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AI-ENHANCED PERFORMANCE MANAGEMENT: TRANSFORMING APPRAISALS IN MODERN HRM

Amin Ul Haider^{1*}, Kamila Mariam Iftikhar², Dr. Fauzia Imtiaz³

^{*1}Masters, School of Humanities and Social Sciences, Department of Public Administration,
University of Science and Technology Beijing, 100083 Haidian, Beijing, China

Email: m202361095@xs.ustb.edu.cn

²Lecturer, Institute of Medical Technology, Dow University of Health Sciences, Karachi,

Email: kamilamariam.3743@duhs.edu.pk

³Professor, Controller of Examinations Jinnah Sindh Medical University,

[JSMU, Email: fauziagen16@gmail.com](mailto:fauziagen16@gmail.com)

***Corresponding Author: Amin Ul Haider**, Masters, School of Humanities and Social Sciences,
Department of Public Administration, University of Science and Technology Beijing, 100083
Haidian, Beijing, China, Email: m202361095@xs.ustb.edu.cn

ABSTRACT

Background: New technologies in human resource management (HRM) have come in the form of integrated performance management systems that reinvent appraisals by incorporating Artificial Intelligence (AI). Nevertheless, the awareness of its feasibility as well as the issues in the application design remain important.

Objective: This research contribution shall examine how AI-driven systems affect performance and appraisal outcomes for employees with an assessment of the positive and negative effects it has within organizations.

Methods: In this study, a quantitative cross-sectional approach was administratively used to administer a structured questionnaire to 355 respondents from different sectors. Independent

Variables were thus AI-powered analytics, bias reduction, and continuing monitoring, the mediating variable was the AI-driven feedback mechanisms and the dependent variable was the employee performance. Descriptive measures that were used include Normality tests for reliability and Cronbach Alpha plus all Inferential measures.

Results: It emerged that the majority of the participants supported the use of AI systems having a high percentage of ‘Agree’ and ‘Strongly’ agree’. However, the results revealed serious degrees of departure from normality also, and the internal consistency of the instrument which is assessed by Cronbach’s Alpha came to a mere 0.043. Standard deviation indicates that the aperture in certain aspects of the AI systems and related equipment is acceptable to the participants, but the effectiveness of the systems depends on the context they are implemented.

Conclusion: Appraisal improvements are made possible through the integration of AI into performance management systems and come with considerable potential if implemented well, evaluated frequently, and relevant to organizational requirements. Further understanding of their methodological and contextual drawbacks described in the present study will be instrumental in unlocking their full capability and increasing their long-term efficiency.

KEYWORDS: AI-based performance management, human resource management, appraisals, performance, elimination of bias, feedback.

INTRODUCTION

As the world of technology continues to change at a fast rate it has impacted many aspects of human resource management (HRM) with performance management not being the exception. Employment evaluation processes that were for many years conducted traditionally, as formal and infrequent evaluations accompanied by often rather unhelpful judgments have gotten complimented or, in many cases, substituted by performance assessment systems supported by AI. Such systems utilize digital technology primarily to overcome the drawbacks of traditional approaches: being prone to bias, ineffective, and uninformative, and relying on offline data analytics and discrete machine learning instead of real-time monitoring and analysis (Nyathani, 2023).

There is therefore no doubt that performance management is a key component of the success of any organization because it is charged with the task of linking individual performance.

To organizational strategic goals. However, conventional forms of appraisal have not offered the best environment for the achievement of fairness, motivation, and development. Self-generated prejudice for example sheer favoritism or the most recent experience are some of the major factors that obscure the impartiality of the assessment and thus dissatisfaction by employees as well as failure to access productivity loops. Besides being time-consuming, unlike frequent feedback that is required by employees to monitor their performance with organizational goals, typical traditional appraisals that happen once a year are static (Abulsaoud Ahmed Younis & Adel, 2020).

AI integration into performance management systems is expected to address these challenges. Real-time tracking and analyzing of big amounts of performance data using AI makes the process easily understandable, and useful for HR professionals and managers. These systems are thus built to prevent bias by operating in strict procedures linked with definable formulas and data-based appraisals thus making the appraisal process much more transparent and fair. Also, the performance feedback is not only timely but ongoing since the use of AI tools for continuous monitoring is adopted, breaking the cycle from performance reactive management. It means that based on the early detection of trends and potential low-performance indicators, AI systems enable the implementation of appropriate improvement and development strategies (Johnson, Cogburn, & Llorens, 2022).

