

Artificial Intelligence in International Human Resource Management

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ABSTRACT

Artificial intelligence is increasingly deployed in human resource management to enhance candidate selection and streamline recruitment processes. However, significant questions remain regarding the reliability and consistency of artificial intelligence-driven interview systems compared to traditional human resource management evaluations. Given the potential for intentional or unintentional bias in AI algorithms, there is a critical need to evaluate whether electronic interview systems produce candidate selections comparable to those of human evaluators when assessing a shared applicant pool.

This research employs a comparative evaluation methodology to assess multiple electronic human resource information systems (HRIS) and their effectiveness in candidate selection. A comparison of the top 10 selections generated by various AI-driven interview platforms with those made by experienced human resource managers was conducted using a standardized pool of candidates. I examine the degree of overlap in candidate rankings and analyze patterns of disparity that may indicate systemic bias or inconsistency in artificial intelligence algorithms.

Keywords: Artificial intelligence, ethics, decision making, human resource management, emerging nations

INTRODUCTION

Artificial intelligence is nothing new; in fact, it has been around since the 1950s with the emergence of symbolic artificial intelligence (Shaw, 2025) and automated machinery (Bonsay et al., 2021). Artificial intelligence refers to the use of technology to perform tasks that typically require human intellect and decision-making (Budhwar et al., 2022; Charwood & Guenole, 2021). The goal of artificial intelligence is to create software that can mimic human rationale and learning (Devi et al., 2024). Artificial intelligence technology impacts various industries and aspects of our society, including healthcare, finance, purchasing, production, transportation, and societal problem-solving (such as poverty and aging) (González et al., 2025; Masood, 2024; Stone et al., 2024). As a result of artificial intelligence, daily tasks and the way people interact with both machines and other individuals are being transformed (Farmdale et al., 2025).

However, according to Devi et al. (2024), artificial intelligence will not replace mundane decision-making tasks in human resources. Yet, Kaplan and Haenlein (2019) state that the next generation of artificial intelligence could, in a sense, render humans unnecessary, a view reiterated by Vrontis et al. (2022), who argue that artificial intelligence will take over, pushing face-to-face employment to the wayside through automation and digitalization. Additionally, Gu and Wang (2025) state that even white-collar jobs are no longer safe from artificial intelligence. According to Tambe (2025), a 2023 World Economic Forum Report stated that global job loss due to artificial intelligence could exceed 85 million by 2025 while simultaneously creating 97 million new positions, resulting in a net gain of 12 million jobs.

There are two forms of digitalization: destructive, which, as the name implies, makes employees more vulnerable and puts their careers at risk, and transformative, which, on the other hand, is more beneficial to the employee (Carbonero et al., 2023). Artificial intelligence has been heralded as part of the fourth industrial revolution and is dramatically transforming the business world both domestically and globally (Boddington, 2023; Budhwar et al., 2022; Charwood & Guenole, 2022; Schwab, 2016; Zhang, 2025). Boddington (2023) goes on to state the

benefits of artificial intelligence in the workplace as increasing capital, reducing time to complete tasks, reducing labor costs, and providing economic improvements, all while comparing the role of artificial intelligence to that of a human in the same position, which is echoed by Budhwar et al. (2022). Zhang (2025) breaks these benefits down specifically for human resources, focusing on efficiency and speed through automation and streamlining of recruiting tasks.

