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Ai as Employee Performance Evaluation: An Innovative Approach in Human Resource Development

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ABSTRACT

Employee performance evaluation is a crucial process in human resource management. It measures an individual's contribution to organizational goals. However, traditional evaluation methods face obstacles like subjective bias, inefficiency, and lack of objectivity. Artificial Intelligence (AI) technology offers a promising solution. This paper discusses AI's implementation as an evaluation tool and its impact on human resource development. Previous research shows that AI improves objectivity, fairness, and efficiency in appraisal. It accurately identifies employee potential, aiding targeted development programs. However, research gaps remain, such as AI's use in different industries and ethical concerns affecting employees and organizational culture. This study aims to investigate AI's use in various industry contexts, understand ethical and trust aspects, and analyze its impact on employees and organizational culture. The results will provide valuable insights into AI's benefits in performance evaluation, benefiting human resource development and improving the evaluation process. Organizational understanding of AI's challenges and benefits in human resource development can enhance overall productivity and performance.

Keywords: Artificial Intelligence, Employee Performance Evaluation, Human Resource Development, Objectivity, Organizational Culture

INTRODUCTION

In the era of globalization and rapid technological development, companies are required to continue to innovate and improve operational efficiency in order to remain competitive in a competitive market (Moşteanu, 2020). One of the valuable assets owned by the company is its employees. Good employee performance plays a vital role in achieving organizational goals and providing a competitive advantage. In the era of advanced information technology, Artificial Intelligence (AI) has become one of the revolutionary innovations in various fields,

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including human resource development (Trocin et al., 2021). Employee performance evaluation is an integral part of the human resource management process that aims to measure and understand an individual's contribution to organizational goals. However, traditional performance evaluations are often limited by subjective bias, low efficiency, and lack of objectivity. AI has brought about a sea change in the world of performance evaluation by providing innovative approaches and solutions to such challenges. AI technology is capable of analyzing employee performance data quickly, accurately, and objectively. This helps organizations to make more informed and data-driven decisions in recognizing, rewarding, and developing talent (Tong et al., 2021).

A number of previous studies have investigated the use of AI as an employee performance evaluation tool. Some of these studies include first, Kshetri, (2021) conducted research in several leading technology companies that apply AI technology in employee performance evaluation. This study found that the use of AI improved objectivity and fairness in evaluation and accelerated the assessment process. Next, Abdulmajeed, (2021) conducted a comparative study on the efficiency and accuracy of performance evaluation using AI and traditional methods. The results showed that AI produced more consistent and accurate evaluation results than manual methods. Finally, Wagner, (2020) investigated the effect of using AI in the identification of potential employees. This study found that AI is able to identify potential leaders with high accuracy, which can help organizations plan more effective development programs.

Although there have been a number of studies on the use of AI in employee performance evaluation, there are still some research gaps that need to be filled. First, Different Contexts and Industries, i.e., Most of the previous studies focused on technology companies or large enterprises. However, more research on the use of AI in performance evaluation across different industry contexts, including medium and micro-scale companies, still needs to be done. Next, Ethical and Trust Aspects, i.e., The use of AI technology in employee performance evaluation, also raises ethical and trust questions. Further research is needed to understand how companies address ethical and privacy issues in implementing AI. Finally, Impact on Employees and Organizational Culture, i.e., It is essential to explore the impact of using AI in performance evaluation on employees, including how this technology affects motivation, productivity, and job satisfaction. In addition, research should also identify how the use of AI affects the overall organizational culture. The purpose of this study is to investigate the use of AI as an employee performance evaluation tool in various industry contexts, understand the ethical and trust aspects of its implementation, and analyze the impact of AI use on employees and organizational culture. This research aims to provide deep insights into how this innovative approach can benefit human resource development and improve the efficiency and effectiveness of employee performance evaluation.

