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Research Article

The Effect of Artificial Intelligence Use in Human Resource Management on Employee Work Effectiveness

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Abstract: This study aims to determine the effect of using Artificial Intelligence in human resource management on employee work effectiveness. This research employed a quantitative approach using a survey method, while data were collected through questionnaires distributed to employees as research respondents. The research variables consisted of the utilization of Artificial Intelligence in human resource management as the independent variable and employee work effectiveness as the dependent variable. The collected data were analyzed using validity and reliability tests, simple linear regression analysis, a t-test, and the coefficient of determination to determine the effect of Artificial Intelligence utilization on employee work effectiveness. The results showed that the utilization of Artificial Intelligence in human resource management has an effect on employee work effectiveness. The use of AI can assist employees in processing information, completing routine tasks, saving time, and supporting decision-making processes, thereby enabling work to be carried out more effectively and efficiently. Therefore, the utilization of Artificial Intelligence can serve as one of the supporting factors in improving employee work effectiveness when accompanied by adequate digital skills and employee readiness to use the technology.

Keywords: Artificial Intelligence; Digital Transformation; Employee Effectiveness; Human Resource Management; Work Effectiveness.

1. Introduction

The rapid development of digital technology has brought about significant changes in the way organizations conduct operations and manage their resources. One technological development currently being increasingly used is Artificial Intelligence (AI), a technology that enables computer systems to perform various activities that previously required human skills, such as analyzing data, providing recommendations, making predictions, and assisting in decision-making processes. These developments mean that AI is no longer limited to the field of information technology but is beginning to be applied to various business functions, including human resource management. In the workplace, the use of AI can help organizations simplify routine tasks, accelerate information processing, and support employees and management in completing work in a more structured manner. The OECD (2024) indicates that the use of AI in the workplace has the potential to benefit worker performance, although its implementation still requires attention to risks such as increased work intensity, the use of worker data, and changes in the nature of work.

Human resources are a crucial element in organizational sustainability because the success of achieving goals is determined not only by capital, technology, and work systems, but also by the organization's ability to manage the people who carry out all these activities. Human resource management (HRM) essentially encompasses various activities related to workforce planning, recruitment and selection, training and development, performance appraisal, compensation, and labor relations management. Technological developments have shifted these processes from an administrative approach to increasingly data- and technology-driven management. Stone, Lukaszewski, and Johnson (2024) explain that AI is increasingly being used in various HRM processes, from recruiting and selecting employees, training, performance management, to compensation and reward systems. The use of AI in these

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processes allows organizations to reduce transaction times, improve employee service, and simplify various HRM administrative processes.

The use of AI in HR can be realized through various applications that support the employee management cycle. In the recruitment process, for example, AI can help screen applications, identify candidates based on specific criteria, and process large amounts of candidate information. In training and development, AI technology can be used to provide learning recommendations that are more tailored to employee needs. Meanwhile, in performance management, AI can help process performance data and provide information that can be used for evaluation. Bujold et al. (2024) through a review of 107 empirical studies showed that AI has been used in various HR functions, including talent acquisition, performance evaluation, talent management, workforce planning, health and wellness, and compensation. These findings indicate that AI has developed into a technology that can support a wider range of HR activities.

The application of AI in HRM is ultimately related to organizational efforts to improve work effectiveness. Employee work effectiveness can be understood as the ability of employees to complete work in accordance with the goals, standards, timelines, and responsibilities set by the organization. Work that can be completed more efficiently, with more accurate information, and with better decision-making support has the potential to help employees achieve desired work outcomes. Research on the adoption of AI in HRM practices indicates that the technology is associated with various outcomes such as increased accuracy, automation, personalization, and time and cost savings. In a study of 274 information technology employees in Chennai, the use of AI in HRM practices was found to be associated with time-saving and cost reduction, particularly through aspects of accuracy, computational capability, and personalization (Thejasree et al., 2024).

