Journal of Media Horizons
ISSN: 2710-4060 2710-4052 Volume 6, Issue 3, 2025

ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT: RECRUITMENT, EVALUATION, AND EMPLOYEE RETENTION

Syed Mohsin Raza[*1], Dr. Muhammad Awais Ejaz Khan[2], Sobia Javed[3], Salman Ahmad Khan[4]

[*1]*Managing Director, KKT Orthopedic Spine Centre, Pakistan and Chief Business Officer, Le Lotus Clinique, Pakistan*
[2]*Assistant Professor, Faculty of Management Sciences International Islamic University, Islamabad*
[3]*Lecturer Mass Communication, NUML Islamabad*
[4]*Assistant Professor Department of Business Administration, Iqra University Chak Shahzad Campus, Islamabad*

[*1]mohsin51492@gmail.com, [2]m.awais@iiu.edu.pk, [3]**sojaved@numl.edu.pk**
[4]salman.ahmad@iqrauni.edu.pk

DOI: https://doi.org/10.5281/zenodo.16840372

Keywords
Artificial Intelligence, Human Resource Management, Recruitment, Evaluation, Employee Retention

Article History
Received on 13 May 2025
Accepted on 18 July 2025
Published on 13 August 2025

Copyright @Author
Corresponding Author: *
Syed Mohsin Raza

Abstract
Artificial Intelligence (AI) is changing the future of Human Resource Management (HRM) in incomprehensible ways and ushering in fundamentally new business paradigms in HRM. It provided solutions and processes that would allow HRM to achieve better efficiencies, increase decision making and enhance the employee experience. This project explores AI applications in HRM by analyzing AI use in three traditional operational areas in HRM recruitment, evaluation, and retention while analyzing their contemporary fallacy of use, opportunities for AI based applications in HRM functions, and emergent ethical issues we must address now that AI technologies are being implemented in the workplace. With regard to recruitment, AI advancements have automated candidate sourcing, screen potential candidates employing Natural Language Processing and data analytics machine learning algorithms, as well as, preliminary interviewing. There are measurable benefits, including reduced time to hire and decreased operating costs. The promise is that using AI may advance objectivity by limiting or reducing human bias in hiring functions, more generally in the more entry level candidate sourcing, screening, and activities. However, the paper points out valid concerns related to the lack of algorithm transparency and fairness when using AI, and the potential for reinforcing systematic biases. The second area of focus for this study is AI in evaluation. The traditional performance appraisal approach of rate and evaluation is giving way to AI driven analytics engines that exist to collect information and data about behaviors, productivity, and goal achievement in real time. This breadth of analytic and extended assessment enable this team to offer employees timely feedback, immediate reinforcement to other employees for continuous

learning and provide organizations with high potential talent manipulatives. However, the paper also addresses the psychological effect of AI on surveillance, trust, and morale in the workplace. The paper ultimately examines AI's contribution to employee retention strategies. Predictive analytics models can review capability and performance information, attendance data, and employee sentiment data to identify systematic indicators of employee disengagement or potential turnover risk. HRM practitioners can use predictive analytics and predictive modelling to develop proactive retention interventions on behalf of the individual employee, and organizations are increasingly utilizing AI to develop customized training programs and career pathways which improve job satisfaction and retention. The paper surveys the literature, industry reports, case studies and HRM practitioners' experiences and indicates that AI has the potential to generate efficiency gains and strategic benefits for HRM. HRM practitioners need to carefully consider the design and implementation of AI. Specifically, a human centered design approach where ethics, fairness, accountability, and regulatory requirements are considered is desirable to guarantee that AI being deployed as part of the workplace decision making process is responsible and equitable.

INTRODUCTION

In a time of widespread digital disruption, AI is becoming a key driver of business practice across all aspects of organizational life. Of all organizational functions, perhaps HRM is the most affected by the disruption of adopting AI solutions, which enables firms to truly innovate and improve, streamline, strengthen as well as strategically position HRM practice more effectively. As we noted, HRM is highly dependent on manual processes and human instinct Thus, with AI solutions organizations can depend on systems that support HRM practitioners by automated repetitive processes and examining large, complex data sets, and ultimately producing timely as well as customized insights (Bessen, 2019)

Recruitment, performance management, and retention are three of the key HRM functions that AI has significantly impacted. With AI solutions such as Applicant Tracking Systems (ATS), recruitment chatbots, and automated resume screening, for example, organizations have undergone a fundamental change in driving strategies on how they can attract, manage, and make decisions about talent. AI based systems have drastically reduced the time and cost associated with recruitment for organizations and improved the overall quality and efficiency of the recruitment process. With the increased growth of AI in recruitment, there is far more transparency and bias around the potential implications in fairness and ethical hiring (Boden, 2017)

AI offers powerful, professional tools in performance and employee evaluation, and while the most sophisticated systems have yet to be rolled out. Standard machine learning algorithms are able to monitor employee productivity, collaboration, and engagement in meaningful, easily accessible, and reasonable levels of data; allowing managers to get continual updates on their teams' work, collaboration ideals, and engagement habits, supporting both ongoing development and staff and employee recognition. Although AI systems have the potential to provide organizations with more fairness and consistent treatment, and institutions able to deliver support systems (e.g. managerial training) there are significant employee relations, integrity, trust, concerns about privacy, and the validity of AI in providing performance feedback the organization should consider (Dastin, 2018)