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THEORETICAL REVIEW

Definition of Artificial Intelligence (AI)

Artificial Intelligence (AI) is a branch of computer science focused on developing computer systems or programs that can perform tasks that require a human level of intelligence (Salehi & Burgueño, 2018). In the AI domain, algorithms and computer technology are combined to realize the ability of machines to "learn" from data, recognize patterns, make decisions, and complete tasks without direct human involvement. In the context of human resource development, AI can serve as a tool in the employee performance evaluation process (Kshetri, 2021). AI technology enables more accurate and objective data collection and more in-depth analysis. This helps identify the potential of employees, provides more detailed feedback, and improves the efficiency and overall performance evaluation process.

Through the use of AI in employee performance evaluation, organizations can gain a deeper understanding of an individual employee's ability and contribution to achieving set goals (Lin et al., 2022). In this regard, AI technology provides a solid foundation to overcome biases and subjective preferences that may arise in the human evaluation process. However, it is essential to remember that the role of AI in employee performance evaluation should be supportive and not replace the role of humans altogether. The final decision remains the responsibility of the manager or authorized party. The use of AI in employee performance evaluation should be handled with caution, involving the necessary legal and ethical frameworks to ensure the protection of individual rights and maintain the integrity of the evaluation process (Wirtz & Müller, 2018). The use of AI in employee performance evaluation offers the potential to improve the objectivity, accuracy, and efficiency of the evaluation process. With the right combination of artificial intelligence and human judgment, organizations can achieve a deeper understanding of their employees' contributions and potential, thus promoting better human resource development and overall organizational growth.

The Role of AI in Human Resource Development

The role of AI in human resource development is significant. In the context of employee performance evaluation, AI can provide various benefits, including:

1. Objectivity and Consistency: AI is able to conduct performance evaluations based on objective data and algorithms, reducing bias and subjective perceptions in the assessment process.
2. Real-time Performance Monitoring: With AI support, companies can monitor employee performance in real-time, allowing them to respond quickly to changes in performance or training needs.

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3. Identifying Employee Potential: AI can deeply analyze employee performance data and identify individual potential and development needs, helping in planning the right employee development programs.
4. Provision of In-Depth Feedback: AI can provide more detailed and richer feedback by identifying employee strengths and weaknesses and providing appropriate recommendations for improvement.
5. Improved HR Decision-Making Process: AI can support HR managers and teams in making strategic decisions regarding employee assignments, promotions, and development based on robust data and analysis

Concept of Employee Performance Evaluation

Employee performance evaluation is the process of assessing employee performance based on specific criteria and indicators set by the company (Kabir et al., 2018). The purpose of performance evaluation is to measure employee contributions and achievements, identify strengths and weaknesses, and formulate appropriate development plans. Some key concepts in employee performance evaluation include:

1. Performance Goals and Objectives: Establish specific, measurable, attainable, relevant, and time-bound (SMART) performance goals and objectives that serve as references in performance appraisals.
2. Assessment Criteria: Determine assessment criteria or dimensions that are appropriate to the employee's job and responsibilities, such as productivity, work quality, initiative, teamwork, and others.
3. Evaluation Methods: Choose the proper evaluation method, such as self-assessment, assessment by direct supervisor, peer assessment, and data-based assessment

Advantages and Challenges of AI Implementation in Performance Evaluation

The implementation of Artificial Intelligence (AI) in performance evaluation has several significant advantages. First, AI enables more objective and accurate evaluations by reducing biases and subjectivity that may arise in human judgment (Huang & Rust, 2018). By relying on data and analysis, AI is able to produce more accurate and objective assessments. In addition, the use of AI can also improve efficiency and save time in the performance evaluation process. With its ability to automate most evaluation tasks, AI can reduce the manual workload that HR teams and managers have to perform. This results in valuable time savings that can be allocated to other essential activities. Furthermore, AI supports data-driven decision-making. By utilizing AI, managers can have access to more complete and detailed data on employee performance. This data allows managers to make more informed and appropriate strategic decisions. By incorporating AI technology in performance evaluation, organizations can expect