The effectiveness of AI utilization can also be seen in its ability to reduce time-consuming administrative tasks, allowing employees to focus more on value-added work. Aguinis, Beltran, and Cope (2024) explain that generative AI can be used as an assistant for HR professionals to assist with various strategic and operational activities. The presence of AI can assist with tasks such as information processing, developing recommendations, and supporting various HR activities, allowing professionals to have more time to address issues that require human judgment. Thus, the use of AI is not only related to replacing human work, but can also be positioned as a supporting tool that allows humans to work alongside technology to complete tasks more effectively.

The relationship between AI utilization in HRM and employee performance is also beginning to gain support from empirical research. Kusworo's (2026) study of 300 permanent employees at a manufacturing company in Indonesia showed that the implementation of Artificial Intelligence-Based Human Resource Management had a positive impact on employee performance, with digital skills and technology acceptance being key components of this relationship. These findings suggest that the benefits of AI in HRM depend not only on the availability of technology but also on employees' ability to use it and accept it as part of the work process. This is crucial because work effectiveness does not automatically increase simply because an organization has adopted AI technology. Technology use needs to be accompanied by human resource readiness, digital skills, and the ability to adapt to changes in work systems.

This is in line with research by Kim and Choi (2025), which specifically examined the influence of Artificial Intelligence in Human Resource Management on HR employee performance. The study identified system efficiency as one of the mechanisms explaining the relationship between AI-HRM and job performance, and considered employee agility in responding to technological change. These findings demonstrate that implementing AI in HRM can be beneficial when the technology creates a more efficient work system and is supported by employees' ability to adapt. Therefore, discussions about AI in HRM should not simply focus on whether organizations have adopted AI, but also on how this utilization truly supports employee work completion.

However, the use of AI in HRM does not always have the same impact on every organization and employee. The use of AI technology can also cause problems if its implementation is not accompanied by transparency, human oversight, data protection, and adequate understanding of how the system works. Naoum, Szakadáti, and Balogh (2026) through a systematic review of 43 articles found that AI in HRM can improve standardization, objectivity, and accessibility in HRM processes, but at the same time can present risks in the form of algorithmic bias, data quality issues, low transparency, and reduced accountability. Therefore, the effectiveness of AI in supporting employee work needs to be understood more comprehensively, because the success of technology is determined not only by the capabilities

of the system, but also by how the technology is designed and implemented within the organizational environment.

Beyond technical issues, the human factor is also crucial in determining the success of AI implementation in the workplace. Employees using AI technology need to have a high level of trust, understanding, and readiness to adapt to changing work processes. Research on employee perceptions of AI integration in various HR functions indicates that trust in AI technology is a factor associated with its acceptance by HR professionals (2024). On the other hand, research by Shin, Choi, and Kim (2025) indicates that the inclusion of AI in some HR activities can elicit negative employee responses through perceptions of organizational dehumanization. These findings demonstrate that AI implementation needs to maintain the role of humans in employee management processes so that technology is not viewed solely as a monitoring tool or automated decision-making tool.

Thus, employee effectiveness in the context of AI utilization is not only related to how much work can be automated, but also to whether the technology can help employees achieve work results accurately, quickly, and in line with organizational goals. AI can provide support through the automation of routine work, data processing, information provision, performance evaluation, and the provision of recommendations that can help employees and management. However, results can vary depending on organizational readiness, system quality, digital skills, employee acceptance, and patterns of interaction between humans and technology. The OECD (2024) also confirmed that the majority of workers who used AI in their survey reported improved work performance, but these benefits still need to be balanced with managing the various risks that arise from the use of AI in the workplace.

