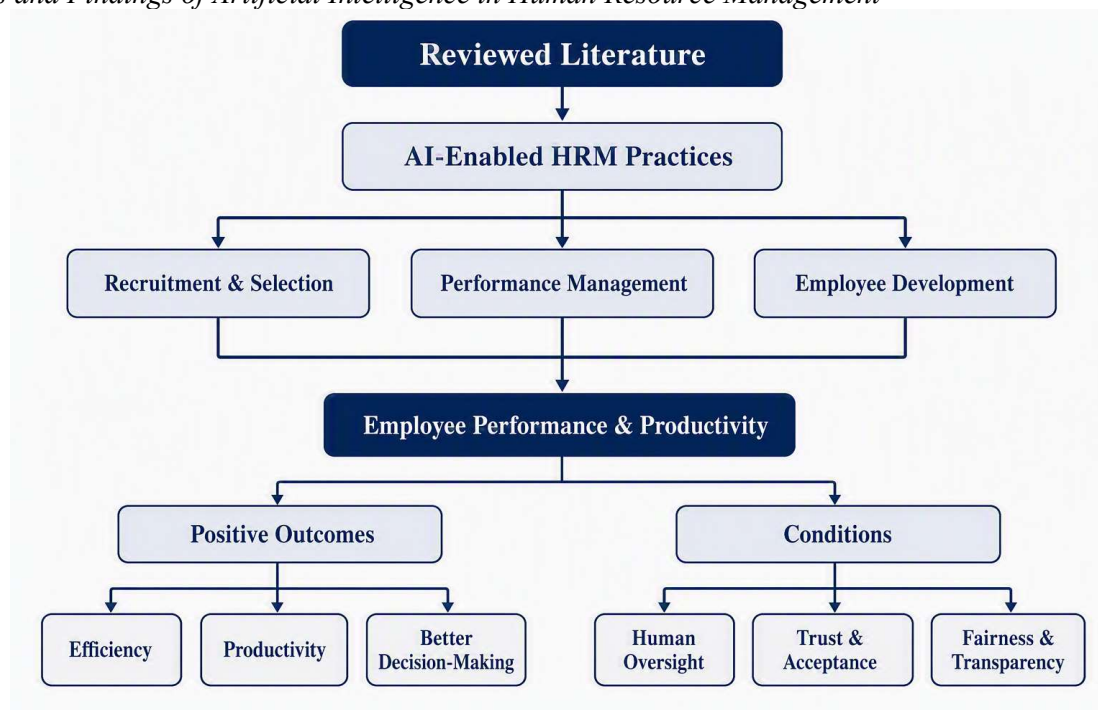
feedback that is constructive and encourages learning motivation. This indicates that AI can augment performance management rather than replace it (Seth et al., 2026).

Fourth, the review indicated that AI does not automatically improve HRM. For AI to work effectively, it must be implemented properly, accepted by employees, and operated fairly and privately. Researchers studying AI in HRM are concerned about algorithmic biases, accountability, transparency, and how AI decisions affect employees.

Overall, the findings indicate that using AI in HRM can help employees perform better and increase productivity, particularly regarding performance monitoring, feedback, employee learning, and data-driven decision-making. AI will only work well if it is used with good judgment, organizational support, and responsible HRM practices. AI and HRM can work together to improve outcomes; AI is not a replacement for human judgment and responsibility.

Figure 3

Results and Findings of Artificial Intelligence in Human Resource Management



Note. The figure illustrates the relationship between AI-enabled HRM practices, employee performance and productivity, positive outcomes, and conditions.

5. Discussion

The reviewed literature demonstrates that AI is becoming an increasingly important part of modern HRM. AI can assist HR professionals with tasks such as recruitment, performance evaluation, employee development, and workforce decision-making. Recent studies indicate that when HR practices incorporate AI, they can enhance employee performance, particularly when these practices align with organizational goals and have strong management support (Seth et al., 2026).

One important mechanism is AI-assisted performance management. AI systems can help organizations gather and analyse employee performance information, identify patterns, and provide timely feedback. Recent studies on AI in performance reviews indicate that employee perceptions of the process depend not only on the technology itself but also on the degree of AI control over decisions and how employees perceive the review process (Madhumita et al., 2024).

AI can also make HR processes more efficient by reducing workload and allowing HR professionals to focus on more strategic and developmental tasks. However, merely adopting the technology does not



guarantee improved employee performance. The benefits of AI are more likely to materialize when employees understand the technology, trust that it is being used appropriately, and receive organizational support (Pan et al., 2026).