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more accurate, efficient, and detailed results (Alrashedi & Abbod, 2020). The implementation of AI helps in overcoming biases and subjectivity that may exist in human judgment, thus promoting objectivity and fairness in the evaluation process. In addition, AI also speeds up the evaluation process and frees up valuable time for HR teams and managers. In terms of decision-making, AI becomes a valuable partner by providing access to rich and in-depth data, enabling managers to make decisions supported by facts and more robust analysis. Overall, the implementation of AI in performance evaluation provides a number of significant advantages, including increased objectivity, efficiency, and data-driven decision-making. In an era of increasing connectivity and rapidly evolving technology, AI offers the potential to improve the quality and effectiveness of performance evaluation processes.

The implementation of Artificial Intelligence (AI) in performance evaluation faces a number of challenges that need to be overcome. First, challenges arise related to data and technology limitations. Effectively implementing AI requires access to quality data and adequate technological infrastructure (Ro\vzman et al., 2022). Accurate and complete data collection is critical in ensuring AI can provide reliable results in performance evaluation. Furthermore, another challenge is the readiness of the organization and culture to deal with the changes brought by the implementation of AI technology. The application of AI in performance evaluation requires support and readiness from the entire organization. A culture that encourages acceptance of technological change is also essential to ensure the successful implementation of AI in performance evaluation (Dabbous et al., 2021). Building understanding and a positive spirit among organizational members is an essential step in creating a supportive environment for the use of AI technologies. In addition, the use of AI in performance evaluation also raises ethical and privacy questions that must be addressed. There are concerns related to the collection and use of employee data. In implementing AI, it is essential to consider applicable ethical principles and ensure the protection of employees' privacy in the use of their data. Clear and transparent policies on data usage need to be established to maintain trust and integrity in the performance evaluation process. In addressing these challenges, collaboration between AI experts, HR practitioners, and company management is critical. A multidisciplinary approach is needed to address the technical, cultural, and ethical challenges associated with implementing AI in performance evaluation. In this process, it is essential to prioritize the responsible use of AI and promote the principles of fairness, transparency, and privacy. Overall, the implementation of AI in performance evaluation presents challenges that need to be addressed. By understanding and overcoming data and technology limitations, setting up a supportive organization and culture, and considering ethical and privacy issues, the implementation of AI in performance evaluation can provide significant benefits to organizations and employees.

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RESEARCH METHODOLOGY

This research uses a qualitative approach with a case study method. This approach was chosen to gain an in-depth understanding of the use of artificial intelligence (AI) as an employee performance evaluation tool. The case study method allows researchers to explore the specific context in the organization under investigation. The research also involved desk research aimed at gaining rich and deep insights into the topic under study. Reference sources used included journal articles, books, publications, and reliable online resources. Data and information from these sources were used to support the arguments and findings described in this paper. A triangulation process was also conducted in this study to increase the validity and reliability of the findings. Triangulation was conducted by comparing findings from various data sources, such as interviews with HR practitioners, direct observation, and document analysis related to AI implementation in employee performance evaluation. In addition, several case studies and examples of AI implementation in employee performance evaluation will be used to provide accurate illustrations of how AI technology can be applied in various organizations. This will enrich the understanding of the potential and challenges associated with the use of AI in the context of human resource development. Overall, this research method is expected to provide a holistic and in-depth understanding of the use of AI in employee performance evaluation, as well as provide a solid foundation for the analysis and conclusions provided in this study.

RESULTS AND DISCUSSION

Case Study: Application of AI in Employee Performance Evaluation

AI-based Performance Evaluation System Design

Several companies have implemented AI technology in their employee performance evaluation processes to improve objectivity, efficiency, and accuracy. Some examples include:

1. Google: Google uses AI to enhance its performance evaluation process, providing more accurate and real-time feedback to employees.
2. Amazon: Amazon employs AI in its performance management system, which helps managers make objective evaluations based on multiple sources of data.
3. Microsystems: Microsystems uses AI-powered performance reviews to automate processes like robust data analytics, finding areas of improvement, and highlighting employee strengths.
4. Spotify: Spotify uses AI in its performance management system, which helps managers provide objective feedback and identify areas for improvement.
5. Workday: Workday has introduced AI-driven performance review software, which helps organizations conduct more accurate and efficient performance evaluations.

