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ARTIFICIAL INTELLIGENCE IN HRM: TRANSFORMING RECRUITMENT AND PERFORMANCE APPRAISAL

Dr. Sachin S Bharadwaj[1*], Dr. Manjushri Janardan Yadav[2], Khushbu Chudasama[3], Dr. Nitin Kumar Agarwal[4], Sidharth Jain[5], Dr. Nitin Jain[6], Paragkanti Chattopadhyay[7]

[1]Officiating Director Human Resource Management: MBA Institute, Mahatma Phule Institute of Management and Computer Studies, Pune, Maharashtra, Pune Pin code: 411038, India Email Id: drbharadwajsachin@gmail.com Orcid Id: 0009-0001-7712-0831*
[2] Assistant Professor, Human Resource Management (PG) International Institute of Business Studies, City: Bengaluru, Pin code: 562110, Country: India Email Id: manjushriyadav2@gmail.com, Orcid Id. 0009-0007-3997-2105
[3]Assistant Professor, School of Commerce and Management, Dr. Subhash University, Junagadh, India – 362001 Email ID: kschudasama@zohomail.in ORCID ID: 0009-0007-3825-1082
[4]Associate Professor, Teerthanker Mahaveer Institute of Management and Technology, Moradabad (U.P.) India, E-mail: nitinsir2001@gmail.com, ORCID ID: https://orcid.org/0000-0003-3280-7389
[5]Professor Institute of Business Management and Commerce (IBMC), Mangalayatan University, Aligarh 202146 (U.P.) India E-mail: siddharth.jain@mangalayatan.edu.in sjainbsr@gmail.com, Scopus ID: 58074035500
[6]Professor, AIT–CSE, Specialization - Data Science, Affiliation - Chandigarh University, Mohali, India. Email ID - nitin.e8466@cumail.in Orcid Id: 0000-0002-0561-2976 Pincode: 140413
[7]Assistant Professor, Brainware University Email ID: paragkanti.chattopadhyay@gmail.com ORCID ID: 0009-0007-1269-2867

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Corresponding Author: Dr. Sachin S Bharadwaj (drbharadwajsachin@gmail.com)

ABSTRACT

This study examines the role of artificial intelligence in transforming recruitment and performance appraisal in Human Resource Management. The research was motivated by the increasing adoption of AI-based tools in HR functions and the growing need to understand their impact on efficiency, fairness, transparency, trust, and decision quality. A quantitative cross-sectional survey design was adopted, and data were collected from 200 respondents, including HR professionals, recruiters, managers, and employees working in organizations using AI-supported HR practices. A structured questionnaire with 20 Likert-scale items was used to measure perceptions of AI in recruitment and performance appraisal. The findings revealed that respondents generally held positive views of AI in HRM, particularly regarding recruitment efficiency, screening speed, appraisal objectivity, and overall decision quality. The highest ratings were found for recruitment decision quality and appraisal consistency, while transparency in AI-supported performance appraisal emerged as the weakest area. Reliability analysis indicated strong internal consistency of the instrument. The study concludes that AI has significant potential to improve HRM effectiveness, but its successful implementation depends on balancing automation with fairness, transparency, trust, and human oversight. The study contributes

empirical evidence to the growing literature on AI in HRM and offers practical insight for responsible organizational adoption.

KEYWORDS: Artificial Intelligence, Human Resource Management, Recruitment, Performance Appraisal, Decision Quality.

1. Introduction

AI has become a very important part of Human Resource Management today, transforming the way in which organizations conduct their recruitment, assessment, and HR management process. Computerization of this field has led to HR being transformed from a mere administrative function into a more strategic one, with the help of technology improving such areas as communications, employment, training, and people management (Stone et al., 2015). On this basis, AI is now able to help organizations automate HR activities, handle vast amounts of employee data, and facilitate timely and consistent decision-making (Tambe et al., 2019).

