

The Role of AI in Driving Human Resource Management to Improve Employee Competence and Intrinsic Motivation

AI, Employee
Competence, and
Motivation

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ABSTRACT

The rapid development of artificial intelligence has transformed the way organizations manage their workforce, particularly in the areas of recruitment, performance evaluation, and employee development. While many applications have focused on increasing operational efficiency, less attention has been given to how artificial intelligence can contribute to competence development and foster intrinsic motivation among employees. This article aims to provide a comprehensive review of the role of artificial intelligence in human resource management, with a specific focus on how it can be used to support personalized learning pathways and motivational strategies. The study applies a qualitative literature review method, synthesizing recent research and practical cases where artificial intelligence has been implemented in workforce management. Findings reveal that artificial intelligence is capable of creating adaptive learning environments, delivering real-time and personalized feedback, and aligning tasks with individual strengths and career aspirations. These functions not only improve the efficiency of employee training but also enhance engagement, satisfaction, and long-term growth. The conclusion highlights that artificial intelligence offers great potential to strengthen both competence development and intrinsic motivation when applied thoughtfully. However, successful implementation requires balancing technological innovation with human-centered approaches to ensure fairness, trust, and sustainable employee development.

Keywords: AI Application, Employee Competence, Employee Engagement, HRM Practice, Intrinsic Motivation.

ABSTRAK

Perkembangan pesat kecerdasan buatan telah mengubah cara organisasi mengelola tenaga kerja mereka, terutama di bidang rekrutmen, evaluasi kinerja, dan pengembangan karyawan. Meskipun banyak aplikasi berfokus pada peningkatan efisiensi operasional, kurang banyak perhatian yang diberikan pada bagaimana kecerdasan buatan dapat berkontribusi pada pengembangan kompetensi dan menumbuhkan motivasi intrinsik di antara karyawan. Artikel ini bertujuan untuk memberikan tinjauan komprehensif tentang peran kecerdasan buatan dalam manajemen sumber

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daya manusia, dengan fokus khusus pada bagaimana kecerdasan buatan dapat digunakan untuk mendukung jalur pembelajaran yang dipersonalisasi dan strategi motivasi. Studi ini menerapkan metode tinjauan pustaka kualitatif, yang mensintesis penelitian terbaru dan kasus-kasus praktis di mana kecerdasan buatan telah diimplementasikan dalam manajemen tenaga kerja. Temuan mengungkapkan bahwa kecerdasan buatan mampu menciptakan lingkungan belajar yang adaptif, memberikan umpan balik yang dipersonalisasi dan real-time, serta menyelaraskan tugas dengan kekuatan individu dan aspirasi karier. Fungsi-fungsi ini tidak hanya meningkatkan efisiensi pelatihan karyawan tetapi juga meningkatkan keterlibatan, kepuasan, dan pertumbuhan jangka panjang. Kesimpulannya menyoroti bahwa kecerdasan buatan menawarkan potensi besar untuk memperkuat pengembangan kompetensi dan motivasi intrinsik ketika diterapkan dengan cermat. Namun, implementasi yang sukses membutuhkan keseimbangan antara inovasi teknologi dengan pendekatan yang berpusat pada manusia untuk memastikan keadilan, kepercayaan, dan pengembangan karyawan yang berkelanjutan.

Kata kunci: Penerapan AI, Kompetensi Karyawan, Keterlibatan Karyawan, Praktik Manajemen SDM, Motivasi Intrinsik.

INTRODUCTION

The rapid advancements in Artificial Intelligence (AI) have profoundly transformed various sectors, including Human Resource Management (HRM). AI technologies have increasingly been adopted to optimize HRM processes such as recruitment, performance evaluation, employee development, and motivation (Oswal et al., 2020). AI-driven HRM practices are expected to enhance organizational efficiency, improve decision-making, and tailor interventions to individual employee needs (Kaplan & Haenlein, 2020). In particular, AI is transforming how organizations approach employee competence development and intrinsic motivation, two essential factors for long-term organizational success (Kazmi et al., 2024). While AI applications in HRM have proliferated, the full potential of AI in shaping employee competencies and intrinsic motivation remains underexplored (Gusti et al., 2024).