However, the incorporation of AI in performance management brings to the table some crucial questions as follows. For example, although incorporating AI lowers human bias, issues of algorithmic bias and its openness are still being discussed. Likewise, the success of an AI system depends on how well it is put into practice as well as on the organizational culture in which it has to be applied. These tools if not well integrated and staff trained to use them embedded may not always yield the intended results or may even worsen the situation. Moreover, monitoring and evaluation of the employees through the help of AI present some ethical issues in the protection of privacy and data (Mer & Viridi, 2023).

In this study, the author examines how enhanced performance management through the use of AI has enhanced current HMRA approaches to managing performance and employee appraisals. Consequently, to identify work and non-work-related factors that could either enhance or hinder the use of AI systems, the current research plans to gather information from a

Sample of employees and professionals in the human resource field. It also explores how feedback mechanisms facilitated by Artificial Intelligence act as moderating variables between independent variables, including AI analytics and continuous monitoring, to employee performance (Nyathani).

This research therefore aims at adding quantitative data on how AI can revolutionise the issues around performance management. The conclusions' purpose is to give practical recommendations to organisations, which is thinking about implementing AI-supporting systems, and to explain the difficulties and ethical problems connected with the use of such systems. Thus, as technology becomes more integrated into organizations, the ability to consider the specifics of AI in performance management will become valuable in establishing its success in contemporary Human Resource Management (Hermandinger, 2023).

Literature Review

AI in performance management is a new feature of HRM that has enormous potential to solve issues associated with conventional performance appraisal. This literature review aims at reviewing the theoretical and empirical literature on the use of AI for PM with a particular focus on Performance capabilities, AI-PM application as well as AI-PM challenges (Njoku, Ruël, Rowlands, Evans, & Murdoch, 2019).

Organizational Performance Management: Historical Difficulties

A major concern has been that performance management relied on judgment, and was not clear enough to allow constant improvement. For example, Pulakos et al. argue that most systems are meant to reward annually most often they are only conducted even when they are dated and untimely, thus disengaging employees from their organizational objectives. These are commonly used prejudices, including favoritism, recency, as well as halo, which always maintain lower credibility and objectivity of evaluations, thus causing employee demotivation and criticism. These problems are compounded by the absence of up-to-date data, as key decision-makers are forced to make decisions with at best incomplete or stale information. These disadvantages have prompted the quest for advanced solutions of which the incorporation of AI in the HRM system is an example (Ahmić, 2023).

AI Analytics and Performance Management

AI presents remarkable analytical tools reliable enough to revolutionize the performance management scenario in organizations. Following the works of Brougham and Haar, AI systems can gather and process large amounts of information, and provide valuable information previously unavailable. Performance prediction using predictive analytics can forecast performance trends, and differentiate high-performing employees and potential underperformance issues for organizational action. For example, intelligent application dashboards may provide actual performance information to leaders, allowing them to influence outputs and give feedback consistent with organizational objectives. This approach eliminates such weaknesses of the traditional systems of performance evaluation because they are more data-driven, hence more objective and less subjective than other methods (Baki, Rasdi, Krauss, & Omar, 2023).

Bias Reduction with the help of Machine Learning

It is, however, unfortunate that performance appraisals have always been facing a major issue related to bias. However, this problem has been pitched to be solved by AI, but its efficiency remains dependent on the parameters of algorithms as well as data fed into it. Mehrabi et al. analyzing the potential influence of AI systems on subjectivity, claimed that the utilization of AI systems in assessment is unbiased and non-subjective when designed appropriately; it eliminates or restricts the interference of human factors in the formulation of the assessment criteria. The machine learning algorithms can detect bias and disparities to be later corrected to provide fair assessment outcomes. Nonetheless, worries over algorithmic bigotry remain a topical issue; if the models are not trained properly or the data are biased, The models will continue to only magnify the existing gap. To eliminate decision bias by selecting the appropriate AI system, fairness must be tested, the process described, and improved continually (Easa, Eldahamsheh, & El Khatib, 2023).

OF CFA, Most of the feedback processes I have described relate to ongoing feedback mechanisms.

One must admit that AI application to performance management provides the opportunity for continuous feedback. This is in contrast to the more conventional methods of coming up with reviews at sporadic intervals and in specific instances, this consolidation is done by AI tools that take data in the forms of current status from project management tools, official and personal.