A prominent area where AI technology has been embraced is in the process of recruiting. AI technology is being used in resume screening, ranking of candidates, job role matching, and reducing the hiring process cycle (Upadhyay & Khandelwal, 2018). Literature on the use of AI technology in talent acquisition highlights that such technology is highly appreciated due to its effectiveness and efficiency (Albert, 2019). In a similar vein, related debates have equally underscored the possibility of AI transforming or even controlling certain dimensions of recruitment and selection in the coming years (Hmoud & Várallyai, 2019). Moreover, research conducted within an interdisciplinary framework in relation to algorithms and the screening of applicants in recruitment has shown that machine learning is revolutionizing the manner in which organizations use applicant information in making selection decisions (Liem et al., 2018).

The rise of AI in human resources management also correlates with a wider trend towards HR analytics and data-driven decision-making. Businesses have become more and more accountable for making decisions based on data about their workforces instead of merely going with the gut feeling. HR analytics becomes important when it improves the quality of decisions rather than just becoming another temporary management buzzword (Rasmussen & Ulrich, 2015). Equally, effective human capital analytics can provide organizations with an advantage through the transformation of data collected about employees into meaningful insights (Minbaeva, 2018). On the other hand, concerns have been expressed regarding the possibility that HR departments may not fully benefit from data analytics due to the lack of organizational capabilities to match the technology-related ambitions (Charlwood et al., 2016). The reason why this matter is pertinent to the topic of discussion is clear: it highlights the need for more than automation when using AI in HRM.

The use of AI technology has become prevalent in both performance appraisal and performance management areas. Modern firms have shifted from traditional annual appraisals to continuous and developmental approaches that incorporate feedback mechanisms (Cappelli & Tavis, 2016). In such settings, AI could play a role in handling performance information, analyzing trends, and conducting evaluations (Nawaz et al., 2024). But still, performance appraisals are very sensitive issues since employees are bound to respond positively to the results of their performances if they find that the process is just. In fact, studies have found that perception of just performance appraisal is closely linked to motivation for improving performance (Selvarajan et al., 2018). Consequently, while AI may prove successful due to its efficiency, the success of performance appraisal using AI will depend upon how fair employees find such appraisals to be.

However, despite the possible benefits that can be associated with the application of AI in human resource management, there is no denying the fact that AI-enabled HRM brings a lot of ethical questions related to issues such as fairness, transparency, bias, trustworthiness, and accountability (Prikshat et al., 2023). The problem of the use of algorithms in decision-making becomes very relevant when the person will not trust the computerized decision-making tool when he sees the mistakes made by it or senses that he has been left out of it. Algorithmic aversion studies have shown that people might choose not to use algorithms even if there was some good in them (Dietvorst et al., 2015). Human resource management field suffers from it the most.

Despite the increasing interest in artificial intelligence in HRM, the current research literature on this topic has been mainly theoretical or limited to specific HRM functions. Research has acknowledged the significance of AI for HRM activities such as recruiting employees, data analysis, and employee performance appraisals, but relatively little research has been devoted to exploring recruiting and performance appraisal together, particularly by taking into account factors like fairness, efficiency, This paper attempts to fill this gap by exploring the effect of artificial intelligence on the two fundamental functions of human resource management and balancing its advantages with necessary human factors.

2. Methodology

2.1 Research Design

The research was conducted using a quantitative research methodology, where a cross-sectional survey was used to explore the influence of artificial intelligence on the transformation of recruitment and performance appraisal in human resource management. The quantitative approach was considered relevant to the research because it required an objective quantification of the perceptions of the respondents regarding the use of artificial intelligence in the management of human resources (HR). This type of research design allowed data gathering from the respondents at one time point, which made it possible to gauge the degree of acceptance, trust, perceived fairness, transparency, efficiency, and quality of decisions associated with the use of AI in HRM.