The research gap in the existing literature highlights that while scholars such as Ghedabna et al. (2024) emphasize the role of artificial intelligence in improving recruitment, automated decision-making, and performance monitoring, little attention has been given to how AI supports personalized employee development and fosters intrinsic motivation. Krishnan et al. (2024) point out that this underexplored area is crucial for building adaptive learning systems and Mehlan et al. (2025) further stress that AI has the potential to create personalized environments that sustain motivation. The urgency of this issue is underscored by Hussain and Rizwan (2024), who argue that organizations must embrace digital tools to remain competitive in dynamic markets, while Tavakoli et al. (2022) emphasize the importance of adaptive learning pathways for increasingly diverse workforces. Wardiansyah et al. (2024) demonstrate that intrinsic motivation rooted in employees' internal drive to develop skills is key to engagement and satisfaction. Yet, most prior studies, as noted by Nosratabadi et al. (2022), have mainly focused on routine automation. Only a few, such as Sajja et al. (2024), Basnet (2024), and Sundarajan (2025), examine how AI-driven personalized feedback and skill development programs can strengthen both competence and motivation.

The novelty of this study lies in its exploration of AI's dual role in not only enhancing employee competence but also fostering intrinsic motivation through personalized interventions. This research seeks to go beyond the automation of administrative tasks and investigate how AI can contribute to creating a work environment that fosters employee growth and engagement on an individual level (Sadeghi, 2024; Laak & Aru, 2024; Nasution & Supriadi, 2024). By examining both competencies and motivation, this study aims to bridge the gap in the literature that currently separates these two key aspects of employee development.

The purpose of this article is to provide a comprehensive review of how AI-driven HRM practices can transform employee competence development and intrinsic motivation. As noted by Li et al. (2024), AI tools are increasingly used in performance evaluation, skill enhancement, and motivation boosting, yet limitations in current research highlight the need for a more holistic understanding of their role. This study employs a systematic review of existing literature and case examples where AI has been applied to competence development and motivation management, synthesizing findings to generate actionable insights for HR professionals seeking to leverage these technologies for enhanced employee growth and engagement. The problem addressed in this article is the lack of integration between AI-driven competence development and intrinsic motivation strategies, which this study aims to bridge by offering recommendations for more effective applications. In doing so, the research contributes to the growing body of knowledge on AI in HRM and provides fresh perspectives on the future of employee development and motivation, with findings expected to offer practical value for organizations striving to build a more engaged and competent workforce.

LITERATURE REVIEW

AI in Human Resource Management

Artificial Intelligence (AI) has become an integral part of modern HRM, providing new ways to optimize recruitment, evaluation, learning, and retention. Armstrong and Taylor (2023) describe AI-driven HRM as the application of machine learning, data analytics, and natural language processing to enhance traditional HR functions, while Prikshat et al. (2023) highlight that AI is no longer limited to administrative tasks but is now reshaping organizational strategies. According to Kaplan and Haenlein (2020), AI empowers HR professionals to automate routine work such as resume screening and scheduling, enabling them to shift focus toward strategic initiatives like talent management. Popo–Olaniyan et al. (2022) add that AI-based talent analytics provides predictive insights into employee turnover and performance, which support more accurate decision-making. While these contributions demonstrate clear gains in efficiency, Mehlan et al. (2025) emphasize that the transformative potential of AI lies in its ability to personalize employee experiences and enhance motivation, extending beyond the boundaries of administrative automation.

The role of AI in HRM has been particularly prominent in automating processes, reducing time, and ensuring objectivity in hiring (Wijaya et al., 2024; Smith & Johnson, 2021). Cascio and Montealegre (2016) argue that AI systems reduce biases inherent in manual selection, though Norori et al. (2021) warn that algorithmic bias remains a critical concern if training data are flawed. Davenport and Kirby (2016) point out that AI is equally important in performance evaluation, where real-time analytics encourage continuous improvement rather than reliance on periodic reviews. Rivera et al. (2024) confirm this by showing how immediate feedback loops improve both competence and motivation. Despite these advances, Robert et al. (2020) caution that without fairness and transparency, AI risks undermining trust among employees. Thus, the literature demonstrates that while AI enhances HR efficiency, its true value emerges when it integrates fairness and personalization to sustain employee engagement.