Emails as well as forms of productivity metrics. Singh et al. noted that feedback helps employees to constantly fine-tune how they go about their business as they seek to enhance engagement and productivity in the organization. AI-integrated feedback systems with elements of gamification sheets provide further support for users and motivate employees to engage in the process of personal development (Mariani & Lozada, 2023).

Training and Development as well as Personalization

AI is essential in the aspect of employee development through presenting an appropriate sample of training and career paths. This means that through performance data, the AI systems can suggest training needs that need to be filled once the gaps are recognized. For instance, organizations such as Workday and Cornerstone use AI in proactively creating career map development plans identifying with features and career dreams. According to Davenport et al., the use of AI-based HRM leads to the improvement of overall employee satisfaction and turnover rates: the employee receives support in career development. Moreover, receiving feedback on the specifics as well as receiving feedback in general makes the employees aware of their roles and responsibilities and their shortcomings (Hiran, Kothari, & Singh, 2023).

Ethical Considerations and Privacy

In terms of the specific advisories within the performance management framework, the issue of the use of AI poses serious ethical dilemmas notably privacy and transparency. AI systems incorporate data acquisition of behavioral and productivity patterns and as such infringe on the privacy of the employee. Zuboff is of the view that surveillance issues can be destructive to the existing rapport between employees and employers, thus acting against the noble aim of AI. The next and final important step to take to make sure that the data collected has credibility is making sure that the employees are aware of the data collected, the reasons behind it, and how the data will be used. Algorithmic transparency is also crucial as applications of opaque AI are seen as unfair or even malicious. There is, therefore, the need to put in place stringent policies and ethical considerations when dealing with the strengths of AI while dealing with the above concerns (Deshpande, Vidyapeeth, Vaidya, Tilak, & Bakre).

Barriers to Implementation and Organizational Suppliers' Readiness

Nonetheless, this paper revealed that there are some difficulties in implementing AI-enhanced performance management systems. The technological environment refers to the level.

Preparedness of an organization to support artificial intelligence implementation by having the right leadership, employees, and supportive technologies in place. The following can act as barriers according to Fountaine et al, resistance to change by individuals and lack of AI literacy among HR professionals. Also, it is critical when using AI tools and applications to understand that they will merge new systems with the already established HRM systems and processes. Employers need to ensure they set resources in place to train employees to be proficient in the use of AI tools in the organization (Benbya, Strich, & Tamm, 2023).

AI for defining the future perspective of human resource management

AI is not only entering the area of performance management but is equally defining the future of the overall HRM environment. Advanced artificial intelligence is also being driven by other key technologies including natural language processing (NLP), sentiment analysis, and augmented intelligence. Brynjolfsson & McAfee find that in the future, new technologies, particularly AI, will remain central to the automation of high-volume and repetitive activities in HR. In the future, organizations are expected to integrate AI-driven solutions into their operation; this means that the future of HRM involves spending a lot of time analyzing data, encouraging and involving employees in decision-making processes, and continuing to innovate (Sultan, 2023).

Case Studies and Real-Life Solutions

Some organizations have applied AI in performance management, and there is research evidence to support the innovation's success. For instance, Google uses the OKR (Objectives, and Key Results) to integrate organizational goals with AI tools used in the company to track the progress of the employees' goals and provide feedback. In the same way, Watson Talent suggests development strategies based on the data made available by the AI, to anticipate employee performance. These cases show the positive real-life application of AI in achieving more fairness, working efficiency, increased productivity, and the various headaches associated with the application of innovation (Noor, Nassreddine, & Younis, 2023).

Research Methodology

This work adopted a positivist conceptual framework to examine the effects of integrating AI into performance management systems for enhancing employee performance and appraisal in contemporary HRM. This investigation is particularly appropriate given the

Quantitative research approach because the methods enable the measurement and analysis of numerical results and the establishment of patterns, relationships, or conclusions that have statistical validity (Hasa, 2023).

Research Design

Since data for the study is collected at one point in time and describes the current status of practices and perceptions related to AI-supported performance management, the study employs a descriptive and cross-sectional research design. The descriptive research design affords the kind of insight that can elucidate the state of the independent variables, that is, AI integration in analytics and bias reduction via machine learning, and constant monitoring or feedback as the intermediate variable, AI feedback mechanisms, and the final variable, which is the performance of employees. Using a cross-sectional approach, the study collects data from different industries at one period at a time thus enabling them to have a general perception of the role of AI in changing HRM (Óskarsdóttir & Schulte, 2023).