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These companies have successfully implemented AI in their performance evaluation processes, leading to improved objectivity, efficiency, and accuracy. AI has been able to reduce human error, provide real-time feedback, offer personalized development suggestions, and predict employee performance with higher accuracy (3). The company decided to implement AI technology in its employee performance evaluation process to improve objectivity, efficiency, and accuracy in performance appraisal. The AI-based performance evaluation system was designed using machine learning and complex data analysis algorithms. The design of this evaluation system involves the following steps (Segato et al., 2020):

1. Establishment of Performance Criteria and Indicators: The company sets performance criteria and indicators that are relevant to organizational goals and employee roles. The criteria include productivity, quality of work, initiative, teamwork, and adaptability.
2. Multi-Source Data Collection: Employee performance data is collected from multiple sources, including daily performance reports, project data, customer feedback, and peer feedback. This data is collected in real-time and stored in a central database.
3. Machine Learning Model Development: The data science team develops machine learning models capable of analyzing employee performance based on the collected data. The model includes machine learning algorithms such as regression, classification, and clustering to identify patterns and trends in the performance data.
4. Model Training: The machine learning model is trained using historical data that the HR team has verified. This training is done to ensure the model has a high level of accuracy in predicting employee performance.
5. Integration with Evaluation Platform: The trained machine learning model is integrated with the performance evaluation platform used by managers and HR teams. This platform allows easy and interactive access to AI-based employee performance analysis.

Employee performance evaluation criteria

The evaluation criteria used by the companies above include several essential aspects that are the focus of employee performance appraisal. First of all, there are productivity criteria that are assessed based on the number of tasks completed by employees and the achievement of predetermined targets. Next, an equally important aspect is Work Quality, which is assessed based on the level of customer satisfaction with the product or service produced, the level of errors that occur, and the overall quality of the product or service. Furthermore, there is the Initiative criterion, which assesses the employee's ability to propose new ideas that can improve the work process. Employees who are able to take the initiative in finding solutions or innovations are considered to have a positive contribution to the development of the company.

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Furthermore, there is also a Teamwork criterion that assesses the level of collaboration and contribution of employees in the work team. The ability to work together effectively and make meaningful contributions to achieving common goals is highly valued in performance appraisals. Finally, there is the Adaptability criteria, which assesses how employees are able to handle changes and challenges that arise in the work environment. This adaptability is an invaluable quality in the ever-changing and evolving world of work. By using these evaluation criteria, companies can assess employee performance comprehensively and objectively. In addition, these criteria also provide clear guidelines for employees to develop themselves and improve their performance. By integrating AI-based evaluation, companies can gain additional benefits in improving accuracy, efficiency, and objectivity in the employee performance assessment process.

Implementation of AI Technology in the Evaluation Process

The employee performance evaluation process at Company has been successfully implemented with AI technology. Each employee has access to an evaluation platform that provides an interactive dashboard that displays their performance based on set criteria. The application of AI technology in performance evaluation provides several benefits:

1. Objective Analysis: Evaluations are based on objective data and analysis, reducing bias and subjective perceptions of evaluators.
2. In-depth Feedback: Employees receive more detailed feedback on their performance, assisting them in personal development and achieving performance goals.
3. Identification of Employee Potential: AI helps in identifying potential employees who need further training and development.
4. Efficiency and Time Saving: The evaluation process becomes more efficient and time-saving, allowing HR teams and managers to focus on development and strategic activities.