Personalized Employee Development

One of the most transformative aspects of AI in HRM lies in its capacity to create adaptive and personalized employee development programs. Mehlan et al. (2025) argue that, unlike traditional one-size-fits-all training, AI-powered platforms design individualized learning pathways that align with employees' existing skills, career goals, and preferred learning styles. Tavakoli et al. (2020) illustrate this through recommender systems that match employees to training resources based on evolving competencies, while Ritz et al. (2024) show that personalized learning supports re- and upskilling more effectively than standardized programs. Qazi et al. (2024) emphasize that AI-based learning management systems adapt content in real-time, ensuring that employees are

consistently challenged at an appropriate level, which increases both engagement and retention of skills. Such approaches not only improve competence but also nurture intrinsic motivation by aligning learning opportunities with personal aspirations.

Moreover, Aldabbas et al. (2023) highlight that intrinsic motivation strengthens when employees feel supported in career progression, a condition AI systems can foster through data-driven feedback and career guidance. McCarthy and Garavan (2001) note that real-time monitoring of growth offers employees opportunities to adjust promptly, unlike annual reviews that often miss emerging challenges. Wang et al. (2024) confirm that adaptive systems enhance learning efficiency and relevance, making them valuable for dynamic labor markets. However, Fabris et al. (2025) remind that personalization must be balanced with ethical safeguards to avoid reinforcing bias or exclusion. Collectively, these studies underline that AI-enabled personalization is not merely about efficiency, but about fostering competence and motivation through tailored, equitable learning systems that evolve with employees' needs.

Intrinsic Motivation and Ethical Challenges

Intrinsic motivation, defined by Ryan and Deci (2000) as the internal drive to engage in tasks for inherent satisfaction, is a crucial outcome of AI-driven HRM. Joo et al. (2010) link intrinsic motivation to engagement and performance, while Mehlan et al. (2025) argue that AI enhances motivation by offering personalized feedback aligned with employees' strengths and interests. Rivera et al. (2024) support this by showing that continuous feedback promotes autonomy and competence, two key elements in self-determination theory. Zhu et al. (2018) demonstrate how AI systems can align employees with tasks suited to their skills, fostering a sense of accomplishment. Almutairi et al. (2025) further note that personalized recognition of achievements enhances job satisfaction and organizational commitment. Sundarajan (2025) emphasizes that in hybrid and remote work environments, AI offers scalable ways to maintain engagement, but warns against over-automation that might reduce human connection.

At the same time, the literature underscores significant ethical challenges. Norori et al. (2021) argue that algorithmic bias remains a persistent risk, potentially replicating discrimination in recruitment and evaluation. Langenkamp et al. (2020) stress that fairness in AI hiring requires transparent processes, while Robert et al. (2020) recommend embedding human oversight to mitigate risks of blind reliance on algorithms. Mamman et al. (2024) show that explainability and human involvement can counter bias and increase trust. Chua et al. (2017) remind us that privacy and data protection are equally vital, as AI systems depend on sensitive employee data. Thus, while AI offers promising pathways to strengthen intrinsic motivation and engagement, the literature reveals that successful implementation depends on balancing personalization with fairness, transparency, and ethical safeguards to protect employees' trust and well-being.

RESEARCH METHODS

This study employs a qualitative research design using a literature review approach to examine the role of Artificial Intelligence (AI) in Human Resource Management (HRM), particularly its impact on employee competence development and intrinsic motivation. A literature review was selected as the most suitable method because it enables the integration of findings from multiple scholarly sources to build a coherent understanding of the topic. Cronin et al. (2008) argue that literature reviews provide a systematic way of synthesizing diverse studies, while Fink (2019) highlights that such reviews help identify research gaps and frame new contributions. By relying on this approach, the study is able to contextualize AI applications within HRM, assess their influence on competence and motivation, and outline directions for future research.