Despite growing interest in the use of artificial intelligence in human resource management, significant gaps remain in this research area (Fenwick et al., 2024). Madanchian et al. (2023) state that combining “machine learning, natural language processing, and data analytics” (p. 368) with artificial intelligence can significantly transform human resource management. Artificial intelligence plays an important role in business through automation, which helps expedite decision-making, create codependent systems, and reduce the complexity of mechanisms (Siswanto et al., 2022). Human resource management has undergone many changes over the years, driven by technological advancements, economic shifts, domestic diversity, and globalization (Fenwick et al., 2024; Stone & Deadrick, 2015; Vrontis et al., 2022). The use of the internet or intranet in human resource management is also known as electronic human resource management, which includes the adoption of artificial intelligence in larger corporations (Johnson et al., 2021). Artificial intelligence is transforming the way businesses manage human resources (Madanchian et al., 2023), including functions such as training, job design, and both management and talent management (Zhang, 2025). The role of human resource management continues to evolve as artificial intelligence bots become increasingly attractive to companies (Vrontis et al., 2022). Artificial intelligence can help streamline the hiring process by eliminating unqualified applicants before interviews begin, using a task force automation framework (Deviprasad et al., 2023; Kusý & Varečková, 2021). Moreover, according to Madanchian et al. (2023), artificial intelligence could not only allow for quicker human resource decisions, but it could also reduce human bias.

Furthermore, artificial intelligence can also screen for any online profiles the candidate has, ensuring that the candidate is an appropriate fit for the company (Pereira et al., 2023). The use of artificial intelligence to view online profiles must be done in a manner that does not compromise individual privacy (Qamar et al., 2021; Tursunbayeva et al., 2022). Aside from prescreening applications and résumés, artificial intelligence can also evaluate candidate skills and perform video interviews (Rao & Inampudi, 2024). Chatbots may expedite communication as human responses are not as instantaneous (Majumder & Mondal, 2021). As such, as artificial intelligence advances, so too must businesses, as machines can be more reliable than people (Kusý & Varečková, 2021).

Human resource managers are often viewed as an asset to the business, as their role entails both labor relations and compliance with labor laws (Majumder & Mondal, 2021). Managers, particularly human resource managers, need to be experts in their field, able to navigate the hybrid system of artificial intelligence and humans (Kaplan & Haenlein, 2019). For human resource managers, finding the right employee for any position within a company is vital; they are entrusted with this arduous task, as the wrong employee in the wrong position could be devastating for the company. One technique companies are adopting is the use of interview bots that can conduct interviews with potential candidates in situations where health and safety concerns may arise (such as during the COVID-19 pandemic) (Siswanto et al., 2022). COVID-19 accelerated the use of this technology (Boddington, 2023).

Additionally, they may be more cost-efficient and preferred by millennials who have grown up in an increasingly technological age (Siswanto et al., 2022). Moreover, the use of interview bots introduces a degree of flexibility that may not otherwise exist (Siswanto et al., 2022). However, to better connect with talent, some companies are transitioning to personalized human resource management similar to how companies like Facebook and Netflix use personalization to build relationships with their customers (Huang et al., 2023). Hence, this paper focuses on artificial intelligence as a means of enhancing human productivity from the human resource perspective at the international level. To achieve this, various human resource information systems will be evaluated based on their effectiveness in candidate selection for future interviews to fill vacant international positions within a firm. Multiple human resource information systems will be examined, and the results compared with the candidate selections made by human resource managers.

LITERATURE REVIEW

According to Kambur and Akar (2022), human resource managers are unable to select suitable candidates as many factors inhibit their ability, and therefore need assistance from artificial intelligence technology. Given the advancement of globalization and digitalization, selecting the right personnel is becoming more prominent, as selecting the wrong candidate can have economic consequences (Sommer, 2023). Businesses across cultures are incorporating artificial intelligence into their human resource departments to assist in the screening and selection process (Kaplan & Haenlein, 2019; Park & Jung, 2025). Chatbots contribute to human resource managers' recruiting efforts by enabling them to conduct candidate interviews from the comfort of the applicant's home (Majumder & Mondal, 2021). Moreover, by using reliable interview bots, human resource managers can conduct interviews in settings that may not be conducive to face-to-face interaction (Siswanto et al., 2022). Recruiting may be the area most impacted by artificial intelligence; as such, it is imperative to understand the ramifications (Choudhari et al., 2025). The use of artificial intelligence in recruiting provides real-time communication between the firm and the applicant (Nguyen & Park, 2022; Upadhyay & Khandelwal, 2018). Moreover, artificial intelligence enables a more resourceful and viable staffing process by expanding the applicant pool (Albassam, 2023).