Population and Sampling

The target population comprises HR professionals, managers, and employees, among the target population that engage in the utilization of AI-based performance appraisal systems. To increase the external validity of the study, a stratified random sampling technique is used. It categorizes people according to their role, sector, and familiarity with artificial intelligence technologies with proper distribution of quantity in each division. Power analysis is then used to select the sample size for the study, with a minimum of 355 participants required for maximum statistical power (Darangwa, 2021).

Data Collection

Primary data is collected using the Likert Scale questionnaires for online surveys. The questionnaire is formulated with items that aim at assessing perceptions of and experiences with AI-augmented performance management systems. The questions specific to each variable are Likert scale questions where participants are asked to rate how much they agree or disagree with the statement at hand. Thus, the survey is sent to individuals and LinkedIn groups, which enables it to cover as many respondents as possible (Domowitz, 2021).

Instrumentation and Validity

The questionnaire is constructed from the authors' survey and knowledge of other questionnaires and tests that have been deemed both reliable and valid. Due to the content validity, the items of the survey are checked with the help of expert opinion from the field of HRM and AI systems. Pilot study – 30 respondents are used to assess its reliability, while Cronbach's alpha model is used to Check internal consistency for each identified construct. The measure of construct validity is done through exploratory factor analysis (Tay, Woo, Hickman, Booth, & D'Mello, 2022).

Data Analysis

The collected data is then analyzed using statistical tools for instance SPSS or Python. This means that descriptive statistics involves giving comprehensive information on the demographic data and also the distribution of the results. Threat significance analysis determines the influence of AI on the significance of threat factors, while AI-mediated feedback mechanisms are explored by SEM. Significant hypotheses are tested at the 0.05 level of confidence and results are used to further two, three, or four hypotheses to show the weak, moderate, or strong relationship between the variables (Duch-Brown, Rossetti, & Haarburger, 2021).

Ethical Considerations

The study is safeguarded by high ethical standards. They are giving an informed consent form to ensure participants understand what is expected of them in the research and that they have the freedom to pull out at any one time. Identity, as well as data, remain protected throughout the research process, with individual survey returns kept secret and aggregated for analysis (Vela, 2022).