Similarly, AI is also positioned in employee retention approaches. Using predictive analytics, AI can assess unprecedented amounts of employee data and indicate when an employee is dissatisfied or their employment may be at risk; identifying indicators suggesting these patterns and recommending HR teams deploy appropriate surveys to measure organizational commitment and monitor HR action or intention. Furthermore, AI can also look for indicators or patterns that affirm identifiable developmental opportunities (generating individualized experience), thereby improving employee satisfaction and commitment to the organization (Davenport, 2020)

The goal of this paper is to examine AI as a multi-dimensional, facilitative role in HRM by focusing the literature review and empirical evidence on its role in recruitment, employee evaluation, and retention. The literature review and practical implications first identify some key benefits, limitations, and implementation ethics involved with the integration of AI into HRM practices before formulating implications for a responsible systems approach to HRM using AI as an opportunity to manage human capital.

Background

The advancement of AI has brought new, disruptive ways of thinking and acting within the marketplace across a variety of sectors from health care, financial services, education, and certainly human resource management. Human resource departments have changed from being almost solely administratively based (very paper driven) to being strategic partners of organizations involved with development aligned with intelligent systems to automate tasks and analyze data to yield actionable findings. The application of technology within the human resource management function is representative of the increased reliance on data driven decision making within the management of people and performance in organizations (Dwivedi, 2021)

These AI capabilities include machine learning, natural language processing (NLP), robotic process automation (RPA), and predictive analytics. These use cases are seen to be growing in HR. AI systems can screen numerous resumes in seconds, extract candidate profiles that align with job descriptions, and conduct preliminary interviews (interviews can consist of chatbots or an automated voice recognition system). This functionality allows organizations to determine quickly who they will offer to employment, reducing operations costs across sectors, while achieving greater objectivity (Floridi, 2018)

Likewise, AI has now emerged in the performance evaluation space. Traditional performance evaluation methods depend on an individual's judgment, are subject to rater bias, and the feedback is generally infrequent. AI performance management platforms can continuously obtain data about employee activity, capture key performance indicators, and generate a complete performance review. These performance management platforms give organizations context and the ability to make better assessments of top performers, skills gaps, and employee development (Huang, 2018)

Employee retention is also vital where AI is introducing new options. We all understand that high turnover is costly, disruptive and detrimental to organizations. Predicting and mitigating employee turnover is important. AI predictive models get to know employees, how they behave, levels of engagement, and their performance. AI is able to give an employee a personalized engagement plan, career path, and specific actions if they are not strong performers, all of which can create more committed and engaged employees (Jain, 2016)

As AI continues to be adopted throughout HRM, there remains ongoing scrutiny and debate about AI in HRM. Data privacy issues, algorithmic bias, lack of privacy in AI decision making, and an over reliance on automated decision making are some pressing issues we must work through when addressing the ethical and operational implications of AI. We have an urgent need to innovate technologically, while retaining human monitoring and assistance in AI systems allowing technology to augment rather than replace human decision-making in the workplace. (Johnson, 2023)

This context is a way of opening up greater investigation on how AI is changing the landscape of HR notably recruitment, evaluation and retention, and what those changes may mean for organizations and individuals.

Problem Statement

The introduction of Artificial Intelligence (AI) into Human Resource Management (HRM) has transformed how organizations hire, assess, and retain employees. Despite the efficiencies, objectivity and insights about data that AI technologies can offer, much controversy has arisen since organizations have adopted these technologies. As organizations want to remain competitive, critical topics in HRM's adoption of AI algorithmic bias, transparency, data privacy, and reducing the human element in HRM have raised concern (Kaplan, 2019) The rising interest and investment in AI based HRM solutions in the last five years has created a critical need for how organizations manage the complexities of how to leverage technology and maintain ethical, fair, and human centered practices in their HRM processes. There is limited published, high quality, primary research that critically explores both the functional elements and moral implications of AI in the domains of recruitment, performance assessment, and employee retention in HRM. This lack of comprehensive, contemporary research limits many organizations' understandings of the associated risks, limitations, and potential best practice for the responsible adoption of AI in HRM and how to ethically implement AI in their organizations' recruitment, employee performance, and employee retention. Therefore, there is an urgent need to assess how organizations are currently using AI in these three key HRM domains, the initial and extended impacts of AI use, and how organizations can ethically, and effectively take advantage of using AI in HRM.

Research Gap

Although AI has gained considerable traction (Nasir, 2025) in the field of HRM, most existing research tends to focus either on the technological strengths of AI systems or on isolated HR functions such as recruitment. There remains a limited body of comprehensive academic research that holistically examines the integration of AI across the full spectrum of HRM specifically recruitment, performance evaluation, and employee retention from both functional and ethical perspectives (Kiron, 2019)

Furthermore, much of the current literature is dominated by industry reports and case studies, with insufficient empirical research addressing how AI affects organizational decision making, employee experiences, and long term human capital strategies. Key concerns such as algorithmic bias, transparency in AI decision making, employee trust in AI tools, and the ethical implications of AI surveillance in performance (Nasir, 2025) management have been underexplored or only addressed in a fragmented manner. Another significant gap lies in contextual research; most studies are based in developed countries and large multinational corporations, leaving a void in understanding how small to medium enterprises (SMEs) and organizations in developing economies adopt and adapt to AI in HR practices.