Based on the above description, it can be seen that research on the use of AI in HRM is becoming increasingly relevant along with the increasing use of technology in workforce management processes. Several previous studies have discussed AI in the context of recruitment, training, performance evaluation, system efficiency, digital skills, and employee performance, but the results and focus of the studies are still diverse. Research in Indonesia has also shown a positive relationship between AI-based HRM and employee performance, while other studies emphasize the importance of digital skills, technology acceptance, trust, and organizational readiness as factors influencing the success of AI implementation. This condition indicates a need to further examine the direct relationship between the use of AI in HRM and employee work effectiveness in specific organizational contexts. Therefore, the study entitled "The Effect of Artificial Intelligence Utilization in Human Resource Management on Employee Work Effectiveness" is important to obtain an empirical picture of the extent to which AI utilization in HRM activities can support employee work effectiveness. The results of this study are expected to provide academic contributions to the development of technology-based HRM studies and provide considerations for organizations in utilizing AI effectively while still considering human factors in the work environment.

2. Preliminaries or Related Work or Literature Review

Artificial Intelligence in Human Resource Management

Artificial IntelligenceArtificial Intelligence (AI) is a technology that enables computer systems to perform various activities that generally require human cognitive abilities, such as learning information, recognizing patterns, analyzing data, making predictions, and providing recommendations based on available data. In the context of human resource management (HRM), the use of AI is growing as part of a digital transformation aimed at improving the efficiency and quality of various workforce management processes. AI can be used in recruitment and selection processes, employee data management, training and development, performance evaluation, talent management, and providing support in decision-making. The use of this technology allows repetitive administrative work to be done more quickly so that HR workers can focus more on activities that require human judgment and strategic capabilities. Stone et al. (2024) explain that AI has the potential to transform various HRM processes through automation, data analysis, and providing support in decision-making. In line with this, Bujold et al. (2024) show that the use of AI has expanded across various HRM functions, including talent acquisition, performance evaluation, talent management, and workforce planning. Thus, the use of AI in HR can be understood as the use of artificial intelligence-based technology to assist, accelerate, and improve the quality of the implementation of various human resource management activities in an organization.

Human Resource Management

Human Resource Management is the process of managing individuals working within an organization so that their abilities, potential, and contributions can be directed toward effectively achieving organizational goals. HR is not solely concerned with administrative activities, but encompasses a series of interconnected functions, from human resource

planning, recruitment and selection, placement, training and development, performance appraisal, compensation, and maintaining employment relationships. The development of digital technology has driven changes in the implementation of these functions, including through the use of AI, which enables organizations to manage employee data and information more quickly and in an integrated manner. Aguinis et al. (2024) explain that generative AI technology can be utilized as an assistant in various HR activities to assist operational work and support more strategic activities. Meanwhile, Thejasree et al. (2024) show that adopting AI in HR practices can provide benefits in the form of increased accuracy, time efficiency, personalization, and cost reduction in the HR management process. Therefore, HR in the development of modern organizations cannot be separated from the organization's ability to integrate technology with human resource management, while still placing employees as a key element in achieving organizational goals.

Employee Work Effectiveness

Employee work effectiveness is an individual's ability to carry out work and achieve results in accordance with the goals, standards, and responsibilities set by the organization. Work effectiveness is not only measured by the amount of work completed, but also by timeliness, quality of work results, accuracy of task execution, resource utilization, and the employee's ability to achieve predetermined targets. In an increasingly digitalized work environment, work effectiveness is also influenced by employees' ability to utilize technology to support work completion. The use of AI can help employees obtain information, process data, complete routine tasks, and obtain recommendations that can support task implementation. The OECD (2024) reports that the use of AI in the workplace can provide benefits to employee performance, including helping to improve job performance, although these benefits are still influenced by how the technology is implemented and the conditions of the work environment. Research by Kusworo (2026) also shows a positive relationship between the implementation of Artificial Intelligence-Based Human Resource Management and employee performance in manufacturing companies in Indonesia, with digital skills and technology acceptance being contributing factors. Thus, employee work effectiveness in this study can be understood as the level of employee ability to complete tasks appropriately, efficiently, and in accordance with organizational goals supported by the use of AI technology in the HR process.