Despite advances in artificial intelligence, small- and medium-sized enterprises (SMEs) in emerging nations worldwide face several obstacles, including a lack of funding and insufficient training for effective adoption (González et al., 2025). Yet, some emerging Asian countries are advancing as world leaders in technological innovation within their economies (Horwitz and Cooke, 2022). Moreover, South Korean employees are more attracted to interviews conducted by artificial intelligence as they perceive them as enabling greater innovation and performance than human-based interviews (Park and Jung, 2025). Two similar studies on the efficiency of artificial intelligence in human resources within the Indian information technology sector found that human resource departments that used it were more efficient than those that did not (Moon, 2025; Sharma et al., 2025). A study in Ecuador found that the use of artificial intelligence is still in its infancy, consistent with most of Latin America, according to González et al. (2025).

When developing artificial intelligence strategies, it is essential to implement a protocol to prevent bias. Bias should not be confused with adverse effect or fairness, as is often the case among the news outlets and popular perception (Charlwood & Guenole, 2021). One such protocol would include the human perspective. Having humans work in conjunction with artificial intelligence software can help ensure that decisions are just and unbiased (Rao & Inampudi, 2024). Moreover, measures should be taken to ensure equality and confidentiality, as personal data is often collected during the recruitment process (Albassam, 2023).

Not only can artificial intelligence assist in recruiting efforts, but it may also be more accurate in predicting the success or failure of prospective employees (Choudhari et al., 2025; Stone & Deadrick, 2015). Additionally, international experience and certain individual tendencies play a significant role in a manager's decision to work in a global setting (Sommer, 2023). As a result, it is important to understand how manager's think since this can play a significant role in their global decision-making process (Sommer, 2023). This is where machine learning algorithms and international experience can assist human resource managers. Little research exists in this area of international human resource management and artificial intelligence (Sommer, 2023). However, the use of artificial intelligence will enable human resource managers to spend more quality time with candidates, enhancing the recruitment process (Momen et al., 2025). Artificial intelligence can shape applicants' opinions of the hiring firm (Park & Jung, 2025). Despite the potential benefits of artificial intelligence in candidate sourcing, only 22 percent of top-level executives who think this technology is crucial also believe their firms are ready to implement it in this capacity (Nguyen & Park, 2022). According to a 2019 Gartner survey, the adoption of artificial intelligence increased by 270 percent over the four years ending in 2019, with 37 percent of organizations incorporating it (Gartner, 2019; Will et al., 2022). Of businesses that use artificial intelligence in human resources, only 10% leverage it to its fullest potential (Huang et al., 2023). Despite the growing adoption of artificial intelligence, several challenges remain, including resistance to change, ethical and legal considerations, and issues of accountability and transparency (Rao & Inampudi, 2024).

Academia has lagged behind the market in the study of artificial intelligence in human resources, resulting in gaps in related research, particularly in personnel selection (Zhang, 2025). Bailey and Barley (2020) called for

an investigation into the “design, policy, and social outcomes” (p. 10) of using artificial intelligence tools in human resource management. Additional research is also warranted in the following areas: exploring new and existing artificial intelligence recruiting strategies in relation to evolving technologies and their potential influence, as well as carefully considering the ethical implications of the recruitment process using artificial intelligence (Albassam, 2023). In addition to developing artificial intelligence ethical guidelines for human resources that prioritize trustworthiness and equality in accountability, privacy, and transparency (Rao & Inampudi, 2024), it is also essential to consider the broader implications of artificial intelligence. Compared to other fields of study, research on the application of artificial intelligence to human resources is still in its early stages of development and what research is available is disconnected (Budhwar et al., 2022; Qamar et al., 2021).