The sources for this review include peer-reviewed journal articles, books, and conference proceedings published within the past 15 years, drawn from reputable databases such as Google Scholar, Scopus, and JSTOR. Selection criteria focused on studies that explicitly addressed AI in HR functions, including recruitment, performance

evaluation, training, and employee engagement, as well as those examining intrinsic motivation theories like self-determination theory (Ryan & Deci, 2000). The inclusion of both theoretical and empirical works strengthens the robustness of the analysis, ensuring that the discussion reflects diverse perspectives and methodologies. Studies that were purely conceptual without clear methodological grounding or those that did not explicitly address AI's role in HRM were excluded to maintain the review's relevance and quality.

The process of data collection followed a systematic strategy, beginning with keyword searches such as "AI in HRM," "employee competence development," and "intrinsic motivation," and followed by careful screening based on relevance and rigor. The selected works were then analyzed thematically, following Braun and Clarke's (2006) thematic analysis framework, which involves identifying, analyzing, and reporting recurring patterns within qualitative data. This allowed the study to cluster findings into major themes, including AI's role in automating HR processes, facilitating personalized learning pathways, and influencing intrinsic motivation through feedback and task alignment.

To ensure credibility, the analysis considered the methodological quality of the reviewed studies, emphasizing transparency, fairness, and data validity. Insights were derived from empirical evidence and theoretical frameworks that address both the opportunities and challenges of AI adoption in HRM. By synthesizing these findings, the study provides a comprehensive and balanced perspective on how AI can improve competence and motivation while recognizing the ethical concerns associated with algorithmic bias and data privacy. Overall, this methodological approach ensures that the study not only reflects the current state of knowledge but also offers a strong foundation for future research in AI-driven HRM.

RESULTS

AI-Driven HRM and Employee Competence Development

A substantial portion of the reviewed studies focused on the use of AI in automating recruitment processes. AI-powered systems, such as resume screening algorithms and chatbots for initial interviews, were found to significantly reduce recruitment time and improve hiring accuracy (Gan et al., 2024). These AI systems were noted to make recruitment more objective by eliminating human biases. However, some studies found that while AI can improve efficiency, it also introduces the risk of algorithmic biases that could affect the fairness of hiring decisions (Fabris et al., 2025). Similarly, AI applications in employee performance evaluation were discussed in several studies. These systems, powered by machine learning and data analytics, can monitor employee performance in real-time and offer detailed insights that allow for more precise and continuous feedback (Asabere & Gyamfi, 2013). This real-time feedback has been linked to higher engagement levels, as employees are able to adjust their behaviors and improve performance without waiting for traditional performance reviews (Garg et al., 2021).

A key theme that emerged from the literature was AI's role in personalized employee development. AI tools were found to be effective in creating tailored learning and development pathways based on individual performance, skills, and career goals (Mehlan et al., 2025). These systems use data analytics to recommend specific training programs that align with the employee's current competency level and future career aspirations (Zhu et al., 2020). Furthermore, AI can identify skill gaps and suggest personalized interventions to bridge these gaps, ensuring that employees are continuously learning and evolving (Tavakoli et al., 2022). Studies also highlighted that AI-based Learning Management Systems (LMS) can adapt in real-time, offering employees relevant training materials and resources based on their progress and areas of improvement. This adaptive learning environment significantly increases the efficiency and effectiveness of employee training programs (Wang et al., 2024).

AI and Intrinsic Motivation in HRM

AI's impact on intrinsic motivation was another important theme explored in the literature. Several studies examined how AI-driven feedback systems enhance intrinsic

motivation by offering employees a sense of autonomy and competence (Faas et al., 2024). AI systems provide personalized feedback, allowing employees to track their progress and gain recognition for their achievements. The continuous feedback loop promotes a sense of accomplishment and encourages employees to set and achieve their own goals (Rivera et al., 2024). Furthermore, AI was found to play a role in job design, matching employees with tasks that align with their strengths and interests. This personalized task assignment leads to increased engagement and intrinsic motivation, as employees are more likely to find their work meaningful (Masood et al., 2021). However, while the literature suggests a positive relationship between AI and motivation, concerns about over-reliance on AI for employee development and recognition were raised. Some studies indicated that excessive reliance on AI-driven systems may reduce human interactions, which are essential for building trust and emotional connections in the workplace.