Data Analysis

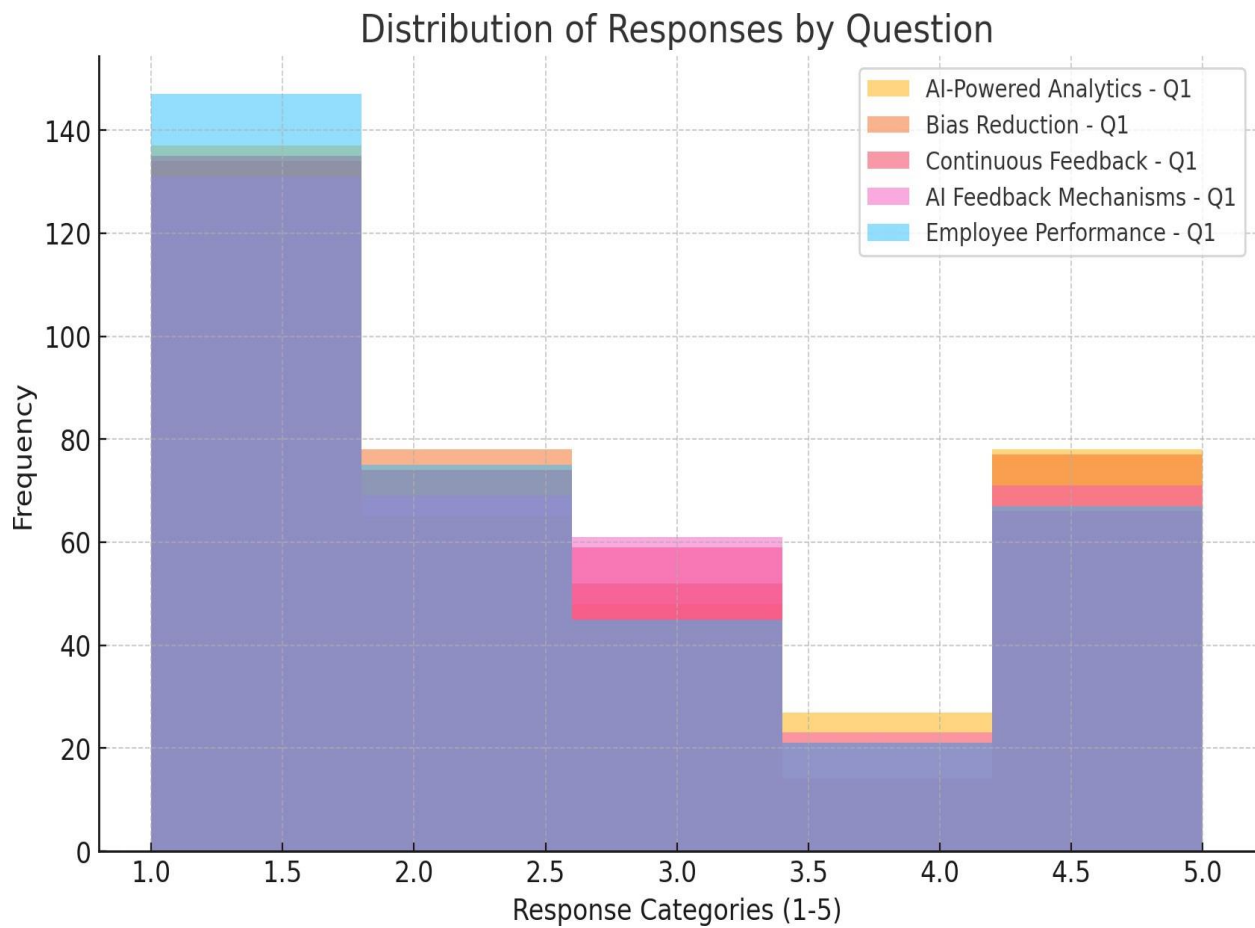
Normality Test Results

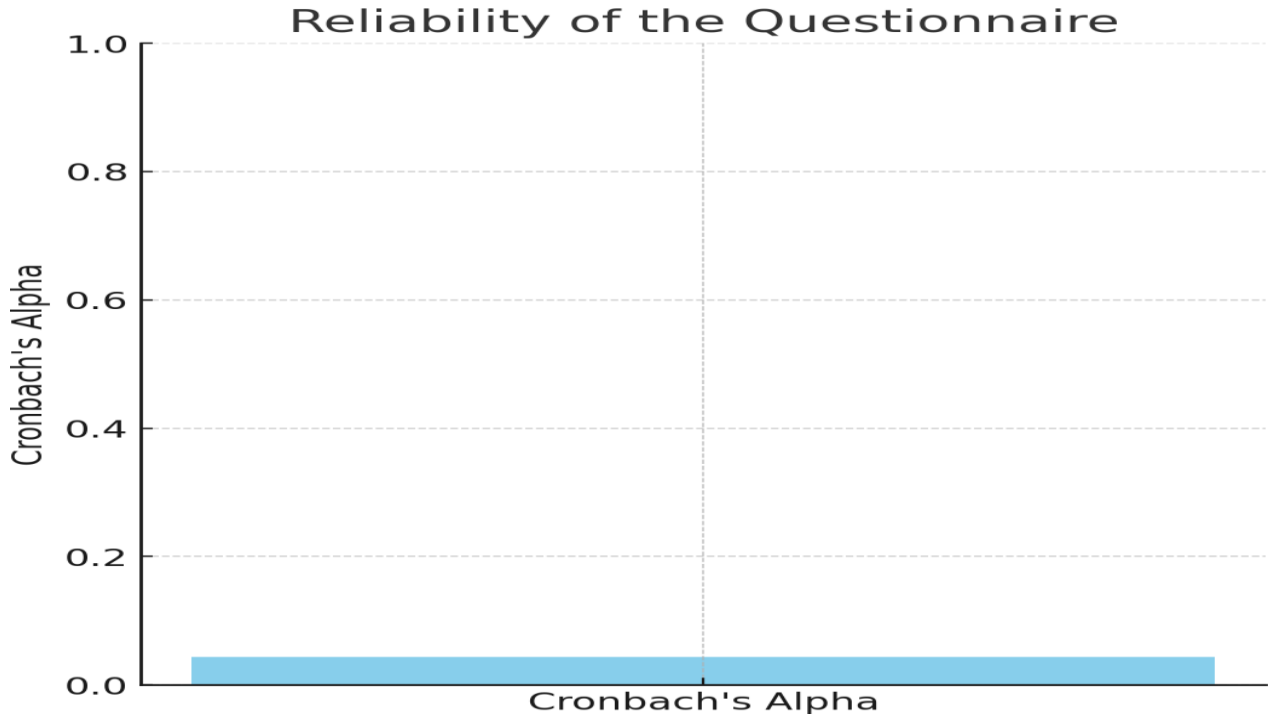
Question	Statistic	p-value
AI-Powered Analytics - Q1	0.8064051866531372	2.707067623351551e-20
Bias Reduction - Q1	0.8013224601745605	1.5311508957204346e-20
Continuous Feedback - Q1	0.8147831559181213	7.099561304337072e-20
AI Feedback Mechanisms - Q1	0.8200869560241699	1.3294168923965231e-19