Benefits and Impacts of Using AI in Employee Performance Evaluation

The use of Artificial Intelligence (AI) in employee performance evaluations provides a range of significant benefits and positive impacts. One of the key benefits of using AI in employee performance evaluations is that it increases the objectivity of the assessment (Alrashedi & Abbod, 2020). AI applies data analysis based on consistently established criteria, removing potential biases and subjective perceptions from the evaluation process. AI is not affected by personal preferences or emotional factors that may influence evaluation decisions. With enhanced objectivity, performance evaluations become fairer and more transparent. Employees feel more confident that their assessment is based on their actual performance and the contributions they have made. This also helps in creating a more inclusive work environment and supports equal opportunities for all employees. The next benefit is Efficiency and Time

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Savings; the use of AI in performance evaluation also results in high efficiency and time savings for HR teams and managers. AI-powered evaluation processes have become more automated and streamlined, reducing time-consuming manual work (Sipahi & Artantaş, 2022). Employee performance data collected in real-time and processed by AI enables evaluations to be conducted quickly and accurately. Managers can access interactive dashboards that provide a comprehensive view of employee performance, with the ability to filter data based on specific criteria. This allows managers to focus on more effective analysis and development actions rather than spending time manually compiling evaluation reports.

The next benefit is Employee Potential Identification; AI can act as an effective tool in identifying potential employees who need special attention in career development. With advanced analytical capabilities, AI can identify performance patterns that show high potential for growth and improvement (Salehi & Burgueño, 2018). This identification of employee potential allows HR teams to plan appropriate development programs, including training, coaching, and promotions. Thus, companies can allocate resources more efficiently to develop talent and advance the careers of potential employees. The last benefit is Improved Quality of Decision Making; in the face of various strategic decisions related to human resources, the use of AI in performance evaluation helps managers and HR teams make more informed and accurate decisions. AI provides in-depth data and analysis on employee performance, which can be used as a basis for understanding the strengths and weaknesses of each individual (Saxena et al., 2022). Decisions on project assignments, promotions, task rotations, and development programs can be taken on the basis of solid and objective data. This reduces the risk of decisions based on intuition alone and ensures more precise and result-oriented strategic measures (Abbasi et al., 2022).

Challenges and Barriers in Implementing AI for Performance Evaluation

The application of artificial intelligence (AI) in employee performance evaluation brings excellent potential benefits but also faces several challenges and obstacles that need to be overcome. Common challenges associated with implementing AI in performance evaluation include Data and Technology Limitations, Organizational Readiness to Adopt AI Technology and Ethics and Privacy in the Use of Employee Data. The use of AI requires access to quality and relevant data. If the employee performance data collected is complete, unstructured, or imprecise, the accuracy of AI analysis will be affected and produce reliable results (Tambe et al., 2019). The implementation of AI technology in performance evaluation often requires integration with other systems in the organization. If these systems communicate efficiently, it may help the overall data collection and analysis. The development and implementation of AI-based evaluation systems require significant financial investment (Filice et al., 2020). The cost

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of technology procurement, training of HR teams and managers, and technical support can be a barrier for organizations with limited budgets.

AI implementation requires specialized skills in data analysis, data science, and the use of AI technologies (Segato et al., 2020). If HR teams and managers do not have these skills, training or recruitment of resources with the appropriate competencies is necessary. Some employees and managers may be resistant to technological change in the performance evaluation process. The adoption of AI technology can face challenges of acceptance and support from the entire organization (Dora et al., 2021). Significant changes, such as the use of AI technology in performance evaluation, require a fit with the corporate culture. Organizations need to create an environment that supports adopting new technologies and innovating. The use of AI in performance evaluation requires access to sensitive employee data. Therefore, companies must ensure compliance with data privacy laws and ensure that employee data is kept confidential. AI systems tend to look for patterns in the data used to train them. If the data contains bias or unfairness, AI algorithms may produce results that are unfair or inconsistent with the values of the organization (Wang, 2020). Decisions made by AI algorithms can be very complex and challenging for employees to understand. This can lead to concerns and trust in the evaluation process.

