مجلة البحوث المالية والتجارية
المجلد (26) – العدد الرابع – أكتوبر 2025

The Role of Artificial Intelligence in Improving Human Resource Management Performance (Case Study on FAB Egypt)

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تاريخ الإرسال	2025-08-24
تاريخ القبول	2025-09-24
رابط المجلة: https://jsst.journals.ekb.eg/	

Abstract

This research examines the role of Artificial Intelligence (AI) in improving Human Resources Management (HRM) Performance at First Abu Dhabi Bank (FAB) Egypt. It explores how AI tools influence key HR functions, including Recruitment and Selection, Performance Management, Decision-Making, and Strategic Planning. Based on survey responses from 79 HR employees across four branches, the research provides empirical evidence on the role of AI in improving HR Performance. Results show that AI contributes to more accurate decision-making, faster recruitment and selection, and enhanced workforce planning. The results offer practical implications for HR professionals in the banking sector and add to the academic understanding of AI's role in improving HRM performance.

Key words: Artificial Intelligence, Human Resources Management, Decision-Making, Machine Learning, Recruitment and Selection, Strategic Planning.

1. Introduction

Artificial Intelligence (AI) is rapidly redefining the landscape of Human Resources Management (HRM), offering organizations new capabilities to manage their workforce more effectively and strategically. By integrating machine learning, natural language processing, and data analytics into core HR functions, AI has enabled a shift from traditional, manual processes to automated, data-driven systems. Tasks that once required significant time and human effort, such as resume screening, employee evaluations, and workforce forecasting; are now increasingly handled through intelligent systems that enhance accuracy, reduce bias, and improve performance (De Stefano, Bagdadli, and Camuffo, 2021).

The adoption of AI in HRM has accelerated in recent years, driven by the increasing demand for agility, operational efficiency, and evidence-based decision-making. Organizations across sectors are seeking advanced tools to manage complex workforce challenges, such as high turnover, skills mismatches, and compliance with evolving labour laws (Jatobá, Silva and Monteiro, 2022). AI offers solutions that not only streamline administrative functions but also provide predictive visions into employee behaviour, selecting candidates, performance trends, and organizational needs. This transformation is especially marked in industries with large-scale operations and dynamic talent demands, where traditional HR methods often fall short in terms of scalability and responsiveness (Minbaeva, 2023).

The financial sector, including banking, has been among the early adopters of AI-driven HR practices. Banks handle large employee bases, dynamic roles, and evolving regulatory demands, all of which require agile and intelligent HR systems.

First Abu Dhabi Bank (FAB) Egypt provides a relevant case to assess the real-world role of AI in improving HRM performance in a competitive and regulated industry (O'Connor and Whittington, 2024).

This research focuses on evaluating the role of AI in improving HRM performance at FAB Egypt. By collecting and analyzing survey data from 79 HR employees across four branches, the study investigates how AI improves the performance of various HR functions, including recruitment and selection, performance management, strategic HR planning, and decision-making. The analysis aims to determine whether

AI leads to measurable improvements in recruitment and selection, decision accuracy, and overall HR Performance. Moreover, the study considers the challenges and limitations faced during the implementation of AI tools, such as employee resistance, data privacy concerns, and the need for technical support and training.

The implication of this research lies in its dual contribution to theory and practice.

Academically, it adds to the growing body of literature on AI in HRM by providing empirical data from a developing country and a highly regulated industry. Practically, it offers actionable insights for HR professionals, business leaders, and policymakers seeking to adopt or refine AI strategies within their organizations. As AI continues to develop and shape the future of work, understanding its real-world impact on HR systems becomes essential for building strong, future-ready organizations.

2. Literature Review and Previous Studies

Human Resource Management (HRM) is a critical function in organizations, and its effectiveness is necessary for achieving organizational goals and objectives (Akhtar et al., 2023). Artificial Intelligence (AI) has become increasingly powerful in modern economic development and can potentially transform HRM practices (Chowdhury et al., 2024). AI can improve recruitment, training, performance management, decision making, and employee engagement, among other HRM functions.

Research in recent years has highlighted the increasing role of AI in improving HRM performance. Scholars highlight that AI improves accuracy in recruitment, reduces bias in selection, and improves employee engagement through personalized communication and support (Jatobá, Silva and Monteiro, 2022).

2.1 Artificial Intelligence (AI) in Organizations

The adoption of AI in organizations is rapidly transforming operational, strategic, and decision-making processes. Various studies show how AI redesigns workflows and increases human capabilities.

Tursunbayeva et al. (2023) identified AI's role in real-time feedback systems. The findings showed that AI tools enable managers to receive live updates on employee output, enabling more objective performance evaluations and faster interventions when needed (Tursunbayeva, Bunduchi and Pagliari, 2023)

Huang and Rust (2021) developed a classification of AI capabilities (mechanical, analytical, intuitive, and empathetic) and evaluated their effect on managerial roles. Their findings showed that cognitive AI applications can support real-time feedback, employee monitoring, and job role customization (Huang and Rust, 2021).

Davenport and Ronanki (2018) examined over 150 companies adopting AI. Their findings emphasized that most AI applications focus on automating repetitive processes, especially in HR functions like recruitment and selection, and workforce scheduling (Davenport and Ronanki, 2018).

Jarrahi (2018) investigated how AI complements rather than replaces human judgment. The results of the study emphasized the collaborative nature of AI, where HR professionals use AI-generated insights to enhance - not replace - strategic decision-making (Jarrahi, 2018).

Brynjolfsson and McAfee (2017) explored the growing influence of intelligent systems on business operations, particularly in improving decision-making through automation and big data analytics. The findings concluded that firms using AI for workforce planning and productivity analytics achieve superior forecasting accuracy and responsiveness (Brynjolfsson and McAfee, 2017).

Makridakis (2017) focused on the forecasting accuracy of AI systems in business environments. His research showed AI consistently outperformed traditional statistical models, particularly in HR functions like attrition prediction and talent needs estimation (Makridakis, 2017).

2.2 Human Resources Management (HRM) Performance

Research on HRM Performance highlights how well-designed and consistently applied HR systems can improve organizational performance, employee satisfaction, and alignment with strategic goals.

Kaur (2019) studied HRM in the Indian banking sector. The study found that technology-supported HR systems improved employee tracking, compliance, decision making and training outcomes, though change resistance and policy gaps hindered success (Kaur, 2019).

Boxall and Purcell (2016) found that HRM contributes to sustained competitive advantage when aligned with organizational objectives. Their study argued that recruitment quality, performance metrics, and internal communication are essential pillars of HRM success (Boxall and Purcell, 2016).