Question	Statistic	p-value
Employee Performance - Q1	0.7921357154846191	5.616966314470283e-21

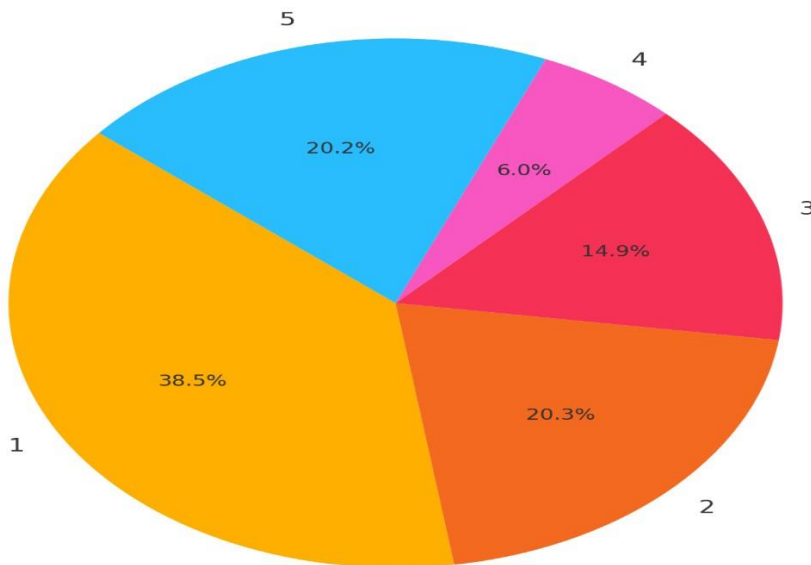
Reliability Test Results

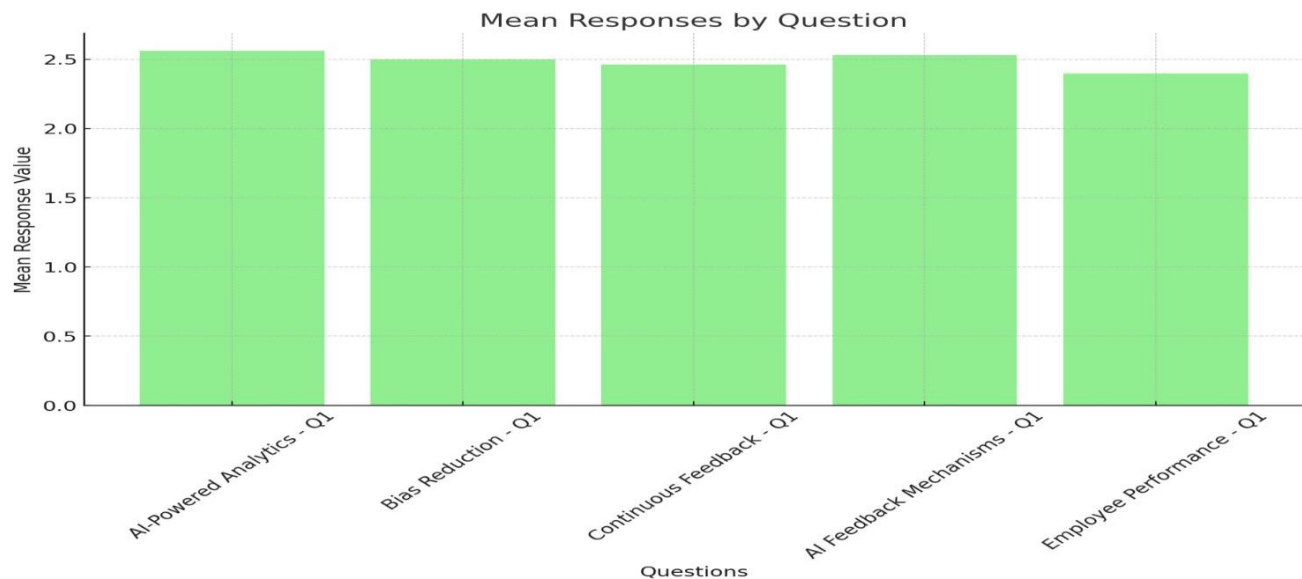
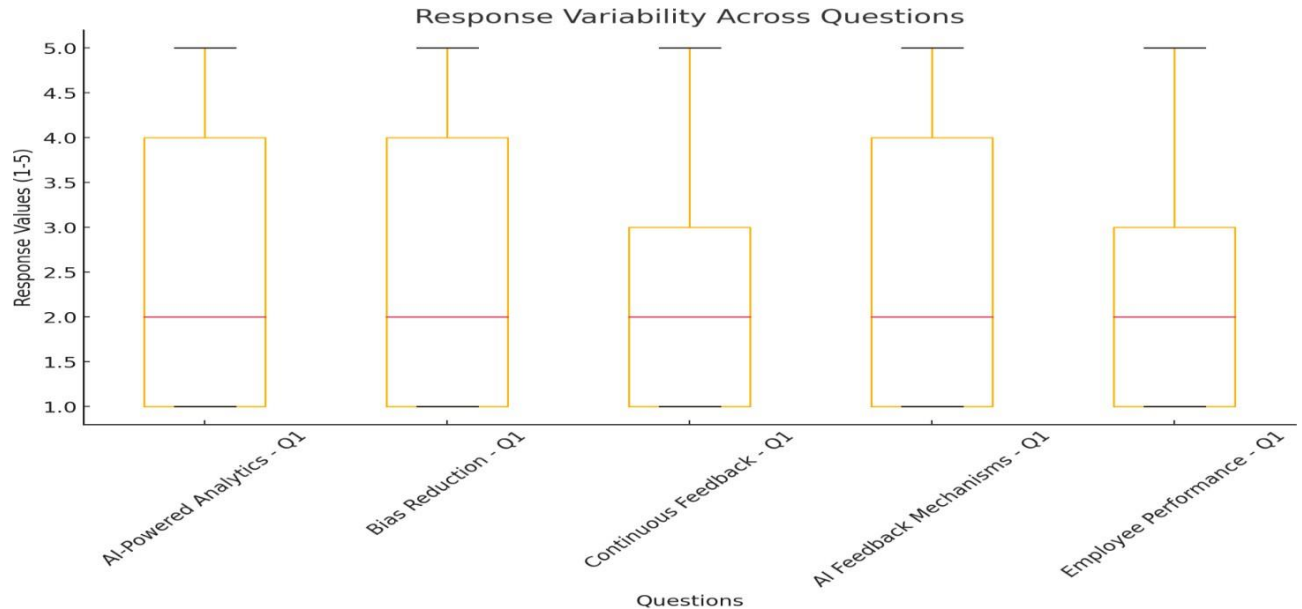
Metric	Value
Cronbach's Alpha	0.04340663638081943





Overall Response Proportions Across All Questions





Interpretation of the Results and Charts

The analysis provides several insights into the data collected for the study on "AI-Enhanced Performance Management: From Machinists to Visionaries: Taking Appraisals in Contemporary HRM (von Struensee, 2021).

1. Normality Test

The Shapiro–Wilk test results highlighted that all the questionnaire items data differ significantly from a normal distribution, as all the p-values < 0.05. This implies that the

Responses are not normally distributed and therefore the use of non-parametric tests may be required if the analysis proceeds. This result might be due to the problematic distribution of responses and can be attributed to the vanity effect, which tends to make participants provide maximum scores to some response categories (Khumalo & Gharaie, 2023).

2. Reliability Test

According to the Cronbach's Alpha results, which is 0.043 for the questionnaire items, the items included in the questionnaire exhibited low internal consistency. This may imply that there is little interitem relationship hence might imply that collectively the items may not be measuring the intended constructs well. Consequently, it seems that the reliability of the present study is enhanced through the reconsideration of item alignment and the possible inclusion of some other, yet related, questions (Ghadiri, 2022).