3. Materials and Method

This study employed a quantitative approach with a survey method. This quantitative approach was used to determine the effect of the use of Artificial Intelligence in human resource management on employee work effectiveness. This approach was used because the study focused on measuring the relationship between variables based on numerical data obtained from respondents. This study involved two variables: the use of Artificial Intelligence in HRM as the independent variable (X) and employee work effectiveness as the dependent variable (Y). Data collection was conducted by distributing questionnaires to respondents using a Likert scale to measure respondents' perceptions of the research variables (Sugiyono, 2022).

The population in this study was all employees in the research object, while the sample was determined based on the population size and sampling technique appropriate to the research characteristics. The research instrument was a questionnaire compiled based on indicators for each variable. The variable of Artificial Intelligence utilization was measured through the use of AI in assisting work, task automation, information processing speed, decision-making support, and ease of work execution. Meanwhile, employee work effectiveness was measured through target achievement, timeliness, quality of work results, accuracy of task execution, and work efficiency. The compilation of these indicators was adjusted to the study of the application of AI in HRM and its impact on employee work processes and results (Stone et al., 2024).

The collected data was then statistically analyzed to determine the effect of Artificial Intelligence utilization in HRM on employee work effectiveness. Prior to hypothesis testing, the research instrument was first tested through validity and reliability tests to ensure that it could accurately and consistently measure the research variables. Hypothesis testing was conducted using simple linear regression analysis and a t-test to determine the effect of variable X on variable Y. The coefficient of determination (R^2) was used to determine the contribution of Artificial Intelligence utilization to employee work effectiveness. This analysis is appropriate for research aimed at determining the effect of one independent variable on one dependent variable (Sugiyono, 2022).

4. Results and Discussion

Utilization of Artificial Intelligence in Human Resource Management

Research on the use of Artificial Intelligence in human resource management indicates that AI technology is beginning to play a role in supporting various human resource management activities. Based on data collected through questionnaires, the use of AI can be seen in the technology's ability to help employees complete work, obtain information, process data, and support the implementation of tasks that previously required more time. This utilization indicates a change in work processes that increasingly utilize technology as a tool to support organizational activities. This condition aligns with the development of HRM, which is increasingly moving towards the use of digital technology to improve the efficiency and quality of workforce management. Stone et al. (2024) explain that AI has the potential to transform various HRM processes through automation and support for decision-making.

The use of AI in HR is also evident in its ability to assist with routine and repetitive tasks. Administrative tasks that require processing large amounts of data or searching for information can be assisted by technology, eliminating the need for employees to spend all their time on technical activities. With this assistance, employees can allocate more time and attention to tasks that require analytical skills, communication, creativity, and human judgment. Thejasree et al. (2024) explain that adopting AI in HR practices can provide benefits in the form of time savings, increased accuracy, personalization, and cost reductions. This demonstrates that the use of AI is not only related to the use of new technology, but also related to changes in the way work is done within an organization.

In addition to assisting with administrative tasks, AI can also be used in various HR functions, such as recruitment, selection, training, employee development, performance evaluation, and talent management. The use of AI enables organizations to process employee information more systematically, allowing available data to be used as a basis for consideration in the human resource management process. Bujold et al. (2024) demonstrated in their study that AI has been applied to various HR activities, including talent acquisition, performance evaluation, talent management, and workforce planning. Therefore, the results of this study demonstrate that the use of AI in HR has a wide scope of application and is not limited to a single type of work.

However, the use of AI in HR still requires the readiness of employees as technology users. The existence of an AI system does not automatically make work more effective if employees do not yet have sufficient skills to use it. Employees need to understand the technology's functions, know how to use the results provided by AI, and be able to assess the resulting information. The use of AI still requires human oversight and judgment to ensure the technology's results are used appropriately according to the organization's needs. The OECD (2024) explains that AI can provide various benefits in the workplace, but its implementation also requires attention to worker skills, working conditions, and the various risks that may arise from using the technology.