Ulrich et al. (2015) emphasized the transformation of HR into a strategic planning function. They introduced an HR competency model that links HR effectiveness with business outcomes when data and analytics are used for planning and evaluation (Ulrich, Younger, Brockbank and Ulrich, 2015).

Wright and Nishii (2013) examined the implementation gap between intended HR practices and those experienced by employees. The results showed that the effectiveness of HRM depends on both system design and consistency in delivery by HR staff (Wright and Nishii, 2013).

Becker and Huselid (2006) introduced the HR Scorecard framework, which ties HR practices to firm performance through measurable indicators. Their results showed that organizations using performance-based analytics in HR achieved higher ROI (Becker and Huselid, 2006).

2.3 AI and HRM Performance

Recent literature investigates the direct effect of implementing AI technologies on HRM functions, with increasing attention to ethical, strategic, and implementation challenges. The banking sector has been a special focal point in recent studies.

Jatobá, Silva and Oliveira (2023) conducted an empirical study to assess the effect of AI on HRM performance in financial institutions across Latin America. The research focused on three main areas: recruitment, internal mobility, and strategic workforce planning. The results showed that AI adoption significantly improved HR performance outcomes. Specifically, the average time-to-hire decreased by 35%, and the rate of internal promotions increased by 22%, indicating improved efficiency in talent management. Moreover, AI-enabled predictive models helped

HR managers assign training budgets based on employee performance, resulting in improved returns on training investments. The study concluded that HR professionals using AI-based analytics reported greater confidence and accuracy in strategic HR decisions (Jatobá, Silva and Oliveira, 2023).

Chen and Chang (2023) explored how banks in Asia implemented AI to update internal HR processes. The results showed considerable reductions in time spent on administrative tasks and higher employee satisfaction scores (Chen and Chang, 2023).

Kim and Lee (2022) examined the strategic application of AI in HR decision-making within multinational corporations in the Asia-Pacific region. The study focused on how AI tools influence long-term planning, specifically in workforce forecasting and succession management. The researchers found that AI significantly improved the speed and accuracy of strategic decisions. For example, predictive models helped identify employees at high risk of turnover and informed positive succession planning. The use of AI also enhanced the flexibility of HR departments, enabling them to respond to market changes more rapidly. Significantly, the study highlighted that the efficiency of AI in strategic HRM increased when HR staff were provided with training in AI interpretation and decision support (Kim and Lee, 2022)

Iqbal and Arif (2021) explored the effect of AI-based performance tracking systems on HRM efficiency in public sector organizations across South Asia. The study aimed to explore whether AI tools could improve the accuracy and objectivity of employee evaluations. The findings showed that AI-driven monitoring systems reduced bias and increased the reliability of performance assessments. Real-time KPI tracking allowed for continuous feedback, which in turn resulted in greater employee engagement and fewer conflicts related to evaluation outcomes. Employees expressed higher trust in the fairness of AI-supported performance systems compared to manual reviews. The researchers emphasized that AI systems can enhance both the quality and the acceptance of HRM practices when implemented effectively (Iqbal and Arif, 2021).

De Stefano, Bagdadli, and Camuffo (2021) examined how AI is redesigning HR tasks like hiring, onboarding, and development. The results concluded that while AI improves efficiency, it requires constant

alignment with growing employee expectations and ethical standards (De Stefano, Bagdadli and Camuffo, 2021).

Meijerink, Bondarouk, and Lepak (2021) assessed digital HR transformation, and the findings showed that AI tools shift HR focus from transactional tasks to strategic workforce engagement but warned that algorithmic decisions must be reviewed for fairness (Meijerink, Bondarouk and Lepak, 2021).

Kaushik and Guleria (2020) studied AI-based recruitment systems in Indian corporations. Their results showed reduced hiring time and increased diversity, although technical barriers and HR knowledge gaps slowed down full adoption (Kaushik and Guleria 2020).

Chamorro-Premuzic et al. (2019) explored AI in talent identification. The results showed that psychometric AI tools more accurately predicted job fit, but also risked excluding uncharacteristic candidates if models weren't regularly updated (Chamorro-Premuzic et al. 2019).

Tursunbayeva, Di Lauro, and Pagliari (2018) reviewed AI use in public sector HR. Their results found significant gains in process efficiency and transparency but highlighted the importance of staff training and strong data governance (Tursunbayeva, Di Lauro and Pagliari, 2018).

3. Research Gap

Current studies confirm that AI improves HRM functions such as recruitment, performance management, and strategic workforce planning across different regions and industries. Past research has shown improvements in efficiency, accuracy, and fairness of HR practices when AI tools are implemented. However:

- **3.1. Most studies are focused in developed markets (North America, Europe, Asia-Pacific, Latin America), with limited evidence from the Middle East and North Africa, particularly Egypt.**
- **3.2. Research in the banking sector exists but focuses mostly on operational efficiency (time-to-hire, cost reduction, performance tracking) rather than the broader strategic role of AI in HRM.**
- **3.3. Few studies examine how AI directly affects multiple HRM dimensions simultaneously (recruitment, performance**

management, decision-making, and strategic HR planning) within the same organizational context.

3.4. The gap between AI's technical capabilities and HR professionals' readiness to interpret and apply AI insights remains unexamined, especially in emerging economies.

3.5. There is limited empirical evidence on how employees in Egyptian banks observe AI-enabled HR systems in terms of fairness, trust, and long-term organizational impact.

4. Research Problem

Despite the rapid integration of Artificial Intelligence (AI) in Human Resources Management (HRM), there is limited empirical evidence on whether AI adoption results in measurable improvements in core HR performance outcomes (Upadhyay and Khandelwal, 2018). While AI is expected to decrease process time, improve the accuracy of HR decisions, and support data-driven decision-making, these benefits remain mostly untested in practical settings. In particular, the banking sector; with its complex, data-intensive HR demands, requires evidence on how AI affects performance across recruitment, performance management, and strategic planning (Sharma, 2022). This research addresses this gap by examining the role of AI in improving three key HRM performance dimensions: time efficiency, decision accuracy, and the quality of HR decision-making, using First Abu Dhabi Bank (FAB) Egypt as a case study. Through the researcher's review of previous studies, it became clear that there is great interest by researchers to examine the role of AI in improving HRM performance.

Organizations continue to face challenges in HRM performance, including time delays in recruitment and selection, performance evaluations, and strategic workforce planning; limited accuracy in candidate selection, performance assessments, and forecasting; and low-quality decision-making due to lack of real-time, data-driven support (Iqbal and Arif, 2021). Despite the promise of Artificial Intelligence (AI) in addressing these issues, there is a need to assess its actual impact in practice. This research investigates whether AI can effectively reduce time waste, enhance accuracy, and improve decision-making across the recruitment and selection process, performance management, and strategic HR planning at First Abu Dhabi Bank (FAB) Egypt (Chamorro-Premuzic et al., 2019).