2.2 Population and Sample

The survey was conducted among people working in firms that have used AI in their HR-related functions such as recruitment and performance evaluation. This includes human resource personnel, recruiters, managers/supervisors, and staff members, because these people are either directly or indirectly impacted by the AI-assisted HR decisions. In all, there were 200 participants involved in the research study. It is important to note that the sample consisted of respondents from various age brackets, sexes, occupational positions, industry sectors, experience levels, company sizes, and extent of AI application in HRM. Due to the need for participants who had knowledge of HRM with the use of AI, purposive sampling was adopted.

2.3 Instrument Development

The data was collected via a pre-designed questionnaire based on the objectives of the study and the key variables derived from the literature review in the area of AI in HRM. The questionnaire was divided into two parts. Part one included data about demographics, such as age, gender, position held at work, work experience, type of industry, and company size. The second part of the questionnaire comprised 20 questions to assess the respondents' perception towards AI in relation to recruitment and performance evaluation of employees. These topics included artificial intelligence for recruitment, equality and transparency during recruitment, trust during recruitment through artificial intelligence, artificial intelligence for evaluating employee performance, equality during performance evaluation, transparency during performance evaluation, trust in employees, overall efficiency of the HR department, and decision making. The measurement was based on statements with scales ranging from one to five. A score of one shows a strongly disagreeing view while five shows a strongly agreeing view. The reason for choosing this particular scale is that it is commonly used in behavioral and managerial studies.

2.4 Data Collection Procedure

A questionnaire was created in an Excel format and used on the selected participants as the main tool for collecting data. The design of the data collection process was aimed at obtaining answers from people who had appropriate experience dealing with AI-driven HR systems. The response forms used in the study were compiled into an Excel data file, where each row corresponded to a respondent while each column related to each question. Respondents were not obliged to participate but were assured that their participation would serve educational purposes only, since all responses provided by them would be anonymized. Thus, it was possible to conduct the study at group level, analyzing various demographic and professional groups.

2.5 Variables of the Study

Several related variables have been considered during the course of this research that would be relevant in terms of implementing AI in human resource management. These include AI application in recruitment, which is evident from the aspects of faster screening, effective shortlisting, reduced hiring duration, matching of candidates to jobs, and workload reduction. These variables also include the use of AI in performance appraisal, reflected in the usage of AI for evaluation, objectivity, consistency, and feedback. The above variables have been grouped into constructs to facilitate an easier understanding of the results. The study examines the perception of the respondents concerning the use of AI systems to enhance the processes of hiring and appraisal as well as those of explainability and fairness.

2.6 Reliability of the Instrument

The reliability of the scale was evaluated using the measure known as Cronbach's alpha. Reliability analysis was performed on both the entire scale as well as the particular subscales chosen within the scale. The overall score obtained through Cronbach's alpha reliability analysis was 0.913 based on the 20-item questionnaire. For the two particular subscales related to AI recruitment and appraisal, the Cronbach's alpha score obtained was 0.724 and 0.700

respectively. Cronbach's alpha of such value indicates adequate reliability of the questionnaire. Other shorter constructs such as fairness, transparency, trust and decision quality received satisfactory scores of alpha.

2.7 Data Analysis Techniques

Descriptive statistics was used mainly in analyzing the collected data. The responses were tabulated in Excel and frequencies, percentage, means, standard deviations, average ratings, and total scores calculated. The demographic variables were tested for purposes of describing the profiles of the respondents, whereas the item-wise means were applied for determining agreement levels. Moreover, mean measures of constructs were derived by consolidating relevant questions in the questionnaires, which include AI recruitment, AI performance evaluation, equity, accountability, decision quality, and effectiveness in HRM activities. Reliability test was conducted to measure the consistency of the research instrument. The results were presented through tables and figures, wherein each subject was illustrated in a certain format only once to prevent any redundancy.

3. Results

3.1 Overview of the Dataset

The data sample consists of 200 subjects' answers to 20 items using a Likert scale with five points of rating where 1 means strongly disagree and 5 means strongly agree. Table 3.1 shows the descriptive analysis of the data sample. The mean value of the scores for all items is 3.71 (SD=0.47), which suggests that people have a positive attitude towards the use of AI in HR management.