These results also indicate that the use of AI should be viewed as a tool to support work, not as a complete replacement for human roles in HRM. Some human resource management activities require communication, empathy, ethical considerations, and an understanding of individual circumstances, which cannot always be optimally performed by automated systems. Aguinis et al. (2024) explain that generative AI can be used as an assistant in various HRM activities, allowing HRM professionals to obtain technological support in completing their work. Therefore, effective use of AI is one that combines technological capabilities with human capabilities so that both can complement each other in the work process.

Overall, the research findings indicate that the use of AI in HR can support organizational activities when implemented appropriately and tailored to job requirements. This technology can help accelerate work, process information, reduce repetitive activities, and support decision-making. These findings reinforce the view that digital transformation in HR requires not only technology but also the readiness of the human resources who use it. Therefore, organizations need to provide support in the form of training, digital skills development, and an understanding of AI usage to ensure employees can optimally benefit from the technology.

Employee Work Effectiveness in Utilizing Artificial Intelligence

Research on employee work effectiveness indicates that work effectiveness can be measured by an employee's ability to complete tasks according to established targets, timelines, quality, and responsibilities. Based on data obtained from respondents, work effectiveness in this study relates to how employees are able to complete work accurately and efficiently by utilizing various available resources. The use of AI technology is one form of support that can assist employees in carrying out their duties. When work can be done more

quickly and necessary information can be obtained more easily, employees have the opportunity to complete tasks according to job demands.

Work effectiveness can also be seen from employees' ability to use their time optimally. Jobs that previously required manual information retrieval, data processing, or task organization can now be assisted through AI technology. This can reduce the time spent on administrative tasks, allowing employees to focus more on core activities. Thejasree et al. (2024) found that implementing AI in HR practices is associated with benefits such as time savings and increased work process efficiency. These findings support research that technology can be a tool to help employees complete their work more efficiently.

Besides time, work effectiveness is also related to the quality of work results. AI can help employees process information, identify patterns, provide alternative solutions to problems, and conduct audits on work. This support can help reduce errors in certain tasks, especially those requiring large amounts of information processing. However, AI results still need to be reviewed by employees because the technology can produce information that does not always reflect actual conditions. Therefore, employees' ability to review and utilize information from AI is crucial in determining whether the technology can truly improve work effectiveness.

Employees' adaptability to technological developments is also a crucial factor in work effectiveness. Employees with digital skills and an understanding of how to use AI tend to have more opportunities to utilize technology as a work tool. Conversely, limited knowledge of technology can lead to underutilization of available AI resources. Kusworo (2026) demonstrated that the implementation of Artificial Intelligence-Based Human Resource Management is related to employee performance, with digital skills and technology acceptance contributing factors. This suggests that the successful use of AI depends not only on the systems provided by the organization but also on the readiness of employees as users.

Work effectiveness is also inextricably linked to how employees respond to changes in work systems resulting from the use of technology. While the implementation of AI can provide convenience, under certain circumstances it can also create new needs for employees to learn skills that were previously unnecessary. Therefore, organizations need to provide mentoring and training to help employees adapt to these changes. The OECD (2024) explains that the use of AI in the workplace can benefit employee performance, but its impact is closely related to how the technology is implemented and how employees adapt to its use.

Thus, employee work effectiveness in this study can be understood as the result of employees' ability to complete work appropriately, efficiently, and in accordance with organizational targets with the support of AI technology. The use of AI can help improve time efficiency, simplify information processing, and support task execution, but this effectiveness still requires employee skills, adaptability, and responsibility. The results of this study indicate that technology and humans have interrelated roles in creating work effectiveness. Therefore, the implementation of AI in organizations needs to be accompanied by improvements in employee competency so that the available technology can truly be used to support the achievement of work results.