Although AI has demonstrated significant potential to transform HRM globally, there is still insufficient understanding of its actual impact in the Egyptian banking sector. HRM in Egyptian banks faces challenges such as high competition for talent, the need for accurate decision-making, and alignment with strategic goals. While international studies highlight AI's role in improving efficiency, reducing bias, and enabling data-driven HR strategies, the context-specific evidence from Egypt remains scarce. This lack of empirical research limits both academic understanding and practical guidance for banks in Egypt seeking to integrate AI into HRM.

The problem is that despite global evidence of AI's positive impact on HRM, there is a lack of empirical research on the role of AI in improving HRM performance, particularly recruitment, performance management, decision-making, and strategic HR planning in FAB Egypt.

5. Research Objectives

The main objective of this research is to investigate the role of AI in improving HRM Performance in FAB Egypt, by:

5.1. Examining the impact of AI on reducing time consumption in key HRM functions, including:

- **Time to hire in recruitment processes.**
- **Time spent on performance evaluations and feedback.**
- **Time taken for workforce forecasting and strategic HR planning.**

5.2.Assessing the role of AI in improving the accuracy of HRM operations by evaluating:

- **The precision of candidate-job matching in recruitment.**
- **The objectivity and fairness of performance evaluations.**
- **The reliability of AI-supported workforce predictions in strategic planning.**

5.3.Evaluating the contribution of AI to enhancing decision-making quality in HRM by analysing:

- **Data-driven selection decisions in recruitment.**
- **Use of real-time analytics for performance management.**

- **Strategic alignment of HR decisions based on AI-generated insights.**

5.4.Determining whether the integration of AI tools in HRM at First Abu Dhabi Bank (FAB) Egypt has led to measurable improvements in time efficiency, decision accuracy, and decision-making quality across the three core HR dimensions.

5.5.Providing practical insights and recommendations for HR professionals and decision-makers on the effective use of AI to enhance HRM performance within the banking sector.

6. Research Importance

The banking sector holds a unique position in national economies as it directly influences financial stability, economic growth, and public trust. Human resource decisions in this sector have far-reaching implications because employees represent the primary interface between banks and customers, and their performance directly affects service quality and institutional reputation. In Egypt, the banking sector is one of the most competitive industries, with continuous pressure to attract, retain, and develop talent capable of meeting rising customer expectations and regulatory standards. Integrating AI into HRM functions within this sector is a strategic driver of competitiveness and sustainability. By examining the role of AI in improving HRM performance in FAB Egypt, this research addresses a critical gap and provides insights that can strengthen both organizational performance and sector-wide strength (Salem, 2023).

This research holds significance at both the theoretical and practical levels, as follows:

6.1 Theoretical Importance

This research contributes to the growing academic dissertation on the integration of Artificial Intelligence (AI) and Human Resource Management (HRM) (De Stefano, Bagdadli and Camuffo, 2021). Despite the expanding literature on AI applications in business functions, there is a noticeable gap in empirical studies that connect AI integration with measurable HRM performance outcomes, especially in

sectors like banking where accuracy, speed, and decision-making are critical (Upadhyay and Khandelwal, 2018). This research advances theoretical understanding by examining how AI impacts the three key performance dimensions of HRM: time efficiency, accuracy, and decision-making quality, within the strategic functions of recruitment and selection, performance management, and strategic HR planning. It also helps fill a sector-specific knowledge gap by focusing on a real-world banking context in Egypt, which remains underrepresented in existing literature (Chowdhury et al. 2023).

6.2 Practical Importance

From a practical standpoint, the findings of this research offer actionable insights for HR professionals, managers, and decision-makers, particularly in the banking and financial sectors (Sharma, 2022). With expanding pressure to operate efficiently and make high-stakes workforce decisions, the implementation of AI tools has become a strategic necessity (Kim and Lee, 2022). This research evaluates the role of AI tools in streamlining recruitment processes, generating accurate performance evaluations, and enabling data-driven strategic workforce decisions. It provides First Abu Dhabi Bank (FAB) Egypt, and related institutions, with empirical evidence to support further AI integration and optimization in HR processes. The results can guide recruitment decisions, training needs, and AI system selection in HR departments (Pan and Zhang (2023).

7. Research Methodology

This section outlines the methodology used to explore the role of Artificial Intelligence (AI) in improving Human Resource Management (HRM) performance at First Abu Dhabi Bank (FAB) Egypt. The methodology has been designed to ensure the collection of valid, relevant, and reliable data that supports the research objectives.

7.1 Research Population

The research population consists of HR professionals and administrative employees; (Talent Acquisition, Total Rewards and Talent Management), working across four branches of FAB Egypt. These individuals are directly involved in recruitment, performance evaluation, and strategic HR planning processes, making them suitable

respondents for examining the role of AI in improving HRM performance.

7.2 Case Study: First Abu Dhabi Bank (FAB) Egypt

FAB Egypt is a subsidiary of First Abu Dhabi Bank (FAB), one of the largest and most famous banking institutions in the United Arab Emirates. FAB Egypt began its operations in 1975 and has since become a significant player in the Egyptian banking sector. The bank offers a wide range of financial services, including retail, corporate, and investment banking. With a strong focus on customer satisfaction and advanced banking solutions, FAB Egypt has placed itself as a leader in the region's financial industry. Over the years, the bank has leveraged advanced technologies, including artificial intelligence, to improve operations, improve customer service, and improve overall efficiency.

As of 2024, FAB Egypt has over 900 employees through main branches in Cairo and Alexandria, and it continues to expand its existence. The bank has adopted digital transformation strategies in recent years, including the integration of AI in areas such as resume screening for recruitment, employee evaluations, and predictive workforce analytics. This context provides an ideal case for studying how AI improves HRM performance in a competitive and highly regulated sector.

7.3 Research Limitations

- **Objective Limit: The research focuses strictly on three dimensions of HRM performance; time, accuracy, and decision-making; as influenced by AI within recruitment and selection, performance management, and strategic HR planning.**
- **Time Limit: The data collection and analysis were conducted between January and May 2025, which may limit the observation of long-term impacts of AI adoption.**
- **Geographical Limit: The research is limited to FAB branches in Egypt, specifically in Cairo, which may affect the generalizability to other countries or regions.**
- **Sample Limit: The study includes only 79 HR employees from four FAB branches, which may not represent the entire workforce or other banks.**

- **Human Limit: The research only considers the perspectives of HR professionals, managers and employees and excludes the views of non-HR staff.**

7.4 Statistical Methods

The research employs a quantitative approach using the following tools:

The primary data collection tool was a self-administered questionnaire distributed physically to 86 HR professionals and administrative employees; (Talent Acquisition, Total Rewards and Talent Management; respondents were 79. The questionnaire consisted of 25 closed-ended questions divided into Two sections: 1. Independent Variable: The Use of AI in HRM. 2. Dependent Variable Dimensions: 2.1 Time Efficiency: Recruitment and Selection, Performance Management, Strategic HR Planning. 2.2 Accuracy: Recruitment and Selection, Performance Management, Strategic HR Planning. 2.3 Quality of Decision-Making: Recruitment and Selection, Performance Management, Strategic HR Planning. A five-point Likert scale was used to measure agreement levels, ranging from 1 (strongly disagree) to 5 (strongly agree). This allowed for clear quantification of employee perceptions regarding the role of AI in their daily HR functions.