Table 3.1 Descriptive Overview of the Dataset

Indicator	Value
Number of participants	200
Number of questionnaire items	20
Scale type	5-point Likert scale
Minimum participant average	2.50
Maximum participant average	4.90
Overall mean score	3.71
Standard deviation	0.47
Average total score	74.11/100

3.2 Demographic Profile of Respondents

The participants belong to different demographic groups. Refer to Table 3.2 for the distribution of demographic groups of respondents. The age group that occurred frequently is 26-30 years (30.5%) and then comes the age group of 31-35 years (28%). There is almost an even ratio between men and women respondents, with males forming 48.5%. The most populated profession among the respondents was that of employees/staff, constituting 36.0%. This was followed by HR specialists with 26.0%, and manager/supervisor with 24.5%. A major percentage of respondents had work experience for 2–5 years (42.0%). The industry in which a high percentage of respondents worked was IT/Technology (35.5%), and they belonged to large organizations having over 1,000 employees (35.0%).

Table 3.2 Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Age	21–25 years	42	21.0
	26–30 years	61	30.5
	31–35 years	56	28.0
	36–40 years	29	14.5
	41 years and above	12	6.0
Gender	Male	97	48.5
	Female	95	47.5
	Other / Prefer not to say	8	4.0
Job Role	HR professionals	52	26.0
	Recruiters	27	13.5
	Managers/Supervisors	49	24.5

	Employees/Staff	72	36.0
Work Experience	Less than 2 years	35	17.5
	2–5 years	84	42.0
	6–10 years	55	27.5
	More than 10 years	26	13.0
Industry	IT/Technology	71	35.5
	Banking/Finance	39	19.5
	Healthcare	20	10.0
	Manufacturing	24	12.0
	Education	18	9.0
	Retail/Services	28	14.0
Organization Size	Small	35	17.5
	Medium	54	27.0
	Large	41	20.5
	Very large (1000+)	70	35.0
Duration of AI Usage	Less than 1 year	47	23.5
	1–2 years	76	38.0
	3–5 years	58	29.0
	More than 5 years	19	9.5

3.3 Response Profile of Participants

The distribution of responses from the participants regarding the acceptance of AI in HRM is depicted in Figure 3.1. Out of all the respondents, most were categorized as those who exhibited Moderate Acceptance (67.0%), whereas High Acceptance was observed among 27.0%, and Low Acceptance comprised 6.0%.

