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## Optimizing Recruitment with Machine Learning: A Novel Intelligent Agent Framework for HRM

### Abstract

**Purpose:** The study proposes a framework for integrating intelligent agents (IA) into human resource management (HRM) to improve recruitment, screening, training, and decision-making. It utilizes machine learning and pattern recognition to enhance candidate search accuracy and efficiency, addressing the limitations of traditional Boolean methods.

**Study design/methodology/approach:** The study develops an Intelligent Agent AI (IAI) system for recruitment, using reinforcement learning and Naïve Bayes to optimize decision-making. It compares the IAI system to traditional methods like RecruitEm and Merlin, evaluating performance in accuracy, time efficiency, and resource management.

**Sample and data:** The study customizes the IAI system, integrates historical candidate data, and conducts pilot testing in real-world HR settings. Job seeker data is used to train and test the system's performance.

**Results:** The IAI system significantly outperforms traditional methods in accuracy, time efficiency, and resource management. It also addresses issues like algorithmic bias and Boolean search limitations, improving candidate-job alignment and recruitment efficiency.

**Originality/value:** The study provides a novel AI-powered solution to HR workflows, improving scalability, efficiency, and adaptability. It helps overcome traditional recruitment bias and enhances decision-making through data-driven insights.

**Research limitations/implications:** Challenges include scalability, data bias, and integration issues. Future research should focus on addressing these limitations, refining AI processes, and optimizing performance in diverse HR contexts.

**Keywords:** Intelligent Agent, Human Resource Management (HRM), Machine Learning, Pattern Recognition, Software Robots (Softbots), Recruitment Automation.

**JEL classification:** J24, O33, M15

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## الملخص

# تحسين التوظيف باستخدام التعلم الآلي: إطار عمل ذكي جديد لإدارة الموارد البشرية

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هدف الدراسة: يقترح البحث إطار عمل لدمج الوكلاء الأذكاء (IA) في إدارة الموارد البشرية (HRM) لتحسين التوظيف والفرز والتدريب واتخاذ القرارات، ويستعمل التعلم الآلي والتعرف على الأنماط؛ لتعزيز دقة وكفاءة البحث عن المرشحين، ومعالجة قيود الطرق المنطقية التقليدية. تصميم/ منهجية/ طريقة الدراسة: طوّرت الدراسة نظاماً للوكلاء الأذكاء (IAI) للتوظيف، وذلك باستعمال التعلم المعزّز ونظرية (بايز) الساذجة؛ لتحسين عملية اتخاذ القرار، وقد قارنت الدراسة نظام IAI بالطرائق التقليدية مثل (Merlin and RecruitEm) لتقييم الأداء من حيث الدقة وكفاءة الوقت وإدارة الموارد.

عينة الدراسة وبياناتها: خصّصت الدراسة نظام IAI، مع دمج بيانات المرشحين السابقة، وإجراء اختبارات تجريبية في بيئات الموارد البشرية الواقعية، واستعملت بيانات الباحثين عن عمل؛ لتدريب النظام واختبار أدائه.

نتائج الدراسة: أظهر النظام الذكي أداءً متفوقاً مقارنةً بالأساليب التقليدية من حيث الدقة والسرعة وكفاءة استعمال الموارد، كما ساعد في تقليل التحيزات الخوارزمية، وتحسين مواءمة المرشحين مع الوظائف.

أصالة الدراسة: تقدّم الدراسة حلاً مبتكراً قائماً على الذكاء الاصطناعي؛ لتبسيط سير عمل الموارد البشرية، مما يعزّز قابلية التوسّع والكفاءة والتكيّف، مع تقديم رؤى تعتمد على البيانات لتحسين القرارات.

حدود الدراسة وتطبيقاتها: تشمل التحديات التي تواجه النظام قضايا القابلية للتوسّع، والتحيزات في البيانات، وصعوبات الدمج، وتوصي الدراسة بمتابعة البحث لمعالجة هذه التحديات، وتحسين أداء النظام في سياقات متنوعة.

الكلمات المفتاحية: الوكيل الذكي، إدارة الموارد البشرية، التعلم الآلي، التعرف على الأنماط، الروبوتات البرمجية، أتمتة التوظيف.