The data was analysed using descriptive and inferential statistical techniques, including mean scores, standard deviations, and correlation analysis to identify patterns between AI usage and HRM performance dimensions.

8. Research Hypothesis

Based on the research problem and objectives, the following main hypothesis was tested:

Ho: There is statistically significant role of Artificial Intelligence in improving Human Resource Management (HRM) Performance at FAB Egypt.

H1: There is statistically significant role of Artificial Intelligence in improving Human Resource Management (HRM) Performance (Time Efficiency); Recruitment and Selection, Performance Management, Strategic HR Planning at FAB Egypt.

H2: There is statistically significant role of Artificial Intelligence in improving Human Resource Management (HRM) Performance (Accuracy); Recruitment and Selection, Performance Management, Strategic HR Planning at FAB Egypt.

H3: There is statistically significant role of Artificial Intelligence in improving Human Resource Management (HRM) Performance (Quality of Decision Making); Recruitment and Selection, Performance Management, Strategic HR Planning at FAB Egypt.

9. Research Variables:

9.1 Independent Variable:

- **Use of Artificial Intelligence (AI) in HRM**

9.2Dependent Variable (HRM Performance Dimensions):

9.2.1. Time Efficiency (Recruitment and Selection, Performance Management, Strategic HR Planning).
9.2.2. Accuracy (Recruitment and Selection, Performance Management, Strategic HR Planning).
9.2.3. Quality of Decision-Making (Recruitment and Selection, Performance Management, Strategic HR Planning).

10. Research Model

Independent Variable	Dependent Variable
Use of AI in HRM	Time Efficiency: Recruitment and Selection, Performance Management, Strategic HR Planning. Accuracy: Recruitment and Selection, Performance Management, Strategic HR Planning. Quality of Decision-Making: Recruitment and Selection, Performance Management, Strategic HR Planning.

11. Statistical Analysis

The statistical analysis examines the role of Artificial Intelligence (AI) in improving Human Resource Management (HRM) performance at First Abu Dhabi Bank (FAB) Egypt. Data were collected from 79 HR employees across four branches using structured questionnaires covering four HRM dimensions: recruitment and selection, performance management, decision-making, and strategic HR planning. Descriptive statistics, reliability tests, and correlation analyses were conducted to identify patterns, assess measurement consistency, and evaluate the strength and significance of the relationships between AI usage and HRM performance indicators.

The following questionnaire was designed to collect data from HR employees at FAB Egypt to assess the role of AI in improving HRM performance:

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Independent Variable					
Use of AI in HRM					
1. AI improves the overall effectiveness of HR work. 2. AI helps reduce manual workload in HR departments. 3. AI has reduced routine and repetitive tasks in HR. 4. AI reduces errors in HR processes. 5. Learning to use AI systems in HR is easy.					
Dependent Variable					
Time Efficiency					
6. AI tools reduce the time required to screen and shortlist candidates. 7. The recruitment process is more efficient with AI-based systems. 8. AI speeds up the generation of performance reports. 9. AI enables faster planning for HR strategy. 10. AI allows managers to make quicker decisions. 11. AI minimizes delays in implementing HR strategic plans.					
Accuracy					

12. AI improves the accuracy of matching candidates to job requirements. 13. AI reduces human bias in candidate selection. 14. AI enhances the objectivity of employee performance evaluations. 15. AI systems reduce bias in performance assessments. 16. AI-based evaluations are more accurate than traditional methods. 17. AI helps in accurate workforce planning. 18. AI enhances the precision of long-term HR forecasting and analytics.					
3. Quality of Decision-Making					
19. AI helps HR make faster and more informed hiring decisions. 20. Real-time AI dashboards support better performance-related decisions. 21. AI provides relevant data that improves HR decision-making. 22. Predictive analytics help in forecasting workforce needs. 23. AI allows better identification of future skill gaps. 24. AI improves alignment between HR strategy and business goals. 25. AI insights support strategic workforce decisions based on organizational trends.					

Source: (Smith and Johnson, 2020) and (Jatobá et al. 2019)

First: Sample Description

To fulfill the purpose of the study, the purposive sampling method (non-probability sampling) was used because it fits the scope of the study that primarily aims to gather data concerning those who have direct experience using artificial intelligence applications within the domain of human resources management. The sample was specifically chosen from employees at the branches of First Abu Dhabi Bank (FAB) in Egypt, who are involved in human resources departments or have direct interactions with their job roles or technical systems. A total of 85 employees from relevant departments were selected to participate in the study.

Only complete questionnaires were used, and thus, there were (79) valid questionnaires to be used in statistics. Critically, the data analysis was done using the Smart-PLS program, which is based on the partial least squares structural equation model approach that is compatible with examining complicated explanatory models. The purpose of the study was to approximate the effect induced by the artificial intelligence methods on the increase in human resources management efficiency in the sphere of time efficiency, accuracy, and quality of decision-making.

Second: Results Analysis

Partial least squares structural equation modeling (PLS-SEM) is one of the most appropriate methods for measuring the relationship between the application of artificial intelligence in human resource management and improved administrative performance in the banking sector. To attain this objective, the PLS-SEM method was adopted due to its effectiveness in analyzing complex models and numerous causal paths. This impact was measured in two stages. First, the indicators used to measure the research variables were validated, and their reliability was ensured. Second, the hypotheses were evaluated, and the impact of artificial intelligence on human resource management performance was measured. Table 1 illustrates the results of the study sample tests.

The results of the sample data analysis in Table 1 for the variable "Use of AI in HRM" showed a high degree of agreement among respondents. The arithmetic means for the statements in this variable ranged between 4.650 and 4.960 out of 5, indicating that employees at First Abu Dhabi Bank - Egypt Branch are aware of the importance and role of AI in supporting various HR functions.