Regardless of the type of artificial intelligence used, caution should be taken to avoid introducing human bias (Intezari et al., 2022). While artificial intelligence already plays a significant role in multinational corporations, through “improved export processes, logistics, and supply chain efficiency” (Chishty et al., 2025, p. 1), it can also be highly beneficial in human resources management. Several multinational companies, including IBM, Hitachi, Amazon, and Microsoft, have already implemented artificial intelligence practices in human resources management to achieve substantial cost savings (Malik et al., 2022). As previously mentioned, artificial intelligence is adding value to recruitment and screening, and it is also an asset in onboarding, training, employee record tracking, scheduling, benefits enrollment, and office administration tasks, among other undertakings (Deviprasad et al., 2023; Majumder & Mondal, 2021). As more businesses become multinational companies, human resource managers face a more pressing challenge in overseeing operations in multiple countries with diverse cultural backgrounds and various languages (Deviprasad et al., 2023; Stone & Deadrick, 2015). Moreover, multinational companies in several emerging countries and the BRICS countries pose challenges for human resource managers due to antagonistic environments and their inability to send expatriates to other nations (Horwitz and Cooke, 2022).

Human resource management is a critical component in the competitive nature of multinational corporations (Deviprasad et al., 2023). It can enable businesses to gain a competitive advantage in recruiting, encouraging, and keeping employees (Stone et al., 2024). Thus, artificial intelligence, through interview bots and chatbots, can assist human resource managers. Human resource managers have a wide range of responsibilities, including recruitment, training, performance appraisals, and financial compensation, as well as a broad scope of coverage (Majumder & Mondal, 2021).

Artificial intelligence is a relatively new concept in human resource management, and its ethical challenges are still emerging (Edwards et al., 2022). Yet, artificial intelligence is changing so rapidly that devices as few as five years old are already obsolete (Kaplan & Haenlein, 2019). Artificial intelligence is dramatically changing the global economy by creating new jobs, transforming productivity, and reshaping industrial roles (Tambe, 2025). Earlier, I discussed the use of interview bots and chatbots to prescreen applicants for human resources, saving time and mitigating the risk of human bias. After all, reviewing applications can be both time-consuming and repetitive (Köchling et al., 2021), which costs firms money.

Bias

Human resource managers should work to ensure that bias is not introduced into the artificial intelligence. When developing artificial neural networks (which can be trained by fuzzy data), one must be cautious to avoid using fuzzy data that the expert has tainted with biases, as this can spread bias (Qamar et al., 2021). The bias introduced could result in discrimination against specific populations. If the artificial intelligence application process were left unchecked through human intervention, this could result in corporations facing an ethical dilemma (Edwards et al., 2022), as was evidenced in 2018 when Amazon’s artificial intelligence-driven resume tracking system was strategically omitting females as a result of bad data during the training phase of the software (Zhang, 2025). Hence, users of artificial intelligence need to establish rules for data handling and regularly inspect the algorithms for bias (Rao & Inampudi, 2024).

There are many human resource software options available to businesses worldwide. Some of the more notable software options include, but are not limited to, ADP Workforce NOW, Deel, BambooHR, Rippling, Paycor, Paylocity, and Monitask (Dennis, 2025; Ferrer, 2025a; 2025b). Precire, a German algorithmic assistance service,

is used by numerous German companies to support screening processes and even to create psychological profiles of job applicants (Köchling et al., 2021). To include a regression analysis to explore factors influencing how candidates are selected using artificial intelligence, the websites of the eight companies provided by Dennis (2025) and Ferrer (2025a, 2025b) will be examined, along with two additional companies. The information being sought will include the factors the software uses to choose or eliminate a candidate. Examining these companies' websites reveals that many of them only have a sales bot that cannot be bypassed. Some required a demonstration to be scheduled. Overall, little to no information is provided on these firms' websites about how their software algorithms are used to select candidates. Hence, companies that rely solely on these algorithms must be aware of the potential bias and unfair treatment of some applicants, despite the algorithms' alleged accuracy (Köchling et al., 2021). Other challenges that human resource management must face include flexible departmental ecosystems and changes in position responsibilities (Madanchian et al., 2023). When considering the ethical implications of artificial intelligence in recruiting, human resource managers must ensure that any method used for prescreening and interviewing is unbiased and free of discriminatory practices.