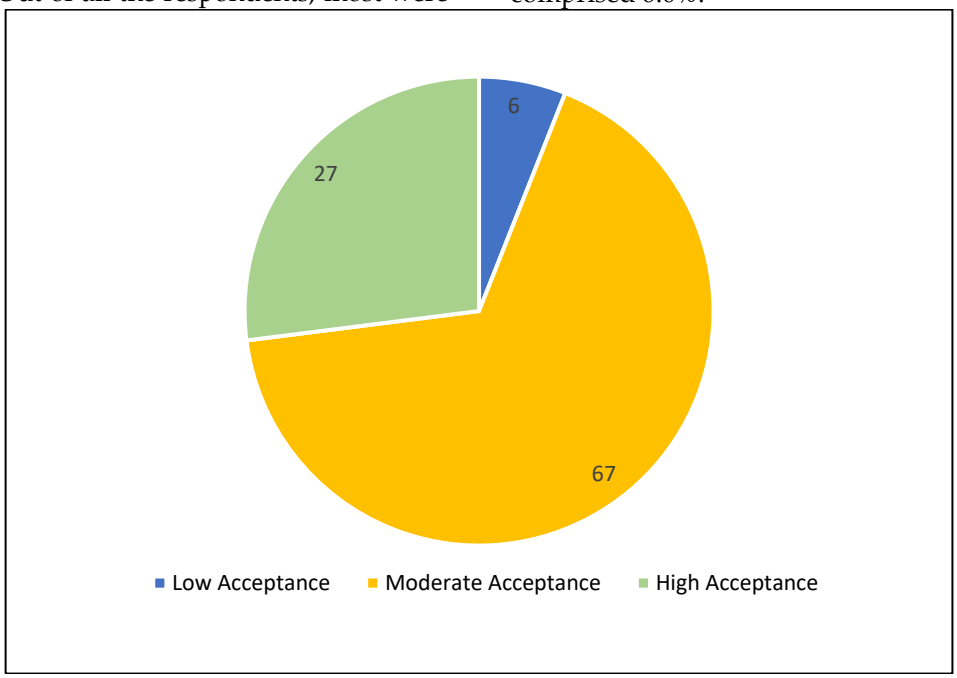

Figure 3.1 Response Profile of Participants toward AI in HRM

3.4 Item-Wise Results

3.4.1 Recruitment-Related Items

However, responses to issues related to recruitment were positive. Item-wise analysis of the variables in regard to recruitment is provided in Figure 3.2. The construct mean of AI Recruitment was 3.73, which suggests that the participants agreed that AI increases the efficiency of the recruitment process, screening speed, better matching of applicants to jobs, and reduces workloads. The variable with the maximum mean was Q1 (M = 3.90): AI aids screening of job applications quickly, while the minimum one was Q5 (M = 3.60).

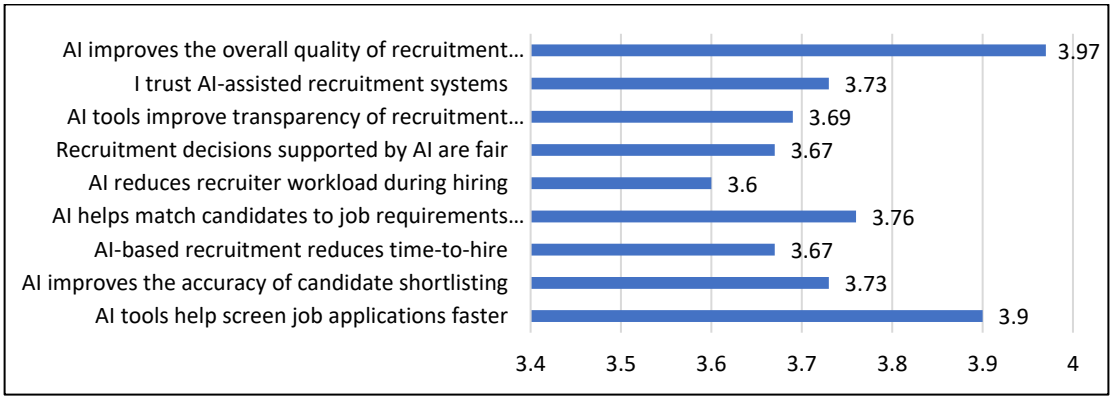

Fig 3.2 Perceived Impact of AI Tools in Recruitment

3.4.2 Performance Appraisal-Related Items

The results about AI in the context of performance appraisals were also good. Table 3.4 shows the item-wise scores of the variables related to performance appraisal. The mean score of the AI Appraisal construct came out to be 3.71. It was found that respondents had very positive attitudes towards AI's ability to give objective assessments (Q11: Mean=3.79) and help employees improve their performance via feedback (Q13: Mean=3.77). But the item with the lowest score in the entire questionnaire was Q15, with an average score of 3.33.