The statement "AI reduces errors in HR processes" achieved the highest mean (4.960) and the lowest standard deviation (0.192), reflecting near-complete consensus among respondents regarding the ability of AI applications to improve the accuracy of procedures and reduce the rate of human error. Other statements, such as "AI reduces routine and repetitive work" and "contributes to reducing the manual burden in HR departments," also showed high means (4.940 and 4.860, respectively), confirming that the use of AI contributes to enhancing operational efficiency and reducing the time spent performing repetitive tasks.

On the other hand, the phrase "ease of learning to use AI systems in HR" received the lowest mean (4.650) and the relatively highest standard deviation (0.641), which may reflect some variation in the level of knowledge or training employees receive when using these systems. This indicates the need to provide appropriate technical support and training to ensure the optimal use of AI technologies.

Concerning the reliability and validity of the scale, Cronbach alpha (0.761) was statistically acceptable, which means that the items of the variable had good internal consistency. The composite reliability (0.846) exceeded an acceptable level (0.70) and hence the indicators are strongly consistent internally. The result (0.880) of the average variance extracted (AVE) indicated a greater concurrent validity and established that the latent variable appreciably explains the variance in the measurement indicators.

One may state, relying on the above, the variable of the use of AI in the management of Human Resources has an elevated level of reliability and validity, and it measures the awareness and acceptance of using AI by the employees, mainly concerning the decreased level of errors, automation of routine processes, and quality and efficiency of administrative performance.

The results of the statistical analysis also showed that the "time efficiency" dimension associated with the application of AI technologies in human resources management enjoyed a high degree of acceptance among sample members. Arithmetic means of for statements provided in this dimension were 4.840 to 4.950, which indicates high levels of awareness of the effects of AI in enhancing the capabilities of accelerating administrative procedures as well as decision-making regarding human resources.

The level of decisive agreement amongst the sample members was the highest (considering mean (4.950) and low standard deviation (0.221 and 0.273, respectively)) with the statements related to the reduction in time spent screening and selecting the most appropriate candidates and in reducing delays in the implementation of strategic human resources plans using AI tools. The rest of the statements (including enabling managers to make faster decisions and accelerating performance reporting) were quite high in their averages but had minor changes in the level of agreement with the minor increase in the standard deviation of a few statements (such as 0.492).

The value of Cronbach's alpha was 0.753, which depicts satisfactory internal consistency in the questions applied in the research. The composite reliability coefficient was strong and was 0.868. The mean variance extracted was 0.873, which puts the concurrent validity of the dimension of time efficiency to rest since the dimension exceeds 87% of the variance in measured statements.

Table 1: sample data analysis

Variables	Statement	Std. Deviation	Mean	Coefficient of Variation	All Mean	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Use AI in HRM	AI improves the overall effectiveness of HR work.	0.800	4.770	16.77%	4.881	0.761	0.806	0.846	0.880
	AI helps reduce manual workload in HR departments.	0.348	4.860	7.16%					
	AI has reduced routine and repetitive tasks in HR.	0.245	4.940	4.96%					
	AI reduces errors in HR processes.	0.192	4.960	3.87%					
	Learning to use AI systems in HR is easy.	0.641	4.650	13.78%					
Time Efficiency	AI tools reduce the time required to screen and shortlist candidates.	0.221	4.950	4.46%	4.897	0.753	0.853	0.868	0.873
	The recruitment process is more efficient with AI-based systems.	0.492	4.840	10.17%					
	AI speeds up the generation of performance reports.	0.365	4.910	7.43%					
	AI enables faster planning for HR strategy.	0.496	4.900	10.12%					
	AI allows managers to make quicker decisions.	0.492	4.840	10.17%					
	AI minimizes delays in implementing HR strategic plans.	0.273	4.950	5.52%					
Accuracy	AI improves the accuracy of matching candidates to job requirements.	0.411	4.900	8.39%	4.948	0.713	0.790	0.780	0.855
	AI reduces human bias in candidate selection.	0.423	4.890	8.65%					
	AI enhances the objectivity of employee performance evaluations.	0.192	4.960	3.87%					
	AI systems reduce bias in performance assessments.	0.403	4.940	8.16%					
	AI-based evaluations are more accurate than traditional methods.	0.579	4.810	12.04%					
	AI helps in accurate workforce planning.	0.158	4.970	3.18%					
	AI enhances the precision of long-term HR forecasting and analytics.	0.225	4.970	4.53%					
Quality of Decision Making	AI helps HR make faster and more informed hiring decisions.	0.350	4.920	7.11%	4.904	0.735	0.788	0.841	0.833
	Real-time AI dashboards support better performance-related decisions.	0.800	4.770	16.77%					
	AI provides relevant data that improves HR decision-making.	0.822	4.800	17.13%					
	Predictive analytics help in forecasting workforce needs.	0.429	4.910	8.74%					
	AI allows better identification of future skill gaps.	0.462	4.940	9.35%					
	AI improves alignment between HR strategy and business goals.	0.511	4.910	10.41%					

Source: Based on smart-pls v4 output

The results for the "accuracy" dimension also reinforce the added value of artificial intelligence technologies in improving the quality of HR processes. Every statement registered great averages starting at 4.810 and 4.970 implying that the sample members widely held the belief that AI plays a part in enhancing the quality of accurate decision-making, eliminating bias, and rendering a more objective approach in the recruitment and assessment process,

The most prominent statements were: "AI enhances the accuracy of long-term human resource planning" and "It helps in accurate workforce planning." They recorded the highest average (4.970) with a low standard deviation (0.158 and 0.225, respectively), indicating a strong awareness of the advanced analytical capabilities of AI systems.

Conversely, less average (4.810) and a higher standard deviation (0.579) mean that (to some extent) there is some hesitation, or even reluctance to fully place their reliance on such systems without involving humans. As to reliability, the value of Cronbach is not above the recommended reliability level (0.713). The composite reliability was 0.780, which shows that it was a good indicator. AVE value was 0.855, which is an excellent ratio indicating the strength of concurrent validity.

The aspect of the focus of decision-making out of the usage of AI technologies within the sphere of human resources management was highly considered as an aspect of a high level of consensus among the respondents who were used in the sample. The mean scores of the statements in this dimension ranged between 4.770 and 4.940, of which were rated as strongly agree on a five-point Likert where 1 is highly disagreeable, whereas the figure 5 is extremely agreeable. This implies the presence of a popular opinion among the First Abu Dhabi Bank - Egypt Branch workers about the significance of AI to the achievement of efficiency and accuracy in administrative decisions.

The AI assists the HR management to make faster and more informed hiring decisions, scoring the highest with a mean of 4.920 and a standard deviation of 0.350. Following this was the measure of the statement, AI to help define better the skill shortages in the future with a mean of 4.940 and a standard deviation of 0.462, a testament to the knowledge of the role of predictive analytics type of tools in providing information related to planning processes of strategic human resources. The mentioned statement, "AI-based interactive dashboards aid in performance decision-making," had the smallest mean value (4.770) and the largest

standard deviation (0.800), which potentially refers to variable practical experience or using such dashboards rarely by some respondents.