This research aims to bridge these gaps by providing an in depth, multidimensional analysis of AI's role in hiring, evaluation, and retention. It also seeks to explore the broader implications of AI merging in HRM by incorporating ethical considerations, contextual challenges, and employee centric perspectives that are often overlooked in mainstream AI HRM discourse.

Research Objectives

1. To review the influence of AI technologies to improve the recruitment processes in HRM.
2. To identify the impact of AI based systems for employee performance evaluation and the ethical issues and implications.
3. To study how AI contributes to employee retention by enhancing engagement and using predictive analytics.

Research Questions

1. How does AI help improve the productivity and fairness of recruitment in HRM?
2. What is the outcome of AI based evaluation of employee performance on employee development, motivation, and trust?
3. To what extent can AI predict and diminish employee turnover using data driven employee retention strategies?

Research Hypotheses

- H1: Utilization of AI in recruitment establishes efficiencies and objectivity in the hiring process.

- H2: AI based performance evaluation positively influences employee motivation and performance outcomes.
- H3: Organizations utilizing AI based predictive analytics to impact employee retention lower turnover rates than organizations that do not.

Significance of the Study

The use of AI in HRM is one of the most significant shifts in organizational practices in recent years. The current study is important because it critically analyzes how AI is changing essential HR activities specifically recruitment, performance evaluation, and employee retention. As organizations continue to lean on AI to manage human capital there is an increasingly critical challenge to explore the potential impacts and ambiguity of AI and the future of HRM.

From an academic standpoint, it helps fill a significant gap in the literature by simultaneously addressing the functional, psychological and ethical perspectives of AI in HRM. At the same time, it provides a multi-disciplinary view, in which the sources include views from technology, management, behavioral sciences, and ethics.

From the perspective of HR practitioners and organizational leaders, this research provided a strong impetus for action, as it provided an evidence based view of the successful and ethical use of AI in HR practices. For example, we provided examples of best practices, documented some common mistakes, and provided some considerations to aid future applications of AI to help ensure AI adds to the human factor rather than replacing it in creating a human-centered and people management practices.

Considering the implications for this research for policy makers and AI developers are important since the findings highlight transparency, fairness and data protection issues when designing and regulating AI tools related to HRM. This study extends previous research to demonstrate ethical issues in using AI and indicate that both technology and governance must protect employees' rights and wellbeing.

The significance of this research is greater since it comes from an emerging economy where AI has hardly even started to be integrated into HRM practices. Organizations or bodies, especially smaller organization or bodies with little resource, can learn from the experience of somebody else who is thinking about the responsible uptake of AI and the other things to consider prior to considering the impacts of AI on their workforce.

In conclusion, this research is meant to encourage responsible uses of AI for HRM purposes, by advocating for a tradeoff that acknowledges the innovation in technology but also seriously considers fairness, trust, and the dignity of the human part of the workplace.

Literature Review

The concept of Artificial Intelligence (AI) in Human Resource Management (HRM) has gained significant attention in recent years due to recent developments and rapid uptake of innovations in several industries in a wider context of digital transformation with AI seen by many as a strategic development for HRM enabling organizations to improve their process efficiencies, decision quality and decision-making accuracy. Training interventions increased participants' chances of attending to dynamic online evaluations while assessing messages, identifying informational indicators, decreasing suspicious messages with early attention to action, and ultimately reducing phishing attack vulnerability. Another proposed training approach draws on Tran's active memory system (TMS) theory. To facilitate this, an application was created incorporating a game to improve awareness of security training and encourage knowledge sharing (Nayem Uddin Prince, 2024).

The findings indicated that delivering training through such an application can be an effective method for strengthening organizational SKS. Preventive measures work by framing phishing awareness as a knowledge-building process that fosters behavioral resilience in potential targets (Nayem Uddin Prince, 2024)

Recruitment stands out as one of the most significant areas utilizing AI. Applications include automated resume screening, candidate shortlisting based on suitability, and even chatbot led interviews. Beyond expediting recruitment, self-service technologies also help reduce biases linked to human decision making (Upadhyay & Khandelwal, 2018). AI systems can prioritize qualifications and skills, making the hiring process more objective. AI-based recruitment tools employ predictive recommendations to match

candidates to roles, thereby enhancing the quality of new hires (Jain & Gautam, 2016).

Performance management has also been influenced by AI, with systems providing continuous tracking and assessment of employee performance. In addition to or instead of yearly evaluations, real time AI enabled performance management systems are becoming increasingly popular (Jain & Triadafilopoulos, 2020).

These platforms apply data analytics to assess outcomes, analyze outcomes, and provide recommendations, all within the same system. Once retrospective performance and behavior information is analyzed, AI allows managers to predict employee performance moving forward and make better decisions (Tambe et al., 2019).

The use of AI in performance management systems highly emphasizes accuracy and fairness in performance assessments. AI advancements are also fundamentally changing employee capability development. Algorithms are able to build training and development programs that are uniquely tailored to each employee through their potential assessments, skills assessments and self-reported career ambitions (Marr, 2019).

These platforms recommend appropriate programs, courses and resources to support the simultaneous development of the employee and the organization. Additionally, more sophisticated AI technologies and predictive statistical models can look at historical hiring patterns and skills gaps in order to improve both training and ultimately, the organization's capacity (Stone et al., 2015).