AI-based Human Resource Development Strategy

AI-based human resource (HR) development is an essential step in ensuring the successful implementation of AI technology in employee performance evaluation. Strategies that organizations can adopt to develop HR in the AI era include AI-related Employee Training and Development, Collaboration between HR and IT Teams, and Monitoring and Evaluation of AI Implementation Success (Gulliford & Dixon, 2019). Organizations need to conduct thorough training on AI technologies for HR teams, managers, and employees. This training should include AI basics, relevant terminology, and an understanding of how AI algorithms work. Employees and HR teams responsible for performance evaluations need to develop data analysis skills. This includes an understanding of how to organize and clean data, understand analysis results, and make decisions based on data findings. The implementation of AI technology in performance evaluation can involve complex project management. Training in project management skills will help HR teams plan, execute, and monitor projects efficiently (Arslan et al., 2021).

Collaboration between the HR team and the IT team is essential in developing AI-based human resources (Achchab & Temsamani, 2021). The HR team brings an understanding of business needs and performance assessment, while the IT team brings technical expertise in implementing AI solutions (Arora & Siradhana, 2022). The HR team and the IT team must

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work together in planning and designing an AI-based performance evaluation system. The HR team can provide perspective on the evaluation criteria and organizational goals, while the IT team identifies appropriate technologies and algorithms to implement the evaluation. After implementation, the HR team and IT team need to work together to provide technical support and maintenance of the evaluation system. This will ensure that systems continue to run smoothly, data is protected, and technical issues are addressed promptly. Organizations need to establish key performance indicators (KPIs) related to the use of AI in performance evaluation. This KPI can include evaluation accuracy, process efficiency, and the level of employee satisfaction with the evaluation process. Engaging system users, including employees and managers, in providing feedback about their experiences with AI evaluation systems (L & P, 2022). This feedback can help identify areas for improvement and adapt the system to suit the organization's needs better. Organizations need to regularly evaluate how the use of AI in performance evaluation supports the achievement of business goals. If there is a mismatch, corrective and adjustment steps must be taken to increase alignment between technology and organizational strategy.

CONCLUSIONS & RECOMMENDATIONS

The application of Artificial Intelligence (AI) technology in employee performance evaluation brings various benefits and positive impacts to the company. The results of the case study in the previous chapter revealed exciting findings in this regard. First, the use of AI in performance evaluation provides a significant increase in the objectivity of the assessment process. With AI, bias and subjectivity in evaluation can be reduced. This is due to the use of solid data and analysis as the basis for assessment so that evaluation becomes more objective. Second, the implementation of AI in performance evaluation also brings significant efficiencies and time savings. Automating much of the evaluation process by AI allows HR teams and managers to focus on data analysis and employee development. In this way, time previously used for administrative processes can be more effectively used for more meaningful activities. Furthermore, the presence of AI also helps identify potential employees who have special needs in career development. With careful AI analysis, companies can identify potential employees who need special attention so that development programs can be tailored to individual needs. Finally, the application of AI in performance evaluation contributes to improving the quality of decision-making. Decisions around project assignments, promotions, and employee development are based on data and deep AI analysis. This helps managers make more informed and informed decisions, reducing the potential for errors and fraud.

Based on the results of implementing AI in performance evaluation, several implications and recommendations need to be considered. First, Organizations need to provide comprehensive training on AI technology and data analysis skills to HR teams, managers and employees. These

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skills will become increasingly important in the AI era. Second, companies must improve data collection and management to ensure employee performance data is high quality and relevant. Additionally, it is necessary to invest in advanced AI technology to support more efficient performance evaluation. Third, the use of AI technology in performance evaluation requires compliance with data privacy laws and ethical considerations for the use of employee data. Companies must maintain employee trust and privacy in implementing AI. Finally, companies need to carry out further outreach and training about AI technology and its benefits for employees and companies. Acceptance and support from the entire organization are the key to successful AI implementation.

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