Concerning reliability and validity, the dimension had a score of 0.735 in Cronbach's Alpha, which is acceptable and shows that the items of the scale have a good consistency. Composite reliability was 0.841, which means that there was a strong association between indicators and the concept. The average variance extracted (AVE) is 0.833, indicating that the concurrent validity is superb because the dimension explains more than 83 percent in the indicators used.

The findings of the analysis show that AI has immense benefits in the management of human resources, especially when it comes to saving time and improving accuracy. AI can accelerate the performance, optimize decision-making, and minimize prejudice. It can also be vital in assisting with strategic HR choice by offering live information, accurate analysis, and forecasting capabilities to guide the alignment of HR goals with business goals. The reliance on the acceptable and excellence levels of data statistical measures, such as the averages, reliability, and validity, established the credibility of the tool used in this study and the accuracy of the study findings. The results of the structural model, goodness of fit, and the effect of AI on HR performance dimensions are shown in the following table based on sample data analysis.

Table 2: Results of the structural model, goodness of fit, and the impact of artificial intelligence on the dimensions of human resources performance

Path	VIF	BIC
Use of AI in HRM → Accuracy	1.356	-5.989
Use of AI in HRM → Time Efficiency	1.271	-14.492
Use of AI in HRM → Quality of Decision-Making	1.264	-49.321
Use of AI in HRM → HRM Performance (overall)	1.000	-51.940
Goodness of fit to the structural model:		
Test	**Model 1**	**Model 2**
SRMR (Standardized Root Mean Square Residual)	0.034	0.026
d_ULS	1.866	1.155
d_G	0.411	0.145

Chi-square	**85.281**	**79.111**
NFI (Normed Fit Index)	**0.913**	**0.917**

Source: Based on smart-pls v4 output

The results of the structural analysis of the model used in this study demonstrated its strength in explaining the relationships between the use of artificial intelligence and human resource management performance. The relationship between the independent variable (Use of AI in HRM) and each of the three performance dimensions (Accuracy, Time Efficiency, Quality of Decision-Making), as well as overall performance (HRM Performance), was tested.

The first evidence is that VIF values of all paths mean that there is no multicollinearity with the lowest being 1.000 and 1.356 is significantly lower than the critical value (5). This confirms the stability of the model and had little overlap in explanatory variables relationship.

Second, the results from the previous table show that the SRMR values for the two study models were 0.034 and 0.026, which are less than 0.08, indicating a good fit between the sample data and the proposed model. The NFI values for the study models were 0.913 and 0.917, which are greater than 90%, indicating a good fit between the study models. The results of the d_ULS, d_G, and Chi-square indices also confirm the quality of the estimated models and the validity of their results for measuring the study hypotheses.

Third, the Bayesian Information Criterion (BIC) results reflect the relative weight of the impact of each performance dimension in the model. The values showed that the relationship between AI and decision-making quality was the most influential (BIC = -49.321), followed by the relationship with overall performance (BIC = -51.940), then time efficiency (BIC = -14.492), and finally accuracy (BIC = -5.989). These results indicate that the most significant impact of AI is manifested in supporting decision-making and improving overall performance, compared to its impact on operational aspects alone.

Based on these results, the following figure presents the path analysis results for the first model of the study.

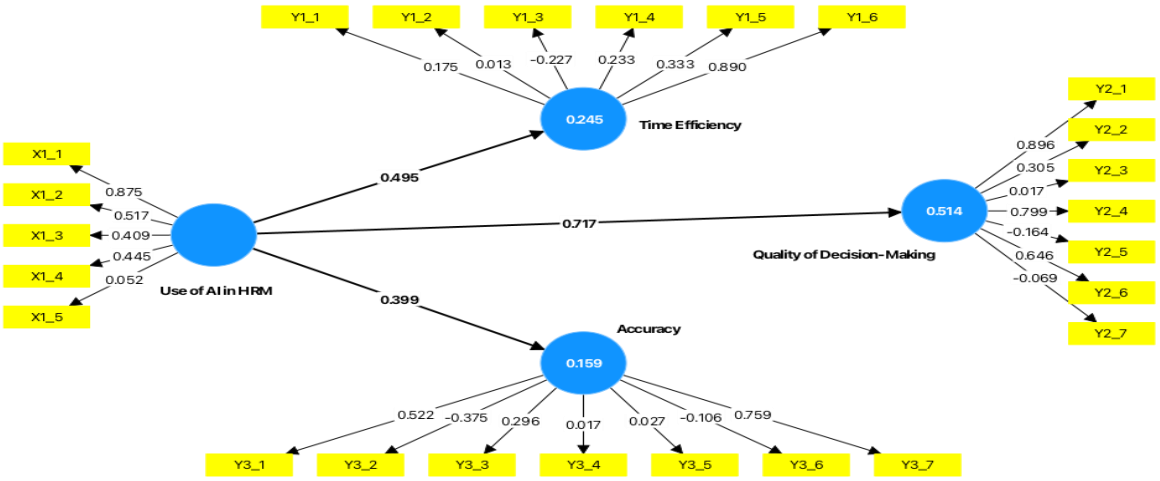

Figure 1: Path analysis of the impact of AI use on HR performance dimensions

Source: Based on smart-pls v4 output

The first structural model coefficient of determination (R^2) values provides the goodness of the independent variable (use of artificial intelligence in human resource management) in describing the variation of the three dependent variables (accuracy and time efficiency in the decision-making process, and the quality of decision-making).

The interpretation coefficient value for the Quality of Decision-Making dimension was 0.514, which implies that 51.4 percent of the variance in this dimension may be attributed to the practice of using artificial intelligence. It is pronounced high based on explanatory factors of PLS modeling, which supports the fact that the connection between artificial intelligence and enhanced decision-making in human resource management is strong.

Also, the interpretation coefficient value for time efficiency was 0.245 and this signifies that the variance of time efficiency can be explained by the employment of artificial intelligence to the extent of approximately 24.5 percent. It has a moderate explanatory value indicating a positive influence.

And the interpretation coefficient value for accuracy was 0.159, and it can explain only 15.9% of the difference in this dimension. It is said to be relatively weak, meaning that there are other influences that have a significant effect on accuracy, which were not incorporated into this model.

These findings indicate that the model has a relatively high explanatory power that can be applied in enhancing the quality of decisions as compared to other dimensions, and this validates the relevance of AI in facilitating strategic activities in HR management. The second model is path analysis, whose expression is the general influence of the application of AI on HR performance.