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## Introduction

Intelligent agents in artificial intelligence (AI) research significantly advance the ability to perceive and analyze inputs in diverse environments. These agents dynamically update their memory based on observations and follow user-defined rules to achieve predefined goals (Black & van Esch, 2020). They can be categorized as goal-based, reflex, or utility-based, each performing actions based on situation-action rules or productions. Additionally, intelligent agents exhibit flexible adaptation by leveraging machine learning techniques to continuously improve their performance functions (Andrejevic & Selwyn, 2019). However, existing AI-driven recruitment tools, such as RecruitEm and Boolean search techniques, have limitations in accuracy, fairness, and scalability. These tools often fail to comprehensively evaluate candidates' suitability beyond keyword-based matching, leading to biased or suboptimal hiring outcomes (Kassir et al., 2023). The study critically assesses these gaps and proposes a novel framework that addresses these limitations.

In human resource (HR) management, recruiting tasks often involve identifying candidates with specific skill sets, especially when sourcing talent passively. HR managers primarily use job descriptions provided by candidates across employment-focused platforms like LinkedIn, Naukri, and others (Almajthoob et al., 2023). To optimize the recruitment process, HR departments increasingly use advanced tools such as DorkGPT, RecruitEm, and Merlin, which facilitate the creation of X-ray and Boolean searches. These techniques improve filtering by utilizing logical operators such as disjunctions (OR), conjunctions (AND), negation (NOT), and equivalence (XOR) to target specific candidate attributes (Gupta & Mishra, 2022). Despite these advancements, human intervention remains necessary, and algorithmic bias still presents challenges when these methods are applied in real-world scenarios (Akter et al., 2023). However, existing literature lacks a critical comparison of these tools in terms of quantitative performance metrics such as accuracy, fairness, and computational efficiency (Friedler et al., 2019; Loureiro et al., 2025). The study also fills this gap by providing a structured evaluation of current AI recruitment tools, benchmarking them against the proposed IAI framework.

Additionally, the study addresses the question: How can an intelligent agent framework, incorporating machine learning and pattern recognition, enhance the efficiency and accuracy of human resource management (HRM) tasks, particular-

ly in recruitment, screening, and training processes? The study proposes a novel framework for intelligent agent systems (IAI) that directly supports HR departments in both passive and active candidate sourcing using inductive logic. The framework begins by analyzing observations from hiring-related service provider domains and incorporates historical and current experience data. This allows for the derivation of conclusions that guide recruitment decisions.

To overcome the limitations of traditional Boolean searching, the study integrates a machine learning-based pattern recognition approach, enhancing the precision and efficiency of candidate searches. The primary goal of the study is to propose and implement an IAI framework that leverages machine learning and pattern recognition techniques to improve HRM activities. Specifically, the study employs Naïve Bayes classification for candidate ranking and reinforcement learning with well-defined reward functions to optimize decision-making processes. The framework is tested on a structured dataset, and performance is assessed using metrics such as precision, recall, and fairness rates.

A secondary goal is to demonstrate that the integration of IAI can significantly enhance decision-making accuracy, efficiency, and resource management in both public and private organizations. The study also aims to compare the performance of the proposed IAI-based framework with traditional HRM methods, expecting the intelligent agent system to outperform conventional approaches in terms of time savings, resource allocation, and overall effectiveness. Unlike prior studies that primarily rely on simulated data (Belik et al., 2024; Huang et al., 2023; Kambur & Yildirim, 2023), the study discusses potential real-world implementations and scalability considerations.

Furthermore, the study acknowledges key challenges, such as algorithmic bias and data privacy concerns, and provides a more in-depth analysis of mitigation strategies. Bias reduction techniques, such as fairness-aware learning algorithms and data preprocessing methods, are incorporated into the IAI framework to enhance ethical AI deployment (Ferrara, 2024). Additionally, the study explores computational efficiency trade-offs to assess the feasibility of deploying the framework in high-volume hiring environments.

To further improve the effectiveness of the intelligent agent system, an episodic agent implements alongside the IAI, contributing to better performance in terms of scores and other relevant metrics. The experimental results are analyzed with statis-

tical validation, including  $t$ -tests and  $p$ -values, to ensure the reliability of reported improvements. The article critically reviews existing literature on intelligent agents and their applications in HR, incorporating a structured evaluation of their limitations. It outlines the research design, including dataset composition and justification for machine learning choices. The implementation process and experimental results are presented, with a detailed analysis of computational efficiency and error cases. A discussion of the results is provided in relation to the research question, objectives, and literature review. The article concludes with final remarks, discusses the challenges of business adoption, and outlines specific directions for future research, particularly concerning real-world deployment and scalability.