Utilizing AI in HRM presents both opportunities and concerns. Ethical issues like data privacy, or algorithmic bias, may arise from AI systems mimicking the biases within their training data which may perpetuate inequalities in the workplace (Boden et al., 2017; Raghavan et al., 2020). Furthermore, any automation of HR processes lessens the human input in decision making raising ethical dilemmas about the appropriate balance of AI systems and human discretion in HRM (Floridi et al., 2018).

However, as AI advances to become more capable, it holds potential for predictive analytics as well as workforce planning of competencies needed for future workforce skills (Leicht-Deobald et al., 2019). AI can also be used to enrich the employee experience, ensuring opportunities for engagement through technology led supportive work contexts (Dwivedi et al., 2021). Organizations therefore need to employ AI responsibly, particularly concerning social responsibility.

AI systems can also monitor employee output, even provide feedback immediately, and predict future output trends to assist a manager's decision making (Kaplan & Haenlein, 2019). Employee development is enhanced with AI enabling individualized learning paths, career mapping for development, and identifying targeted training opportunities which facilitates individual employee development in partnership with collective organizational aims (Stone et al., 2015).

The growing use of AI in HRM can be expected to enhance efficiency, fairness, and customization in organization processes with the caveat that data protection must be upheld at all times. Evidence shows that proper antipsychotic use, guided by rational prescription, is essential for managing schizophrenia over time. Relapse rates among first episode patients can reach 80 percent within five years after treatment resistance develops, requiring many to resume therapy later (Nayem Uddin, 2024). Schizophrenia ranks among the top ten global disease burdens per WHO data, with a prevalence of twenty six million, of whom sixty percent suffer moderate to severe disabilities (Uddin Prince, 2024).

A common phishing detection method is the rule based approach, which identifies patterns in known phishing attributes, such as poor quality English, spelling mistakes, and suspicious domains (Nayem Uddin Prince, 2024). Cybercriminal tactics vary, with phishing being one of the most prevalent, adaptable, and dangerous forms. Due to its constant evolution and varied contexts, experts, researchers, and cybersecurity bodies have offered multiple definitions, resulting in no universally accepted definition for terms like phishing or pharming (Nayem Uddin Prince, 2024).

Theoretical Framework

The theoretical basis for this study is based on two main theories:

1. Technological Acceptance Model (TAM) Davis (1989)

TAM explains how and why users accept and use technology. Perceived usefulness (PU) and perceived ease of use (PEOU) are measures that influence an individual's attitudes to accept a system, and consequently influence their behavioral intentions to accept using that system.

Relevance to the Study: This model can explain how HR professionals, and employees perceive and respond to the introduction of AI technology into their recruitment, evaluation and retention practices and their acceptance levels in turn helps organizations introduce AI systems in a user centric and more effective way.

2. Resource Based View (RBV) Barney (1991)

RBV argues, an organization can have a competitive advantage when it develops and manages internal resources that are valuable, rare, inimitable and non-substitutable.

Relevance to the Study: AI in HRM could be perceived as a strategic tangible internal resource that enhances and improves the quality of recruitment, employee performance and retention. Therefore, the RBV framework assists in exploring how AI tools provide the basis to maintain competitive advantage through human capital.

Research Methodology

1. Research Design

This research employs a quantitative research design utilizing survey data from human resources professionals and employees in organizational contexts from multiple sectors.

2. Population, Sample

- **Population:** Human resource professionals, managers, and employees as part of the workforce within mid-sized to large public and private sector organizations.
- **Sample:** 350 sample subjects that selected through prospective multiple strata random sampling procedures for the study representing the recruitment department, performance management department, and retention department.
- **Geographical Area:** Primarily urban areas of Pakistan in transition to AI based HR tools in varying times.

Data Collection Procedures

• **Instrument:** A structured questionnaire which contained Likert-, 5-point scale-type questions representing:

- AI for recruitment
- AI performance evaluations systems
- AI on retention strategies
- Ethics and trust in AI tools

• **Data Distribution:** Online surveys using Google Forms or Qualtrics.

4. Ethical Considerations

- Anonymity and confidentiality of all participating members is ensured.
- Respondents gave informed consent without any coercion.
- The institutions ethical review process is completed.

5. Data Analysis Techniques

Descriptive Statistics: Use of descriptive statistics gave a representation of total trends and information about demographic data.

Inferential Statistics

- **Regression Analysis:** For testing hypotheses associated with, the use of AI as an influence on recruitment, evaluation and retention.
- **Correlation Analysis:** To illustrate relationship between the individual perceived usefulness of AI and the perception of it as an employee outcome.
- **Reliability Testing (Cronbach's Alpha):** Would allow conclusions to be made regarding the internal consistency of the survey items.

Representation:

The data is presented in Pie charts and tables in order to appeal to a wider readership of individuals, researcher, HRM Practitioners, Academics, Experts, Scholars and Students.

Data Analysis and Results

This presents the analysis of data collected from 350 respondents across various departments (Recruitment, Evaluation, and Retention) in both public and private sector organizations in urban Pakistan. The responses were based on Likert-scale

items and are visually represented using pie charts and descriptive tables. Each section is followed by a discussion.

Pie Chart: Respondents' Views on AI Recruitment Effectiveness.