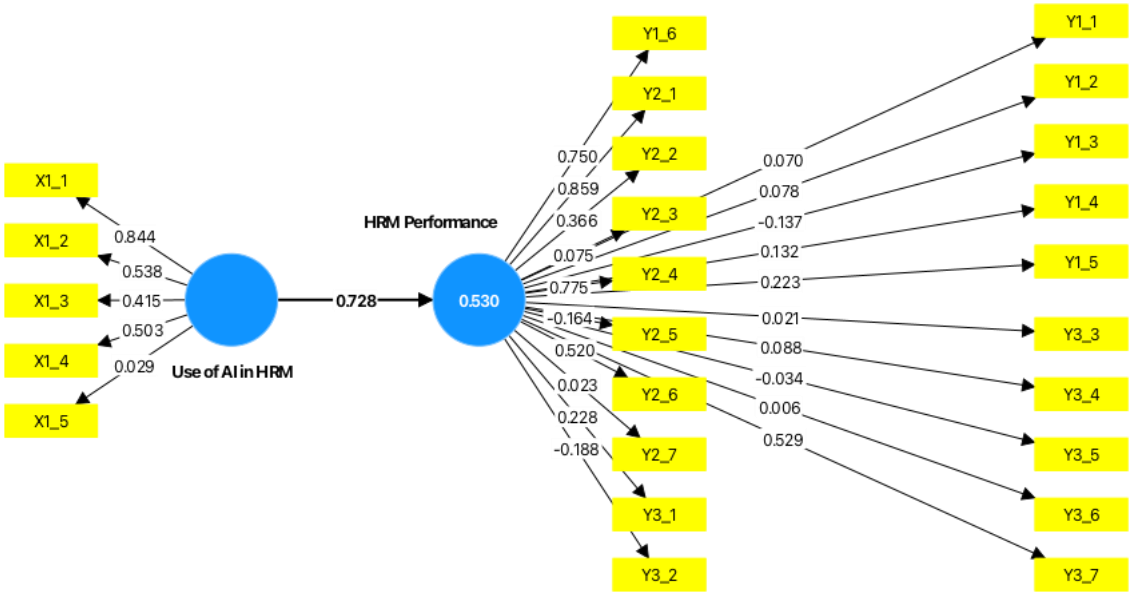

Figure 2: Path analysis of the impact of AI use on HR performance

Source: Based on smart-pls v4 output

The results of the path analysis depict that the coefficient of explanation used in the HR performance variable was 0.530; thus, this means that the adoption of artificial intelligence in HR management explains 53% of the variability in the overall HR performance of the First Abu Dhabi Bank - Egypt Branches. The explanation coefficient value in this model is good in the context of structural equation modeling, demonstrating the model's strong explanatory power and emphasizing the importance of the relationship between artificial intelligence and improving organizational performance in the workplace.

This result also demonstrates the positive impact of artificial intelligence on the efficiency, accuracy, and quality of HR practices.

Table 3: Path parameter results for the impact of AI use on HR performance

H		B	T statistics	P values	Decisions
H_{01}	Use of AI in HRM -> Accuracy	0.399	2.187	0.035	Reject
H_{02}	Use of AI in HRM -> Quality of Decision-Making	0.717	2.410	0.016	Reject
H_{03}	Use of AI in HRM -> Time Efficiency	0.495	1.903	0.057	Reject
H_0	Use of AI in HRM -> HRM Performance	0.728	3.393	0.001	Reject

Source: Based on smart-pls v4 output

Structural equation modeling (PLS-SEM) was used to help study how the adoption of artificial intelligence in human resource management impacts overall performance and its dimensions. The test of hypotheses has been carried out using path coefficients (B), the values of t-statistics, as well as the level of statistical significance (P-value). The results of each hypothesis are presented below:

The first hypothesis (H_1) stated that the use of artificial intelligence significantly improves time efficiency in human resource management. The analysis revealed that the impact coefficient (B) was 0.495, the t-statistic value was about 1.903, and the p-value was 0.057, which is less than the significance level of 0.1. The alternative hypothesis is consequently accepted, which therefore rejects the null hypothesis based on the testing of the statistical results. This indicates that the use of artificial intelligence has a positive role in improving time efficiency in FAB Egypt.

The second hypothesis (H_2): "There is a statistically significant role of artificial intelligence in improving accuracy in human resource management at FAB Egypt." The path analysis results also showed that the impact coefficient (B) was 0.399, the t-statistic value was 2.187, and the significance value (P) was 0.035. The relationship is found to be significant ($P < 0.05$), so the alternative hypothesis must be accepted,

and the null hypothesis rejected. This finding shows that artificial intelligence has a practical advantage in enhancing accuracy in processes of human resources, including the selection of candidates, employee assessment, and strategy.

Third hypothesis (H_3): "There is a statistically significant role of artificial intelligence in improving the quality of decision-making in human resources management at FAB Egypt." The analysis showed a very close connection between the application of artificial intelligence and how the performance of decision-making can support it, with the B value being 0.717, the T value being 2.410, and the P value being 0.016, with a clear statistical significance being pointed out. Accordingly, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming that artificial intelligence effectively contributes to supporting the quality of human resources decisions through analytical and predictive tools and accurate real-time data.

Main hypothesis (Ho): "There is no statistically significant role of artificial intelligence in improving Human Resources Management Performance at FAB Bank Egypt." The results indicated a positive relationship. There is a statistical significance between the use of Artificial Intelligence and Human Resources Management Performance, as the impact factor (B) value reached approximately (0.728), and the value of the (T) statistic reached approximately (3.393), while the value of the statistical significance (P-value) was (0.001), which is much lower than the approved significance level (0.05). Accordingly, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating the existence of a significant moral impact of the use of artificial intelligence in improving human resources performance within the bank.

12. Discussion of Results

The statistical analysis shows a strong and measurable link between the use of artificial intelligence (AI) and the improvement of Human Resources Management (HRM) performance at First Abu Dhabi Bank (FAB) Egypt. The findings are based on valid responses from 79 HR professionals and administrative employees; (Talent Acquisition, Total Rewards and Talent Management engaged in HR functions or with direct exposure to AI-enabled HR systems.

12.1. Reliability and validity of the measures

- **All Cronbach's alpha values exceeded the minimum acceptable level of 0.70, confirming good internal consistency.**
- **Composite reliability (CR) values ranged from 0.780 to 0.868, indicating strong construct reliability.**
- **Average variance extracted (AVE) values exceeded 0.80 for all dimensions, supporting high convergent validity.**

12.2.Perceived Impact of AI on Human Resource Management

Respondents expressed consistently high agreement on AI's contribution to reducing errors, automating repetitive tasks, and improving operational efficiency. The mean score for "AI reduces errors in HR processes" reached 4.960 with the lowest standard deviation (0.192), reflecting near-complete consensus. However, the statement "ease of learning to use AI systems in HR" received the lowest mean (4.650) and the highest variation (SD = 0.641), pointing to uneven training and familiarity levels among staff.