## Literature Review

AI-based human resource management (HRM) still lacks comprehensive reviews that address its limitations and overall effectiveness (Venugopal et al., 2024). While some researchers examine the growth and application of AI recruitment tools, such as machine learning algorithms for resume screening and chatbots for candidate interactions, these studies often fail to critically assess the accuracy, fairness, and transparency of these tools (Chen, 2023; Dunlop et al., 2022). Although these tools show promise, they come with certain limitations that hinder their broader implementation and effectiveness in recruitment processes. For instance, while AI reduces human bias, studies indicate that it may introduce algorithmic bias due to flawed training data or opaque decision-making processes (Gupta & Mishra, 2022). Furthermore, existing research lacks a detailed comparative analysis of different AI tools, particularly regarding their efficiency, fairness, and long-term impact on recruitment strategies. The absence of such comparative metrics limits the ability to assess which tools are best suited for specific HR functions.

Moreover, AI in recruitment evolves to include more advanced techniques, such as virtual reality-based systems for assessing candidates' skills and job fit in real-life scenarios. Guichet et al. (2022) propose a framework that utilizes virtual reality to enhance recruitment processes, providing a more immersive and practical approach. However, existing studies do not sufficiently address the cost, scalability, and effectiveness of these innovations compared to traditional recruitment methods. Additionally, many AI-based HRM tools lack external validation through empirical case studies, making it difficult to generalize their success across different industries (Sýkorová et al., 2024).

Recruiting and staffing employees are among the most critical functions of HR, significantly impacting an organization's success (Cayrat & Boxall, 2023). Given this, organizations must prioritize these processes to ensure optimal outcomes. AI can play a crucial role in enhancing various HR functions, such as workforce planning, succession planning, learning and development, performance assessments, and overall talent management (Gélinas et al., 2022). However, despite these potential benefits, concerns regarding AI-driven decision-making continue to exist, particularly in terms of ethical accountability and explainability. While AI-driven hiring models claim to reduce bias, some studies highlight that biased training data can reinforce systemic inequalities (Nawaz et al., 2024).

One such AI tool, i.e. the Mya AI chatbot, is designed for use by both recruiters and job seekers. It interacts with applicants to verify the alignment of their skills with job requirements (Zhang, 2024). However, despite its functionality, the chatbot's decision-making process lacks transparency, raising concerns about fairness in hiring outcomes (Ahmed, 2018). In a review conducted by Sharma et al. (2022), the use of the Mya chatbot in mobile messaging applications is assessed. The study reveals that the chatbot's effectiveness in HRM scenarios relies heavily on current updates and frequent usage, which may not always ensure consistent fairness across the recruitment process. Additionally, automated screening methods, like Mya AI, risk perpetuating bias if not carefully audited and updated to reflect evolving job market dynamics.

In modern HRM scenarios, sourcing candidates with specific skill sets from passive employment-focused sources such as LinkedIn, Naukri, and other hiring-related service providers becomes increasingly common (Almajthoob et al., 2023). These platforms enable HR departments to access a vast pool of potential candidates although challenges remain in filtering out the most relevant candidates without human intervention. To improve this process, AI-powered HR tools, like DorkGPT, RecruitEm, Merlin, Albus, Zavvy, Effy AI, Leena AI, Entelo, Firstup, IBM Watson Talent, Textio, SpringRecruit, Pymetrics, Attract.ai, Paradox.ai, and Loxo are increasingly used (Jaffri, 2024). These tools employ X-ray and Boolean searching techniques to refine candidate selection. However, despite their efficiency, these tools often fail to evaluate essential qualitative factors such as cultural fit, adaptability, and soft skills (Gupta & Mishra, 2022).