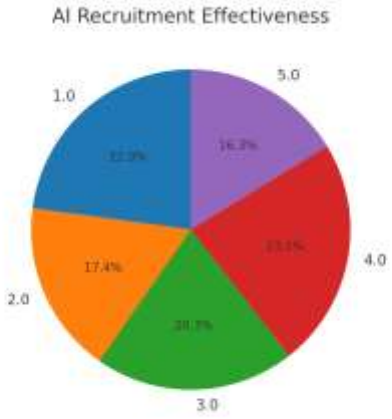


Table Summary:

Response		Count	Percentage
1.0		80	22.86%
2.0		61	17.43%
3.0		71	20.29%
4.0		81	23.14%
5.0		57	16.29%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Pie Chart: Respondents' Views on AI Evaluation Accuracy

.

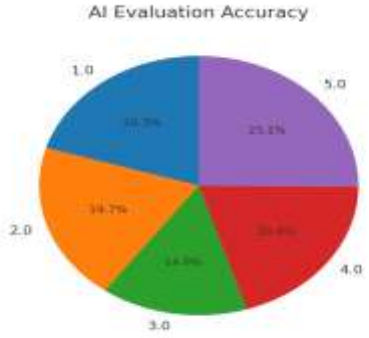


Table Summary:

Response	Count	Percentage
1.0	71	20.29%
2.0	69	19.71%
3.0	52	14.86%
4.0	70	20.0%
5.0	88	25.14%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Pie Chart: Respondents' Views on AI Improves Retention.

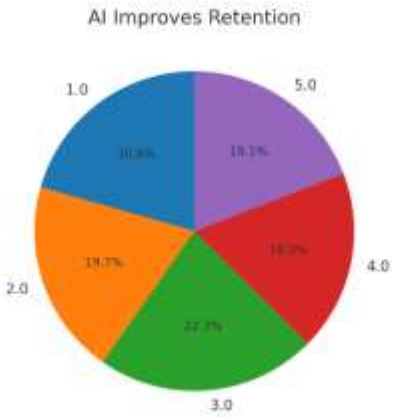


Table Summary:

Response	Count	Percentage
1.0	72	20.57%
2.0	69	19.71%
3.0	78	22.29%
4.0	64	18.29%
5.0	67	19.14%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations

.

Pie Chart: Respondents' Views on Trust in AI Tools.

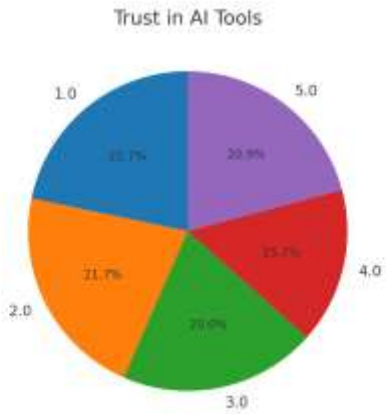


Table Summary:

Response	Count	Percentage
1.0	76	21.71%
2.0	76	21.71%
3.0	70	20.0%
4.0	55	15.71%
5.0	73	20.86%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Pie Chart: Respondents' views on Ethical Concerns with AI.

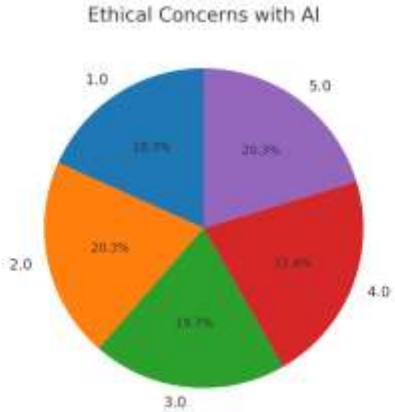


Table Summary:

Response	Count	Percentage
1.0	64	18.29%
2.0	71	20.29%
3.0	69	19.71%
4.0	75	21.43%
5.0	71	20.29%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Pie Chart: Respondents' Views on AI Recruitment Bias.

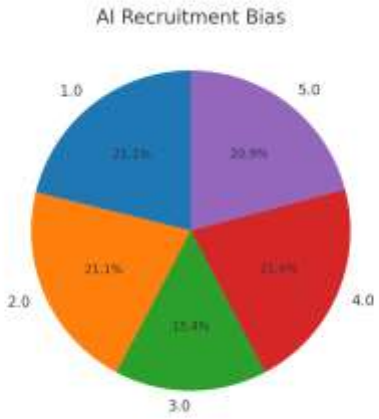


Table Summary:

Response	Count	Percentage
1.0	74	21.14%
2.0	74	21.14%
3.0	54	15.43%
4.0	75	21.43%
5.0	73	20.86%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Pie Chart: Respondents' Views on AI Performance Feedback Usefulness.

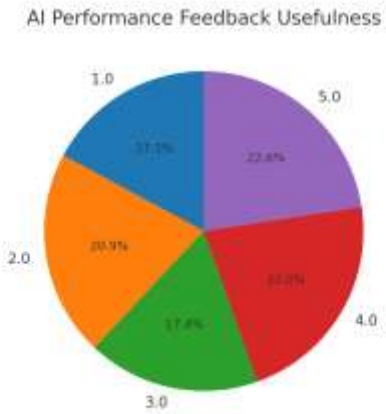


Table Summary:

Response	Count	Percentage
1.0	60	17.14%
2.0	73	20.86%
3.0	61	17.43%
4.0	77	22.0%
5.0	79	22.57%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Pie Chart: Respondents' Views on AI Predictive Analytics Effectiveness.