Table 3.3 Item-Wise Statistics for Performance Appraisal Variables

Statement	Mean	Interpretation
My organization uses AI tools in performance appraisal	3.57	Agree
AI-based appraisal provides more objective evaluations	3.79	Agree
AI improves consistency in performance assessment	3.72	Agree
AI-generated feedback helps improve employee performance	3.77	Agree
AI-supported appraisal systems are fair to employees	3.46	Moderate agreement
AI-supported appraisal systems are transparent and explainable	3.33	Moderate agreement
I trust AI-assisted performance appraisal systems	3.76	Agree
AI improves the quality of performance appraisal decisions	3.90	Agree
AI adoption in HRM increases overall HR efficiency	3.74	Agree
AI adoption improves employee trust in HR decisions	3.62	Agree
AI adoption improves overall decision quality in the organization	3.76	Agree

3.5 Construct-Level Results

In order to enable interpretation, the questions were grouped into more comprehensive constructs. Figure 3.3 illustrates the construct level comparison of AI in HRM aspects. The greatest mean value was obtained from the construct labeled "Decision Quality" (M = 3.88). Next came "AI Recruitment" (M = 3.73) and "AI Appraisal" (M = 3.71). Finally, the least mean value was achieved by the "Appraisal Transparency" construct (M = 3.33).

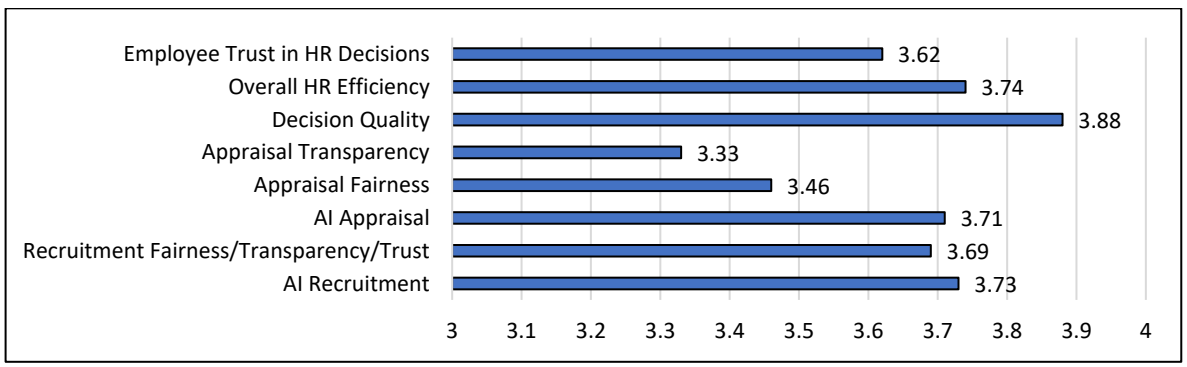

Figure 3.3 Construct-Level Comparison of AI in HRM Dimensions

3.6 Reliability Analysis

The analysis on the test for reliability revealed that the reliability test for the entire instrument was excellent, having obtained a Cronbach's alpha value of 0.913. This is shown in Table 3.5. The consistency for the subscales of "AI Recruitment" and "AI Appraisal" were initiate to be suitable.

Table 3.5 Reliability Statistics

Construct	Cronbach's Alpha	Interpretation
Full 20-item scale	0.913	Excellent
AI Recruitment	0.724	Acceptable
AI Appraisal	0.700	Acceptable
Recruitment Fairness/Transparency/Trust	0.578	Moderate
Decision Quality	0.550	Moderate

4. Discussion

From the findings of the literature review, artificial intelligence seems to have positive perception in the human resource management context, especially in the hiring process and performance appraisal. The factors that influence the use of artificial intelligence include efficiency, objectivity, and quality of decisions. Issues related to recruitment posed questions whose responses had positive means, particularly for factors like speed, candidate choice, and quality of recruitment. In terms of performance appraisals, there were also positive responses particularly regarding issues like objectivity, consistency, and feedback improvements. All these facts further confirm the assertion that AI is an integral component of contemporary HRM practices. Budhwar et al. (2022) note that the use of AI brings numerous opportunities for HRM through improved decision-making; however, implementation and ethical concerns come alongside it. According to Madanchian et al. (2023), the application of AI in HR management is now quite common, because such tools allow companies to manage human resources data more effectively.