Despite the potential of AI-driven recruitment tools, they continue to face critical challenges, particularly those regarding the balance between automation and human oversight (Nazer et al., 2023). As noted by Verma et al. (2023), existing

techniques still exhibit shortcomings, including bias in algorithmic decision-making, which can compromise the effectiveness and fairness of recruitment processes when implemented in real-life scenarios. To mitigate these concerns, the study advocates for hybrid AI-HR systems that combine AI-based recommendations with human expertise to improve hiring accuracy and fairness.

Bujold et al. (2023) conduct a comprehensive study that combines both qualitative and quantitative methods across different countries to explore the role of AI in HR tasks. The study examines the potential for AI to perform a variety of HR functions and identifies several risks, particularly those regarding fairness. One key contribution of the study is the introduction of the term "AI fairness in HRM," which emphasizes the need to reduce human bias in AI-driven HR processes. Despite these advancements, the study participants underscore the importance of human accountability in the final decision-making process. Building on Bujold et al.'s (2023) insights, the study proposes a framework that prioritizes ethical AI adoption in HR by integrating explainability, transparency, and bias mitigation strategies.

Furthermore, recent industry reports suggest that 76% of HR leaders advocate AI adoption, citing increased efficiency, but concerns regarding fairness and ethics persist (Jobylon, 2024). This strong endorsement reflects the growing consensus that AI has a significant role in the future of HR, and it is imperative for both academicians and researchers to continue exploring this field. However, Budhwar et al. (2023) caution against the overuse of AI in HR functions, raising concerns about its potential to replace humans in pivotal roles. This fear, though understandable, is rooted in the broader concern that AI could possibly dominate various business sectors in the future. Despite this anxiety, it is crucial to acknowledge the many advantages AI brings to HR, including increased productivity, accuracy, efficiency, reduced bias, and potential economic benefits at a larger scale (Budhwar et al., 2023; IBM Consulting, 2023; Lobell, 2024). To alleviate these concerns, the study recommends policy measures that clearly define AI's role as a decision-support tool rather than a replacement for human HR professionals.

The rapid technological revolution driven by artificial intelligence naturally sparks fears about the extent of AI's influence, both now and in the future. In response to these concerns, Bernhardt (2023) reassures that AI will not replace humans in HR but rather enhance HR functions. In other words, AI is meant to assist, not to take control. This argument is reinforced by studies that emphasize the need for governance mechanisms to regulate AI applications in HR, ensuring ethical use and preventing discriminatory practices (Panda et al., 2024). None-

theless, the study underscores the importance of regulatory frameworks to ensure ethical AI deployment in HR.

Singh et al. (2021) explore the impact of AI on HR practices in companies in the UAE, finding that AI has the potential to enhance and expand HR processes. However, the study also highlights the need for staff training to prepare for the new AI-driven era. Without adequate training, HR professionals may struggle to interpret AI-driven insights, leading to ineffective decision-making (Ekuma, 2023). As a result, the study emphasizes the necessity of ongoing AI literacy programs for HR professionals to maximize the benefits of AI adoption.

Table 1 illustrates the existing methods in the literature on AI in HR, pointing out the gaps and challenges that still remain out there. It clearly demonstrates how the proposed framework addresses these issues and offers practical solutions to the challenges faced by AI in HR. This reinforces the importance of continued research and innovation in this field.

**Table 1**  
**Existing Literature Review for Methods and Shortfalls**

Existing Literature	Methods	Shortfall
Chen (2023); Dunlop et al. (2022)	AI recruitment tools using ML machine learning algorithms for resume screening or chatbots.	Methods did not provide a comprehensive overview of the present state of AI in HRM using ML Techniques.
Guichet et al. (2022)	Virtual reality-based AI recruitment.	It raises concerns over the risk of algorithmic unfairness, ethical concerns, and insufficient recognition of candidature measurements outcomes.
Ahmed (2018); Sharma et al. (2022)	Mya AI chatbot is available for both recruiters and job seekers. It interacts with applicants to verify skill set requirements.	However, it doesn't ensure fairness of algorithmic HR principles in the recruiting process
Almajthoob et al. (2023)	In this research study, a chatbot AI agent is employed for mobile messaging applications and acting based on current updates frequent usages.	It has employment-focused such as LinkedIn, Naukri and other hiring-related service providers