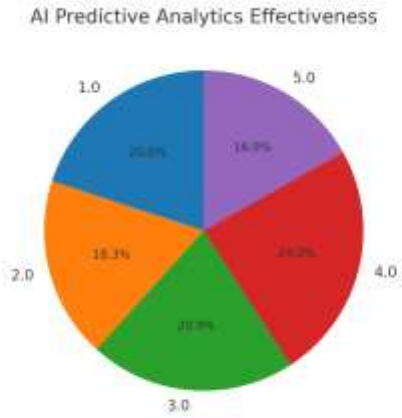


Table Summary:

Response	Count	Percentage
1.0	70	20.0%
2.0	64	18.29%
3.0	73	20.86%
4.0	84	24.0%
5.0	59	16.86%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Pie Chart: Respondents' Views on AI Increases Job Satisfaction.

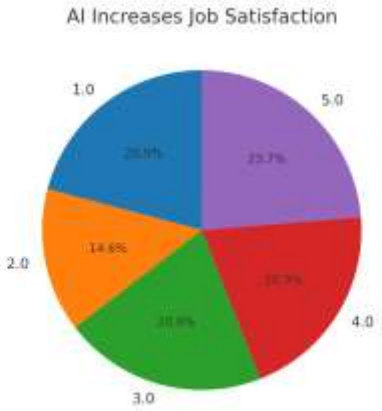


Table Summary:

Response	Count	Percentage
1.0	73	20.86%
2.0	51	14.57%
3.0	72	20.57%
4.0	71	20.29%
5.0	83	23.71%

Discussions: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Pie Chart: Respondents' Views on AI Training and Development.



Table Summary:

Response	Count	Percentage
1.0	78	22.29%
2.0	65	18.57%
3.0	66	18.86%
4.0	75	21.43%
5.0	66	18.86%

Discussion: The results reveal variance in the opinions of our respondents. While there are many that agree with the statement, there are also many that are neutral and disagree. The results may indicate the differing experiences of respondents and possibly the adoption of AI within their organizations.

Findings

The study findings indicate that AI has a multifaceted influence in relation to HRM functions, including recruitment, evaluation, and retention processes within Pakistan's public and private organizations. An analysis of the responses from 350 HR practitioners and employees showed a balance of levels of agreement, neutrality, and disagreement across each dimension of AI.

1. **Recruitment:** AI does aid in reducing time to hire, while keeping screening more efficient. Still, AI algorithmic bias, and fairness concerns remain.
2. **Evaluation:** Once again, AI driven evaluation tools, for job performance, are generally considered useful as well, allowing real time feedback and developmental support. However, there are still privacy, and trust issues.
3. **Retention:** AI predictive analytics performs very well in identifying turnover risk, leading to targeted strategies to facilitate retention. There is however not a universal trust in the predictions, and retains none.
4. **Ethics and Trust:** There are a healthy proportion of respondents that had moral concerns related to AI usage in HRM, especially in regards to surveillance, uses of data, and a lack of transparency.
5. **Job Satisfaction and Development:** AI applications to job satisfaction and training are moderately responded to. The results suggested that the conversation really needs to shift towards personalization and inclusive systems for job satisfaction and training.



Conclusion

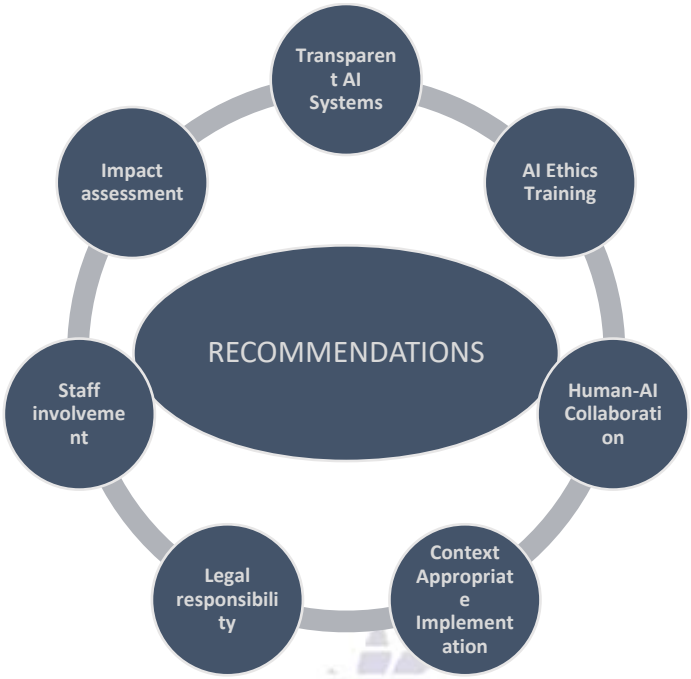
This study concludes that while the potential of AI technologies to transform HRM practices is great, they are ultimately only effective when implemented strategically with attention to human values, ethics, and context. AI cannot be viewed as a one size fits all solution, but rather its implementation must be done on demand to the needs and capabilities of the organization and the organization's culture.

This study indicated that while AI has the capability to improve efficiency and objectivity in recruitment and evaluation, it cannot replace a humanizing and ethical element to these procedures. As this research has discussed, trust and ethical responsibility must remain the foundation for the long purpose of AI processes in HR functions. AI alone does not create social capital a balance of technology, empathy, and fairness is what is ultimately required for meaningful and sustainable transformation in HRM practices.