- **Time efficiency**
  - **Means ranged between 4.840 and 4.950, indicating a strong belief that AI shortens recruitment timelines, accelerates reporting, and reduces delays in implementing HR strategic plans.**
  - **The highest agreement was around "reducing screening time for candidates" and "minimizing delays in HR strategic plan implementation," both scoring 4.950.**
  - **The path coefficient from AI use to time efficiency was 0.495 (p = 0.057), showing a positive but statistically non-significant relationship. This suggests that while perceptions are favourable, measurable time gains may be influenced by other operational factors beyond AI adoption.**

- **Accuracy**
  - **The accuracy dimension achieved high mean scores (4.810 to 4.970).**
  - **The strongest agreement was for "AI helps in accurate workforce planning" and "AI enhances long-term HR forecasting" (both mean = 4.970).**
  - **The relationship between AI use and accuracy was statistically significant (B = 0.399, p = 0.035), confirming AI's role in**

improving objectivity and reducing bias in recruitment and performance evaluation.

- **Quality of decision-making**
  - **Scores ranged from 4.770 to 4.940, with "AI improves identification of future skill gaps" and "AI supports faster and more informed hiring decisions" receiving the highest ratings.**
  - **The relationship between AI use and decision-making quality was strong and significant (B = 0.717, p = 0.016), with AI explaining 51.4% of the variance in decision-making quality (R^2 = 0.514). This positions decision-making as the dimension most impacted by AI.**

- **Overall HRM performance**

  - **The path coefficient between AI use and overall HRM performance was 0.728 (p = 0.001), with the model explaining 53% of the variance in HRM performance (R^2 = 0.530).**
  - **Goodness-of-fit indices (SRMR = 0.026–0.034, NFI = 0.913–0.917) confirm that the model fits the observed data well.**

Overall, the results show that the use of AI significantly improves accuracy and decision-making quality, the perceptions of time efficiency are high and has a statistically significant effect in this dataset.

13. Conclusions

This research explored the role of Artificial Intelligence in enhancing Human Resources Management practices at FAB Egypt, focusing on recruitment and selection, performance management, decision-making, and strategic HR planning. The analysis combined quantitative findings from employee questionnaires with a review of relevant literature to provide a comprehensive understanding of AI's impact. The conclusions drawn from this research reflect the actual experiences and perceptions of HR professionals within the organization, offering evidence-based insights into both the benefits and challenges associated with AI adoption as follows:

13.1. AI adoption in HRM at FAB Egypt is perceived very positively, with high agreement on its benefits in reducing errors, enhancing accuracy, and supporting faster, more informed decisions.

13.2. AI's most substantial measurable impact lies in improving the quality of decision-making, driven by real-time data, predictive analytics, and advanced forecasting capabilities.

13.3. AI has a statistically significant positive effect on accuracy in HR processes, reducing bias and improving the match between candidates and job requirements.

13.4. Perceptions of improved time efficiency are high, and the statistical evidence confirm a significant direct effect, suggesting that time-saving outcomes may depend on complementary factors such as workflow redesign or staff training.

13.5. The structural model confirms that AI explains more than half (53%) of the variance in overall HRM performance, indicating that it is a major driver of performance improvement in the banking sector.

13.6. Variations in ease of learning AI systems point to a need for targeted training and capacity-building to ensure consistent benefits across all HR staff.

14. Recommendations

Based on the findings and conclusions of this research, the following recommendations are proposed to improve the effectiveness of AI applications in Human Resources Management at FAB Egypt."

14.1. Enhance AI-related training and support

- **Develop structured training programs to improve ease of use and adoption rates for AI tools among HR staff.**
- **Provide ongoing technical support to bridge knowledge gaps and ensure full utilization of AI functionalities.**

14.2. Integrate AI deeper into decision-making processes

- **Expand the use of predictive analytics and real-time dashboards for workforce planning, skill gap analysis, and performance management.**
- **Establish protocols for blending AI outputs with managerial judgment to optimize strategic HR decisions.**

14.3. Address time efficiency through process re-engineering

- **Review existing HR workflows to ensure AI tools are embedded where they can deliver the greatest time savings.**
- **Eliminate manual processes that reduce the time-saving benefits of AI systems.**

14.4. Monitor and evaluate AI performance continuously

- **Develop performance metrics and KPIs to monitor AI's impact on accuracy, efficiency, and decision-making over time.**
- **Apply continuous feedback mechanisms to refine AI models and ensure alignment with changing HR requirements.**

14.5. Leverage AI for bias reduction and fairness

- **Continue developing and scaling AI applications in recruitment and performance appraisal to support fair and transparent HR processes.**
- **Implement periodic reviews of AI algorithms to identify and address potential biases.**

14.6. Enhance integration of AI in HR with organizational strategy

- **Actively incorporate AI-generated HR insights into strategic planning and alignment with business objectives.**
- **Establish HR analytics teams as key contributors to organizational decision-making.**

15. Future Research

Future studies could expand the sample to include multiple banks and industries to enhance generalizability. Follow-up studies over extended periods is recommended to examine the long-term role of AI in improving HRM performance. Further investigation into specific AI tools and their comparative effectiveness across HRM functions would provide deeper insights. Qualitative approaches, such as interviews or focus groups, could complement quantitative findings by exploring employee perceptions, adoption challenges, and ethical considerations. Studies could also assess the cost–benefit implications of AI integration and explore the impact of

organizational culture, training, and change management on successful AI implementation in HRM.

15. Action Plan

HRM Dimension	Recommended AI Systems	Key Actions	Estimated Time for implementation	Estimated Cost (USD)
Recruitment & Selection	**HireVue, LinkedIn Talent Insights**	**Deploy AI-driven candidate screening, video interview analysis, and talent analytics**	**2-3 months**	**$30,000–$40,000**
Performance Management	**Lattice, Workday Performance Management**	**Implement continuous performance tracking, feedback systems, and AI-based goal setting**	**4-5 months**	**$40,000–$60,000**
Decision-Making	**IBM Watson Talent, Visier**	**Use AI analytics for workforce planning, turnover prediction, and talent optimization**	**3-4 months**	**$50,000–$70,000**
Strategic HR Planning	**SAP SuccessFactors, Oracle HCM**	**Integrate AI for predictive workforce planning, skills gap analysis, and strategic alignment**	**4-6 months**	$80,000–$120,000

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