The findings indicate that the use of AI in human resource management contributes significantly to enhancing employee motivation and engagement. As noted by Zhu et al. (2018), when AI systems assign employees to tasks aligned with their skills, it fosters a stronger sense of achievement, which in turn enhances work engagement and performance (Joo et al., 2010). Furthermore, Almutairi et al. (2025) emphasize that personalized recognition facilitated by AI systems can improve job satisfaction and organizational commitment, particularly when such recognition is delivered fairly and consistently. In addition, Sundarajan (2025) highlights that AI plays a crucial role in sustaining motivation and engagement within hybrid or remote work environments by providing scalable feedback and support even in the absence of direct face-to-face interaction.

While descriptive findings provide insight into the current state of AI in HRM, the inferential analysis attempts to assess the broader implications of these findings for HR practices and employee outcomes (Smith & Johnson, 2021). Based on the synthesized literature, it is evident that AI has the potential to improve both employee competence and intrinsic motivation. However, the degree of effectiveness depends on how AI systems are implemented and whether they are designed to complement, rather than replace, human judgment and interaction (Sadeghi, 2024; Laak & Aru, 2024).

Based on the reviewed literature, a hypothesis was posited that AI-driven HRM practices would lead to enhanced employee competence development. The findings largely support this hypothesis, as studies consistently demonstrate that AI tools for personalized learning and skill development have a positive impact on employee competencies (Lira et al., 2025). However, the results also indicated that the success of these tools is contingent on factors such as data quality, algorithm transparency, and employee trust in the AI systems (Schelenz et al., 2020).

Another hypothesis tested in the literature review was that AI-driven HRM practices would enhance intrinsic motivation by providing personalized feedback and job design. The findings generally support this hypothesis, with studies indicating that AI-driven feedback mechanisms and personalized task assignments lead to increased motivation and engagement (Almutairi et al., 2025). However, there were also contradictory findings, as some studies indicated that excessive automation of feedback processes could lead to a lack of emotional connection and trust, which could undermine motivation (Zhang et al., 2025). This suggests that while AI can enhance intrinsic motivation, it must be implemented in a way that balances technological automation with human interaction.

Table 1. Summary of AI Applications in HRM

HR Function	AI Application	Impact	Relevant Findings
Recruitment	Resume Screening	Faster, more objective hiring decisions	Gan et al. (2024)
Performance Evaluation	Real-time Feedback	Continuous feedback improves employee performance	Asabere and Gyamfi (2013)
Competence Development	Personalized Training Paths	Increased training efficiency and relevance	Mehlan et al. (2025)
Motivation	Task Alignment and Feedback	Enhanced intrinsic motivation, increased job satisfaction	Masood et al. (2021)

While the literature strongly suggests that AI can enhance recruitment, performance evaluation, competence development, and intrinsic motivation, the effectiveness of these applications depends on careful implementation that balances technological automation with human judgment. To provide a concise overview of the findings, Table 1 summarizes the key HR functions where AI has been applied, the specific applications, their impacts, and the relevant studies supporting these outcomes.

The findings from the literature review suggest that AI has significant potential to transform HRM practices, particularly in the areas of recruitment, employee performance evaluation, competence development, and motivation (Asabere and Gyamfi, 2013). AI-driven systems are effective in automating administrative tasks, allowing HR professionals to focus on more strategic initiatives. Furthermore, personalized learning and development pathways facilitated by AI can enhance employee skills and competencies. AI's role in enhancing intrinsic motivation through personalized feedback and job design is also well-supported in the literature (Masood et al., 2021). However, the successful implementation of AI in HRM requires addressing challenges such as algorithmic bias, data privacy, and the need for balanced human interaction.

DISCUSSION

The findings of this study highlight the significant role of Artificial Intelligence (AI) in transforming Human Resource Management (HRM), particularly in the areas of employee competence development and intrinsic motivation. The results suggest that AI-driven HRM practices can greatly enhance operational efficiency, offer personalized learning and development opportunities, and foster greater employee engagement through personalized feedback mechanisms. These findings are consistent with previous research, which shows that AI has the potential to automate routine HR tasks, thus allowing HR professionals to focus on more strategic initiatives (Tambe et al., 2019). AI's capacity to provide continuous, real-time feedback and recommend tailored development programs is a critical advancement in modern HRM practices, aligning with the need for personalized employee development in today's rapidly evolving business landscape (Sundarajan, 2025).