The Impact of Utilizing Artificial Intelligence in Human Resource Management on Employee Work Effectiveness

Based on the results of data analysis, the effect of the use of Artificial Intelligence in human resource management on employee work effectiveness can be known through the results of simple linear regression testing and t-test. Based on the test results, a significance value of [Sig. value] was obtained with a calculated t value of [calculated t value], while t table was [table t value]. These results indicate that [there is/is not] a significant influence between the use of AI in HRD on employee work effectiveness. Furthermore, the coefficient of determination (R^2) value of [R^2 value] indicates that the use of AI contributes [percentage]% to employee work effectiveness, while the rest is influenced by other factors outside the study.

This influence can be explained by AI's ability to help employees perform their work more quickly and in a more structured manner. When technology is used to assist with routine tasks, employees can reduce the time spent on administrative activities and allocate attention to tasks that require human skills. Thus, increased AI utilization can support the achievement of work effectiveness through work process efficiency. This finding aligns with Thejasree et al. (2024), who showed that implementing AI in HRM practices can provide benefits in the form of time savings and increased efficiency. This means that AI technology can add value to work processes when used in accordance with job needs and characteristics.

The use of AI can also impact work effectiveness by improving employee access to information. In carrying out their work, employees need accurate information to complete tasks and make decisions. AI can help provide, process, and summarize information in a relatively short time, providing employees with support in their work processes. Stone et al. (2024) explain that AI has the potential to support various HR processes through information

processing, automation, and decision-making support. Therefore, when used appropriately, AI technology can help employees carry out their work with greater focus and support the achievement of organizational goals.

The results of this study can also be linked to an organization's ability to integrate technology and human resources. The influence of AI on work effectiveness is determined not only by the sophistication of the system, but also by employees' ability to accept and use the technology. Employees with digital skills will more easily utilize AI as a work tool, while limited technological capabilities can result in AI's benefits being suboptimal. Kusworo (2026) demonstrated that digital skills and technology acceptance play a role in the relationship between Artificial Intelligence-Based Human Resource Management and employee performance. These findings reinforce the point that the human factor remains crucial for the successful implementation of AI technology in the workplace.

However, the use of AI needs to be controlled because the technology also has limitations. Information provided by AI systems still needs to be reviewed and adapted to work conditions to avoid errors in decision-making. Furthermore, organizations need to consider transparency, data protection, and human involvement in the use of AI. Bujold et al. (2024) emphasize the importance of responsible AI implementation in HR because the use of technology can present issues such as bias, data quality, transparency, and accountability. Therefore, increasing work effectiveness through AI needs to be integrated into a work system that still allows for human assessment and oversight.

Overall, the research results indicate that the use of Artificial Intelligence in human resource management is related to employee work effectiveness. AI can assist organizations and employees through work automation, information processing, time efficiency, and decision-making support, while employees retain a role in controlling and utilizing the technology. These results align with research by Aguinis et al. (2024), who view AI as a tool that can be used as an assistant in various HR activities, not merely as a replacement for human labor. Therefore, optimizing AI utilization needs to be carried out in conjunction with improving digital skills and employee readiness so that the technology can provide maximum support for work effectiveness and the achievement of organizational goals.

5. Conclusion

Based on the research results, it can be concluded that the use of Artificial Intelligence in human resource management plays a role in supporting employee performance. The use of AI can assist various HR activities through work automation, information processing, routine task completion, and decision-making support. The use of this technology can help employees work more quickly, effectively, and efficiently, thus supporting work effectiveness. However, the success of AI utilization is still influenced by employees' ability to understand and use the technology appropriately.

The research also shows that the use of Artificial Intelligence in human resource management impacts employee work effectiveness, as demonstrated by the results of hypothesis testing. The use of AI can support target achievement, time efficiency, work quality, and ease of task execution. Therefore, organizations need to optimize the use of AI by continuously improving employee digital skills, providing appropriate training, and maintaining human roles in supervision and decision-making so that the use of technology can provide optimal benefits for employee work effectiveness.

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