Organizations must address concerns about fairness, transparency, privacy, and ensuring human control. Recent studies highlight that fairness and transparency in algorithms are important determinants of how employees perceive HRM practices utilizing AI. Therefore, AI should be viewed as a tool that assists HR professionals rather than completely replacing human judgment (Irvan et al., 2026).

5.1 Theoretical Implications

The findings of this review contribute to the theoretical understanding of AI in HRM in several ways. First, the integration of TAM and RBV provides a comprehensive framework for understanding both the individual-level acceptance factors and the organizational-level strategic implications of AI adoption in HRM. This dual theoretical lens advances the literature by recognizing that successful AI implementation requires both employee acceptance (as explained by TAM) and strategic integration with organizational resources (as explained by RBV).

Second, the review extends the application of TAM to the context of AI-enabled performance management, demonstrating that perceived usefulness and ease of use remain relevant factors in determining employee engagement with AI-driven HR tools. This finding suggests that organizations should focus not only on the technical capabilities of AI systems but also on how employees perceive and interact with these systems.

5.2 Practical Implications

The findings offer several practical implications for HR professionals and organizational leaders:

1. **Invest in Employee Training:** Organizations should provide comprehensive training to help employees understand AI tools, their benefits, and their limitations. This can reduce resistance and enhance acceptance.
2. **Ensure Transparency:** HR departments should be transparent about how AI is used in performance evaluation and decision-making processes. Clear communication about algorithms, data usage, and decision criteria can build trust.
3. **Maintain Human Oversight:** AI should augment, not replace, human judgment. Organizations should establish clear protocols for human review of AI-generated recommendations, particularly for decisions affecting employee careers and well-being.
4. **Address Ethical Concerns:** Organizations must proactively address algorithmic bias, privacy concerns, and fairness issues. Regular audits of AI systems and ethical guidelines can help ensure responsible AI adoption.
5. **Foster a Culture of Trust:** Building employee trust in AI-enabled HRM requires consistent communication, demonstrated fairness, and organizational support for employee development.

5.3 Limitations

This review has several limitations that should be acknowledged. First, the search was limited to English-language publications, potentially excluding relevant studies published in other languages. Second, the review relied on published studies, which may be subject to publication bias favouring positive findings. Third, the conceptual framework proposed in this review is theoretical and requires empirical testing to validate the hypothesized relationships. Fourth, the rapid pace of AI development means that some findings may become outdated as technology evolves. Future research should address these limitations through empirical studies, cross-cultural comparisons, and longitudinal designs.

5.4 Future Research Directions

Based on the findings and limitations of this review, several avenues for future research are identified:

1. **Empirical Testing of the Conceptual Framework:** Future studies should empirically test the relationships proposed in the conceptual framework developed in this review, examining the mediating and moderating mechanisms that influence the effectiveness of AI-enabled HRM.



2. **Cross-Cultural Studies:** Research examining how cultural factors influence employee acceptance and effectiveness of AI in HRM across different national contexts would enhance generalizability.
3. **Longitudinal Studies:** Longitudinal research tracking employee performance and well-being over time as AI systems are implemented would provide valuable insights into long-term effects.
4. **Sector-Specific Studies:** Future research should examine AI-HRM relationships in different sectors (e.g., healthcare, manufacturing, services) to identify sector-specific factors affecting implementation success.
5. **Employee Perspectives:** Qualitative research exploring employee experiences, concerns, and expectations regarding AI in HRM would complement quantitative findings and provide deeper insights.

6. Conclusion

Artificial Intelligence is becoming increasingly integrated into Human Resource Management. AI assists with recruitment, employee training, performance evaluation, and team decision-making. Studies demonstrate that AI can make HR work more efficient and help employees perform better. However, effective AI implementation requires addressing challenges such as unfair algorithmic decisions, information privacy, system transparency, employee resistance, and over-reliance on machines for decision-making. Therefore, organizations must ensure that AI supports HR professionals rather than replacing them. Providing employee training, establishing clear rules, following ethical standards, and ensuring human oversight can help organizations use AI appropriately. This maintains fairness and builds employee trust. Ultimately, AI can genuinely improve HRM and help employees perform better when used alongside sound HR methods and smart managerial decisions.

Author Contributions

All authors participated in ideation, development, and writing the manuscript. All authors read and approved the final manuscript.

Conflict of Interest Statement

The authors declare that there is no conflict of interest regarding the publication of this article.

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Informed Consent

Informed consent was obtained from all participants prior to data collection. Participants were informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without any consequences. The confidentiality and anonymity of respondents were guaranteed throughout the research process.

Data Availability

The datasets generated and analysed during the current study are available from the corresponding author upon reasonable request. The authors are committed to transparency and will provide detailed methodological information and analysis protocols upon request.

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