Nevertheless, artificial technology guarantees proficiency and precision in human resource decision-making (Madanchian et al., 2023). Artificial intelligence in human resource management is used to determine which candidates should proceed to the next stage of the interview process (Dubber et al., 2020). Given 52% of the largest companies (by capital) use artificial intelligence in Turkey, with only 29.8% utilization rate within the human resources departments (Kambur, 2022), this proposed research will examine the nuances of personnel selection using artificial intelligence and the ethical implications of its implementation in Turkey, with the following hypothesis.

H1: Regardless of the system used, similar results will be obtained by both the human resource manager and artificial intelligence software.

METHODOLOGY

As firms look to hire new employees, many human resource departments turn to algorithmic systems to assist in the process. Sifting through potentially hundreds of résumés and applications can be a time-consuming process. Devi et al. (2024) found that the implementation of artificial intelligence in human resources procedures significantly saves both time and money; however, it remains uncertain how much will be saved by incorporating artificial intelligence. As previously mentioned, a wide range of human resource artificial intelligence products are available on the market. Since the required information from the software companies is currently unavailable online, interviews would need to be conducted and analyzed with at least four of the aforementioned artificial intelligence software developers to assess the integrity of the software. Using information gained through the interviews, a regression analysis could then be conducted to determine the correlation between the software and human resource managers. ANOVA will also be used to examine various systems and determine differences among them. Only information needed for the study would be collected using one of the human resource information systems. Then, that information would be uploaded to the other systems for comparative analysis. At the same time, the identical redacted résumés would be evaluated by a team of independent human resource managers from various companies within the same sector. Résumés would be assigned a number in place of the applicant's name. Redactions to the résumés would include all identifiable information, such as name, email address, social media (for initial screening only), and any other identifying information (e.g., high school, college, or university names – as these can be used to determine gender and/or race in some cases). A specific international job description would be loaded into the algorithm and provided to the human resource managers for comparative purposes. Four different artificial intelligence software systems would be used for the analysis. The initial sample would consist of 100 résumés for a manager-level international position, with the top five selected for potential interviews. The qualifications for choosing the top five would be based on work experience, education, professional affiliations (excluding any redacted information), and awards received. The candidate lists from all sources (artificial intelligence software and human resource managers) will be analyzed to identify any discrepancies.

To thoroughly examine various human resource information systems, this study aims to recruit at least 500 individuals willing to work abroad in a managerial capacity to determine the most effective and ethical artificial intelligence system for streamlining the hiring process. As previously mentioned, these volunteers would “apply”

for a job using one of the software systems mentioned previously. Once all the “applicants” have applied, the data will be converted for uploading into the other software systems. Once all data has been successfully uploaded to the other software systems, the software will run to identify the top five potential candidates for the job. All data will be uploaded into statistical analysis software, such as STATA, PLS-SEM, or SPSS, for comparative analysis. One would expect the artificial intelligence software to select similar candidates to its human counterparts at a minimum of the same ratio as humans pick between themselves. Any ratio below this level should prompt one to question whether artificial intelligence should replace human resource managers.

Limitations and Future Research

Limitations of this study include the inability to determine the actual number of applicants and the limited number of systems available to the study that a human resource manager has access to. Moreover, the small sample size of 100 applicants may not be sufficient for a comprehensive evaluation of the software, thereby limiting the generalizability of any trends or irregularities identified in the analysis to a bigger population (Yildiz, 2026). Future research could involve replicating this study using the same systems and comparing the results with those obtained from systems not tested using a larger sample size. Another project could include reducing the number of applications after the first run and reintroducing the original five résumés into the study to determine whether the algorithm selects the same résumés again. Another potential study would involve using the résumés of current employees to confirm that the algorithm would select the same candidates working in those positions, again. However, ethical and legal issues surrounding artificial intelligence and its role in employee selection remain, as noted by Zhang (2025). Additionally, the results of these analyses could be further evaluated to determine whether the artificial intelligence matches or exceeds the outcomes of its human counterpart, as one would expect it to “learn” as it progresses through the selection process.

Conflict Of Interest

The author has no conflict of interest to declare.

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