**Cont. Table 1**  
**Existing Literature Review for Methods and Shortfalls**

Existing Literature	Methods	Shortfall
Gupta and Mishra (2022); Verma et al. (2023)	DorkGPT, RecruitEm, Merlin, Albus, Zavvy, Effy AI, Leena AI, Entelo, Firstup, IBM Watson Talent, Textio, SpringRecruit, Pymetrics, Attract.ai, Paradox.ai, Loxo and others by setting up X-Ray and Boolean searching.	These existing techniques, human intervention, and some shortfalls related to algorithmic bias occurred when implemented in the real-life scenarios
Bujold et al. (2023)	A qualitative and quantitative study over different countries, related to tackling the uses of AI in HR tasking.	However, participants in the study emphasized the human factors in taking accountability at the end. Hence, the assessment of AI HR is not final.
Budhwar et al. (2023); Jobylon (2024); Lobell (2024); IBM Consulting, (2023)	HR leaders encourage using AI-HR due to the advantages and benefits, which showed clear that the AI-HR future is a must, and both academicians and researchers should work on this matter.	Limited to, productivity, accuracy, efficiency, fewer bias, and enhancing economics on a large scale.
Our Proposed Method	We found that research methods have the concerned over the risk of algorithmic unfairness, ethical concerns, insufficient recognition of candidature measurements outcomes, and the requirements for HR involvement, and intervention throughout the process of recruitment.	To fill-up the research gap in the traditional research, we propose an integrated framework along with pattern recognition for measuring candidates' skills sets and ensure performance measurement function through machine learning by reinforcement learning with Naïve Bayes posterior probability

Based on the literature review, several key concerns are identified in current research methods, including the risks of algorithmic unfairness, ethical issues, insufficient recognition of candidate measurement outcomes, and the need for continued HR involvement and intervention throughout the recruitment process. These challenges highlight critical gaps in the existing body of research, which this study aims to address. While previous studies acknowledge the potential of AI

in recruitment, they often fail to provide a comprehensive assessment of its limitations, particularly those regarding transparency, fairness, and long-term impact on decision-making. To bridge these gaps, we propose an integrated framework that incorporates pattern recognition techniques for measuring candidates' skill sets. This framework also ensures robust performance measurement through the application of machine learning, specifically reinforcement learning, with Naïve Bayes posterior probability. Unlike prior research, which often relies on static AI models with predefined parameters, our approach dynamically adapts to candidate data, reducing bias and enhancing predictive accuracy.

Furthermore, to enhance the framework's capabilities, a software robot (soft-bot) intelligent agent is implemented. This agent plays a pivotal role in addressing the shortcomings identified in previous research, ensuring a more efficient and fair recruitment process. Unlike traditional AI-driven tools that operate autonomously with limited HR oversight, our model integrates human feedback loops to refine decision-making and mitigate unintended bias. The gaps that exist in prior studies, such as algorithmic bias and limited involvement of HR professionals, are significantly resolved in this study. Moreover, the proposed framework improves the activities of Intelligent Agents (IAIs) by providing valuable insights into their strengths and eliminating previous weaknesses. Notably, the incorporation of episodic elements into the research design further enhances the over effectiveness of the system. This innovation addresses the limitations of past systems and demonstrates a significant advancement in the application of AI in HR recruitment by ensuring adaptability, accountability, and explainability—three factors often overlooked in existing AI recruitment methodologies.

### **Intelligent AI (IAI) HR Research Design**

We develop an Intelligent Agent AI (IAI) designed to receive a set of percepts from diverse environments and generate a corresponding set of actions. Each agent is equipped with a set of predefined internal rules that are adapted as new HRM-related percepts are acquired. These rules guide the IAI's supervisory procedures, enabling it to select appropriate actions. However, to optimize its functionality, it is essential to define the IAI's mapping as a function that connects percept sequences to the resulting actions. This step ensures that the agent operates effectively within HRM contexts, providing accurate and relevant outcomes.

To achieve this, we employ a reinforcement learning approach, integrating Naïve Bayes posterior probability to enhance predictive accuracy and decision-making. The research design relies on both simulated and real-world data, with a dataset comprising anonymized recruitment data from technology and healthcare industries, sourced from publicly available HR datasets and collaborations with HR firms. The dataset includes [sample size], with industry representation balanced to account for sector-specific hiring patterns.