One of the key findings is AI's effectiveness in improving employee competence through personalized learning pathways. AI-powered LMS have demonstrated their ability to adapt training materials to meet individual learning needs, which has been shown to improve both the efficiency and the outcomes of employee development programs (Mehlan et al., 2025). This aligns with self-determination theory which posits that providing employees with personalized challenges and feedback enhances their intrinsic motivation by fulfilling their needs for competence, autonomy, and relatedness (Almutairi et al., 2025). AI systems that provide employees with real-time, actionable feedback allow them to actively track their progress, ensuring they remain engaged and motivated in their development (Garg et al., 2021).

The findings also underline the growing importance of AI in enhancing intrinsic motivation among employees. Personalized feedback and task alignment have been linked to increased motivation and job satisfaction (Almutairi et al., 2025). This is particularly relevant in the context of current workplace trends, where companies are

focusing more on fostering employee engagement and retention. As businesses shift towards remote and hybrid work environments, AI systems offer a scalable solution for continuous employee engagement, helping organizations maintain a motivated workforce despite physical distances (Sundarajan, 2025). However, while the results indicate positive effects, the literature also cautions against over-reliance on AI. As AI tools take over more aspects of HR processes, concerns about the reduction of human interactions and the potential loss of the personal touch in performance feedback are emerging (Sadeghi, 2024).

Furthermore, the results point to a critical challenge in AI implementation such as algorithmic bias. A study by Robert et al. (2020) emphasizes the need for transparent and fair AI systems that do not perpetuate existing biases in HR practices. Although AI can reduce human bias in recruitment, performance evaluation, and employee management, it can also inadvertently introduce new biases if the data used to train the algorithms are flawed or non-representative. Thus, organizations must ensure that AI systems are continuously tested and adjusted to prevent the reinforcement of discrimination (Mamman et al., 2024). This concern highlights the importance of developing AI models that are not only efficient but also ethically sound.

In relation to previous research, this study contributes to the growing body of knowledge by focusing on the dual impact of AI on employee competence and intrinsic motivation. Previous studies have predominantly focused on AI's role in operational efficiency, such as recruitment and performance management, but few have explored its potential to enhance long-term employee development and motivation (Mehlan et al., 2025). This study bridges that gap by examining how AI tools can create personalized, adaptive learning environments that foster both skill development and intrinsic motivation, thereby contributing to the overall effectiveness of HRM.

While AI in HRM offers immense potential to revolutionize employee development and engagement, its successful implementation requires careful consideration of ethical implications, such as algorithmic bias and the need for human interaction. The findings of this study underscore the importance of balancing technological innovation with human-centered approaches to ensure that AI systems enhance rather than diminish the employee experience. Future research should continue to explore how AI can be integrated into HR practices to support both employee well-being and organizational success.

CONCLUSION

This study concludes that AI has the capacity to reshape Human Resource Management by going beyond automation to support both efficiency and human development. The findings underline that AI not only improves recruitment processes and performance evaluations but also plays a critical role in enhancing employee competence through personalized training pathways and continuous feedback. By aligning tasks with individual strengths and interests, AI can foster higher levels of intrinsic motivation, engagement, and job satisfaction. However, the overall success of AI-driven HRM depends on how effectively organizations integrate technological tools with human-centered values to ensure fairness, trust, and sustainable employee growth.

The implications of this study point to the need for organizations to approach AI as more than a tool for efficiency, positioning it instead as a strategic partner for long-term workforce development. Despite its contributions, the study is limited by its reliance on secondary data and the rapid evolution of AI technologies, which may reduce the generalizability of the findings across industries. Future research should therefore employ empirical approaches to assess the long-term impact of AI on competence and motivation, while also exploring ethical considerations such as fairness, privacy, and transparency. By advancing this line of inquiry, both scholars and practitioners can build frameworks that maximize AI's benefits while safeguarding the essential human elements of HRM.

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