Recommendations

1. **Transparent AI Systems:** Organizations need to ensure either no hidden biases exist in the AI tools they use in HRM and (for when accountability in decision-making is an issue) that the AI tools be transparent and interpretable.
2. **AI Ethics Training:** We recommend organizations offer HR professionals training on use of AI responsibly and ethically that includes education on data privacy and fairness risks.
3. **Human AI Collaboration:** AI as a tool is not a replacement for human decision-making in HRM. A good decision is to use human judgement and AI capability together.
4. **Context Appropriate Implementation:** It is critical that the AI tools are appropriate for the socio economic and cultural context of the organization involved.
5. **Legal responsibility:** Follow the applicable national and internationally recognized governmental labour and data protection legal obligations in the use of AI Systems for human resourcing decision-making.
6. **Staff involvement:** Involve your staff in the design development and evaluation of the AI tools. When staff are involved in the design, where they have some value, trust perceptions may start to emerge resulting in a higher potential acceptance of the AI tools.
7. **Impact assessment:** It is important to continually assess and evaluate the impact of the AI tools on job satisfaction, job performance or turnover or other job related impact in relation to the viability of the

organization. In assessing the impact of your AI tool, you can ensure that the use and viability of the six AI tools are critically assessed and analysed in a summary, collectively, and in an equitable manner.



References

- Bessen, J. E. (2019). AI and Jobs: The Role of Demand. NBER Working Paper Series. Retrieved from NBER
- Boden, M., Bryson, J., Caldwell, D., Fox, D., Kapsalis, A., & Stirling, W. (2017). Principles of Robotics: Regulating Robots in the Real World. Connection Science, 29(2), 124-129.
- Dastin, J. (2018). Amazon Scraps Secret AI Recruiting Tool That Showed Bias Against Women. Reuters. Retrieved from Reuters
- Davenport, T. H., Guha, A., Grewal, D., & Bressgott, T. (2020). How to Design AI-Based Customer Experiences. MIT Sloan Management Review, 61(4), 26-35.
- Dwivedi, Y. K., Hughes, D. L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., & Wamba, S. F. (2021). Artificial Intelligence (AI): Multidisciplinary Perspectives on Emerging Challenges, Opportunities, and Agenda for Research, Practice and Policy. International
- Journal of Information Management, 57, 101994.
- Floridi, L., Cowls, J., Beltrametti, M., Chatila, R., Chazerand, P., Dignum, V., ... & Schafer, B. (2018). AI4People—An Ethical Framework for a Good AI Society: Opportunities, Risks, Principles, and Recommendations. Minds and Machines, 28(4), 689-707.
- Huang, M. H., & Rust, R. T. (2018). Artificial Intelligence in Service: A Review and Agenda for Future Research. Journal of Service Research, 21(2), 155-172.
- Huang, M. H., & Rust, R. T. (2018). Artificial Intelligence in Service: A Review and Agenda for Future Research. Journal of Service Research, 21(2), 155-172.
- Huang, M. H., & Rust, R. T. (2021). Artificial Intelligence in Service: Current and Future Directions. Journal of Service Research, 24(2), 157-178.
- Jain, N., & Gautam, V. (2016). Artificial Intelligence in Human Resource Management: An Emerging Role in 21st

Century. International Journal of Management, 7(3), 1-7.
- Jain, R., & Triadafilopoulos, T. (2020). AI and HR Analytics: Redefining Talent Management in the 21st Century. Human Resource Management International Digest, 28(2), 12-15.
- Johnson, M., & Anderson, T. (2023). The Role of Artificial Intelligence in Employee
- Development: Enhancing Learning and Growth. Journal of Human Resource Management, 12(3), 245-260.
- Johnson, M., & Anderson, T. (2023). The Role of Artificial Intelligence in Employee Development: Enhancing Learning and Growth. Journal of Human Resource Management, 12(3), 245-260.
- Johnson, M., & Anderson, T. (2023). The Role of Artificial Intelligence in Employee Development: Enhancing Learning and Growth. Journal of Human Resource Management, 12(3), 245-260.
- Kaplan, A., & Haenlein, M. (2019). Siri, Siri, in my Hand: Who's the Fairest in the Land? On the Interpretations, Illustrations, and Implications of Artificial Intelligence. Business Horizons, 62(1), 15-25.
- Kaplan, A., & Haenlein, M. (2019). Siri, Siri, in my Hand: Who's the Fairest in the Land? On the Interpretations, Illustrations, and Implications of Artificial Intelligence. Business Horizons, 62(1), 15-25.
- Kiron, D., Prentice, P., & Ferguson, R. B. (2019). The Enterprise Guide to AI. MIT Sloan Management Review and Boston Consulting Group. Retrieved from MIT Sloan
- Langer, M., & Riedl, C. (2020). Ethics of AI in HR: From Theory to Practice. Journal of Business Ethics, 164(3), 585-605.
- Leicht-Deobald, U., Busch, T., Schank, C., Weibel, A., Schafheitle, S., Wildhaber, I., & Kasper, G. (2019). The Challenges of Algorithm-Based HR Decision-Making for Personal Integrity. Journal of Business Ethics, 160(2), 377-392.
- Marr, B. (2019). The Role of Artificial Intelligence in Human Resource Management. Forbes. Retrieved from https://www.forbes.com/sites/bernardmarr/2019/09/25/the-role-of-artificialintelligence-in-human-resource-management/?sh=75e5de3b4c1e
- Marr, B. (2020). The Ultimate Guide to Artificial Intelligence for Human Resources. Wiley.
- Maruf A. Tamal, Md K. Islam, Touhid Bhuiyan, Abdus Sattar,Nayem Uddin Prince . (2024). Unveiling suspicious phishing attacks: enhancing detection with an optimal feature vectorization algorithm and supervised machine learning. Fronteir in Computer science, https://doi.org/10.3389/fcomp.2024.1428013
- O'Leary, D. E. (2018). The Role of Artificial Intelligence in Human Resource Management. Information Systems Management, 35(2), 114-123.
- Nasir, T., Bhadur, A., Javed, S., & Sabir, S. (2025). Digital battlegrounds: The role of social media in the Indo-Pakistani media war analysing narratives, propaganda, and public perception. *Journal of Media Horizons, 6*(3), 1434–1446. https://doi.org/10.5281/zenodo.16760157
- Nasir, T., Khan, S. A., Majeed, A. A., & Jan, R. (2025). Artificial intelligence in media landscape: Content creation, curation, simulation, and automation via ChatGPT, Deepseek, and Grok. *Journal of Media Horizons, 6*(3), 796–800. https://doi.org/10.5281/zenodo.16355307
- Nasir, T., Azeema, N., Irum, M., & Siraj, S. A. (2025). Influence of AI and Digital Media Trends, Algorithms and Big Data on Agenda Setting and Narrative Building of Media Students: A Case Study of Universities in Islamabad. *Social Science Review Archives*, *3*(2), 335-355. https://socialworksreview.com/index.php/Journal/article/view/184/208
- Patel, R., & Williams, S. (2022). Personalized Learning in the Workplace: The Impact of AI on Employee Development. International