Recruitment findings are highly relevant because they show that participants believe AI will be beneficial in making improvements in the process of conducting recruiting operations. The higher ratings on recruitment and screening decision quality imply that the participants think AI will make the process less time-consuming and more efficient, as well as improve the ability to select appropriate candidates. This is consistent with the observation made by Horodyski (2023) that AI-powered recruitment software tends to receive positive feedback from recruiters when they provide better efficiency and enable better decision-making during hiring. In similar fashion, the study conducted by Dadaboyev et al. (2025) shows the huge potential that AI holds to transform the process of talent acquisition by streamlining recruiting operations.

However, the results indicate that the positive perception of AI-driven hiring will not be able to overcome any skepticism surrounding fairness and transparency concerns. Despite the uniform opinion regarding the benefits of using AI-driven hiring by the participants, the marks assigned for fairness and transparency differ from those assigned for speed and decision quality. However, it seems that the subjects realize the importance of AI technology, although there may be doubts if ethics and procedure come into play. In line with the discussion presented by Van den Broek et al. (2020), the idea of algorithmic fairness cannot be explained from an exclusively technological perspective because of its reliance on the context in which algorithms are comprehended and applied within the organization. The present study aims to address the dilemma by demonstrating the application of AI in recruitment strategies and its greater tendency towards efficiency rather than fairness and transparency.

In performance appraisal, a similar trend was recorded. All the respondents agreed that AI could help improve performance appraisal by making it more objective, consistent, and of high quality. This is especially important because performance appraisal has often been faulted on its lack of objectivity and consistency. Hence, this result suggests that AI can help make the process of evaluation more objective. On the other hand, transparency in AI-enabled performance appraisal was found to be the least successful result of the study. This indicates that respondents are not as certain about the explanatory power of AI-based systems for appraisals. The implications of this statement are noteworthy since the process of appraising is closely associated with employee motivation, trust, and promotion. According to Selvarajan et al. (2018), appraisal fairness is a major driver of employees' motivations toward improving their work results.

One more key observation in this regard is the positive attitude toward AI-driven HR decisions, despite lower preference compared to efficiency and decision quality. It is a clear indication that despite the value given to the tangible benefits of AI, people are still quite careful. As stated by Logg et al. (2019), people may accept the algorithm, but not blindly trust in it even if it is considered capable enough. Particularly, when it comes to Human Resource Management (HRM) which shapes people's career prospects, the notion of trust gains particular importance. According to Peeters et al. (2020), the efficiency of people analytics depends not just on the use of data and tools for its analysis, but also on how effectively it is integrated into corporate decision-making. In this regard, the findings of the present research show that the use of AI in HRM can be regarded as a strong force for transformation. However, its efficiency will depend on the right combination of efficiency and transparency as well as the creation of trust. In this respect, as suggested by Prikshat et al. (2023), AI-based HRM needs to be seen as a company-wide transformation in which technology and ethics are equally important.

5. Conclusion

From the findings, it is evident that AI technology is becoming increasingly significant in the recruitment and performance appraisal activities in HRM. From the findings, AI technology was positively received by most participants in terms of effective recruiting, unbiased evaluation, and effective decision-making. The application of AI technology in HR activities can be used as a tool for fast-tracking the selection process, candidate matching, consistent evaluation, and decision-making in HR management. In conclusion, all these results can be interpreted in terms of the huge possibilities of using AI for enhancing HR processes. In addition, all these studies indicate the problems that still occur, specifically concerning the transparency, fairness, and reliability of the application of AI for performance appraisals. Although the respondents confirmed that AI is effective from a practical point of view, they considered that it is not sufficiently explainable when used to evaluate performance. Nevertheless, there must be a means through which firms can utilize these AI technologies in ways that promote responsibility and human involvement. In conclusion, the results of the study indicate that AI technologies can immensely improve HRM when used as a tool in decision making but not as a substitute for human thought processes.

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