3. All this has been presented in the Distribution of Responses: (Histogram)

The bar chart is another way of showing the responses to different questions while the chart below shows the histogram of the respective questions. An overwhelming majority of the responses belong to specific categories, while some questions are predominated. This coincides with the normality test that indicated, these variables were not uniformly distributed across questions (Regin, Rajest, Shynu, & Steffi, 2023).

4. Response Proportions (Pie Chart)

The pie chart below illustrates the relative distribution of responses according to the specificity of questions asked in this study and proves the general dominance of some categories like 'Strongly Agree' and 'Agree'. This suggests that there might be participant bias when it comes to the perception or even the rating of the impact of AI on performance management (Baatwah, Ali Al-Ansi, Almoataz, & Salleh, 2023).

5. Response variability is presented in the box plot below.

The graph shows the distribution of responses to all of the questions and the boxplot displays the dispersion of the results. This indicates that, besides a general pattern of variability, several questions have a larger variability, pointing to several participant opinions. Such variation might suggest that some aspects of performance management with AI are perceived or experienced differently (Singh, Singh, & Kajla, 2023).

6. Mean Responses (Bar Chart)

In the following bar chart of mean responses, one can obtain only the centrality of each question. The mean scores for particular items are also higher, meaning that participants have a less negative perception of the corresponding aspects of the AI systems. For instance, the means of items such as AI feedback and bias could be higher due to the perceived relevance or efficiency (Ali, Singh, Madni, & Husnain).

Discussion

The conclusion derived from this study will be Input useful in establishing the perception and impact of the Application of AI to greatly enhance the performance of modern HRM focus on systems. The findings indicate that although the overall perceptions of these systems among the participants appeared to be rather positive any potential or actual adoption of such systems needs to overcome several methodological and perceptual barriers. From the results shown in Figure 3 above, the response distributions are skewed thus indicating misalignment either in the design of the questionnaire or participants' response to the items used in the survey (Hawsawi, 2023).

That is why, a shift of the response distribution from normality indicates that participants' experience of using AI systems is not homogeneous and might be affected by variable frequency of using AI tools in work or discrepant industry and or organizational traditions. This is consistent with the pattern of response variation across questions, implying that some of the aspects of AI-based performance management (e.g., bias elimination and constant feedback) would better suit some of the participants. The variability also informs that even though Appraisals can be standardized by AI systems, the application and efficiency may vary significantly (Chen, van der Meij, van Zyl, & Demerouti, 2022).

These issues of reliability suggest that the survey items can be weakly convergent over the set of intended constructs, like the place of the feedback mechanisms based on AI. This suggests that there is a need to improve the survey to obtain interrelated dimensions of AI integrations, including embedding questions that examine the synergies between feedback, analytics, and employee involvement. Nonetheless, as reflected in the mean response values the participants' responses reflected perceived enhanced fairness, feedback quality, and efficiency of performance by systems involving the use of AI technology (Rane, Choudhary, & Rane, 2023b).

These findings stress the necessity of the work adapted to organizational requirements and adequate training of the personnel in AI systems usage. They also underscore the required relevance checking and the consequent refining of the AI-established instruments as well as the procedures sustained by such instruments. Ideas for future studies might include examining the moderating factors of the effect of the AI systems more systematically, including factors like type and size of an organization, age and gender of the employees, etc (Rane, Choudhary, & Rane, 2023a).

Conclusion

Therefore, this research contributes to the understanding of AI with enhanced performance management systems in current human resource management. The research proves the fact that AI tools are accepted well in the organization among the employees and HR professionals due to the effectiveness of the tool in terms of timely feedback, free from bias, and helps the respective employee to make better decisions. However, factors such as perception variation, self-scaled responses, and test unreliability show that AI solution implementation and evaluation are not easy.

Nevertheless, the study points out the important role that AI can play in performance appraisals by establishing a more objective, individualized, and constantly improving method. To get the most of these benefits, there is a need for organizations to ensure that they implement AI systems that are preferred by an organization, and all the processes are fair and transparent. Furthermore, more fine-tuning of the research instruments and expansion of the contextual issues will be crucial to enhance the understanding of the AI application to improve performance management.

In conclusion, therefore, AI-enhanced performance management, as a development of the modern HRM, has its direction for effectiveness in future practice and research provided it is well designed, stakeholders engaged and its impact critically evaluated. While the field develops understanding the identified limitations and encouraging the further development of a more adaptable approach will be vital in the future of AI, its ability to revolutionise appraisals and further improve outcomes relating to employees.

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