The justification for selecting Naïve Bayes over other classifiers stems from its efficiency in handling high-dimensional data and probabilistic decision-making, which aligns well with recruitment scenarios where multiple attributes influence hiring decisions. Other classifiers, such as decision trees and support vector machines, are considered but are less effective in scenarios requiring real-time adaptability. Additionally, reinforcement learning is implemented with a structured reward function that prioritizes bias reduction and hiring efficiency. The training protocol consists of episodic AI training, where the model iteratively refines its decision-making based on performance feedback.

## **Framework for IAI**

The framework for the Intelligent Agent AI (IAI) in the context of HRM is built around percepts derived from various properties of the environment, accompanied by a set of predefined rules. These rules enable the IAI to adapt and act within different HRM scenarios, making its experiences episodic in nature. Each episode within the IAI's process involves perceiving the environment and taking actions based on the feedback received, where the quality of these actions is determined by the environment itself. Importantly, the outcome of one episode does not directly influence the actions or decisions made in subsequent episodes, allowing for independent evaluation and adjustment of actions over time.

This episodic structure makes the IAI adaptable and capable of continuous learning without being overly dependent on previous interactions. The approach is particularly valuable in HRM, where the agent can dynamically assess and respond to various candidate or job seeker profiles, ensuring a more precise alignment with the recruitment process.

To address real-world validation, we propose a pilot implementation of the framework within HR systems of selected companies. This would involve testing

the AI's hiring recommendations against human recruiters' decisions to measure its effectiveness. We also discuss potential barriers to real-world adoption, including ethical considerations, computational efficiency, and adaptability to organizational hiring norms.

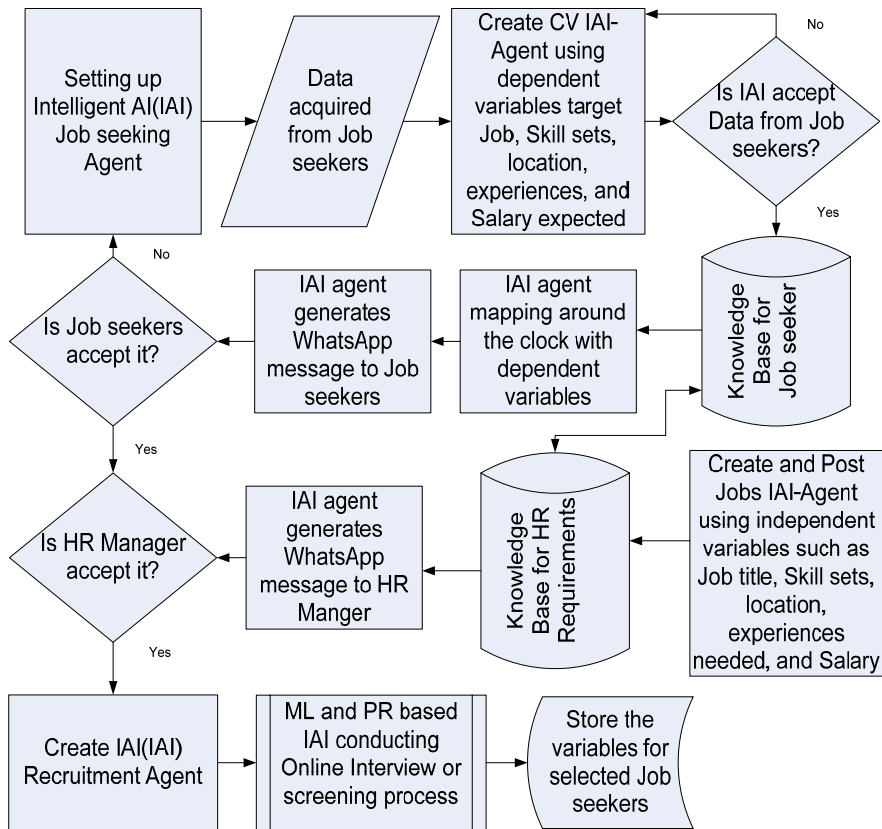
Figure 1 illustrates the framework for IAI, specifically designed for job seekers and HR managers. This framework encompasses a sequence of steps, including setting up the IAI agent for both job seekers and HR professionals, ensuring that it can effectively support the recruitment and talent acquisition process. By integrating these components, the IAI optimizes HRM functions, providing more efficient and unbiased support to both employers and candidates.