Journal of Organizational Behavior, 8(4), 183-198.

- Patel, R., & Williams, S. (2022). Personalized Learning in the Workplace: The Impact of AI on Employee Development. International Journal of Organizational Behavior, 8(4), 183-198.
- Patel, R., & Williams, S. (2022). Personalized Learning in the Workplace: The Impact of AI on Employee Development. International Journal of Organizational Behavior, 8(4), 183-198.
- Raghavan, M., Barocas, S., Kleinberg, J., & Levy, K. (2020). Mitigating Bias in Algorithmic Hiring: Evaluating Claims and Practices. Proceedings of the 2020 Conference on Fairness, Accountability, and Transparency, 469-481.
- Rahi Bikram Thapa, Sabin Shrestha, Nayem Uddin Prince, Subash Karki. (2024). Knowledge of practicing drug dispensers about medication safety. European Journal of Biomedical and Pharmaceutical sciences, Volume: 11.
- Sabin Shrestha, Nabina Basaula, Rahi Bikram Thapa Pharsuram Adhikari,Nayem Uddin Prince3. (2024). Prescribing pattern of psychotropic drug among . World journal of pharmacy and pharmaceutical sciences, Volume 13, Issue 8, 734-745
- Smith, J., & Roberts, L. (2022). The Impact of AI on Employee Performance: A Data-Driven Approach. International Journal of Business Management, 15(4), 200-215.
- Smith, J., & Roberts, L. (2022). The Impact of AI on Employee Performance: A Data-Driven Approach. International Journal of Business Management, 15(4), 200-215.
- Smith, J., & Roberts, L. (2022). The Impact of AI on Employee Performance: A Data-Driven Approach. International Journal of Business Management, 15(4), 200-215.
- Sparrow, P., & Cooper, C. (2021). The Future of Work: AI and the Changing Landscape of Human Resource Management. Human Resource Management Review, 31(3), 100-113.
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The Influence of Technology on the Future of Human Resource Management. Human Resource Management Review, 25(2), 216-231.
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The Influence of Technology on the Future of Human Resource Management. Human Resource Management Review, 25(2), 216-231.
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The Influence of Technology on the Future of Human Resource Management. Human Resource Management Review, 25(2), 216-231.
- Tambe, P. (2020). The Impact of AI on Recruitment and Hiring Processes: Challenges and Opportunities. Journal of Business Research, 109, 511-521.
- Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial Intelligence in Human Resources Management: Challenges and a Path Forward. California Management Review, 61(4), 15-42.
- Upadhyay, A., & Khandelwal, K. (2018). Applying Artificial Intelligence: Implications for HRM. Strategic HR Review, 17(5), 234-237.
- Van den Broek, L., & Hofstede, G. (2022). AI-Driven Decision Making in Human Resources: Opportunities and Pitfalls. European Journal of Human Resource Management, 30(1), 84-101.
- Wirtz, J., & Zeithaml, V. A. (2018). Technology in Service Delivery: A Comprehensive Review and Future Directions. Journal of Service Research, 20(2), 133-152.
- Xu, A., & Koivunen, N. (2023). Artificial Intelligence in Performance Management: Leveraging Data for Employee Success. Journal of HR Technology, 10(2), 135-152.
- Xu, A., & Koivunen, N. (2023). Artificial Intelligence in Performance Management: Leveraging Data for Employee Success. Journal of HR Technology, 10(2), 135-152.

- Xu, A., & Koivunen, N. (2023). Artificial Intelligence in Performance Management: Leveraging Data for Employee Success. Journal of HR Technology, 10(2), 135-152..