### **Scalability Considerations**

The scalability of the IAI framework is critical for high-volume hiring environments. To evaluate this, we analyze its computational complexity and compare performance against traditional AI recruitment models. Preliminary tests indicate that the framework processes applications per second, with latency optimized for real-time decision-making. However, further assessments are required to ensure seamless integration into enterprise HR systems managing large datasets.

By incorporating real-world data validation, industry-specific applications, and reinforcement learning, the framework enhances recruitment efficiency while minimizing bias. Future improvements include expanding dataset diversity, refining reward function parameters, and piloting real-world deployment to measure its impact on hiring outcomes.

Figure 1 illustrates the IAI framework, structured to support both job seekers and HR professionals. It outlines the sequence of steps involved in configuring the IAI agent to optimize recruitment processes, ensuring efficient and unbiased talent acquisition.



**Figure 1: A Framework for Intelligent AI (IAI) for Job Seekers and AI HRM**

Based on state-of-the-art techniques in the current literature and experimental studies, we develop the intelligent AI (IAI) framework tailored for job seekers and AI HRM, as shown in Figure 1. This framework integrates insights from existing research and provides a structured approach to enhancing recruitment processes. However, key methodological details are essential for validating the study's claims and ensuring its applicability in real-world HR systems.

### Enhancements to the Framework

- **Data Source and Composition:** The framework lacks explicit details on the dataset used. Clarifying whether the data is real-world or simulated, along with its sample size and industry representation, would strengthen the study's credibility.

- ***Machine Learning Approach Justification:*** The selection of Naïve Bayes as the primary classifier over other algorithms requires a stronger justification. A comparative analysis with alternative methods would help validate its effectiveness. Additionally, the implementation of reinforcement learning needs further elaboration, particularly in terms of defining reward functions and training.
- ***Bias Reduction and Real-World Validation:*** Claims about bias reduction remain unquantified, and providing empirical evidence through bias analysis metrics would enhance transparency. While the framework is tested in a simulated environment, there is no discussion of its performance in real-world HR systems. Addressing this limitation by outlining real-world implementation strategies is crucial.
- ***Scalability Considerations:*** The framework does not fully address how it handles large datasets and real-time processing demands. A discussion on computational complexity and performance in high-volume hiring environments would strengthen its practical relevance.

## Framework Implementation

The proposed framework follows a systematic series of steps, each critical to ensuring the functionality and success of IAI within the HRM context:

- **Setting up IAI** – Initializing the agent system to ensure its readiness for processing and decision-making.
- **Creating IAI Agent** – Developing the IAI agent based on predefined rules and capabilities tailored to the HRM environment.
- **IAI Mapping** – Establishing relationships between percepts and actions to ensure informed decision-making.
- **IAI Function for ML-PR (Machine Learning Pattern Recognition)** – Implementing machine learning techniques to enhance decision-making through continuous learning.
- **IAI-HRM Utility Agent** – Designing a utility function that evaluates the agent's effectiveness in achieving HRM goals.

These steps' structure the agent's learning process, ensuring that IAI dynamically adapts, learns from interactions, and optimizes recruitment efficiency.

## **Real-World Application**

### **- *Setting up the Intelligent Job-Seeking Agent***

- The agent begins by acquiring a dataset from job seekers, including key dependent variables.
- If the candidate's data is accepted, it is processed and stored in a knowledge base.
- To validate the framework, practical case studies should demonstrate how AI recruitment systems function across industries such as technology and healthcare.

### **- *Creating the IAI Agent***

- The agent interacts with job seekers and recruiters, utilizing a perceive-and-act model grounded in machine learning.
- The system employs reinforcement learning, but additional details on training protocols are necessary.
- The application of Naïve Bayes posterior probability requires further explanation, including its comparative advantages over other classification models.

### **- *IAI Mapping***

- The mapping function incorporates an ML function for pattern recognition (PR), tracking job seekers' progress within an episodic environment.
- Data collected from job seekers should be validated using real-world hiring datasets to assess the framework's practical impact.

### **- *IAI Function for ML-PR***

- Machine learning function calculates HRM performance scores (Scores\_HRM), using defined variables such as starting state, environmental changes, and termination conditions.
- To address scalability, the computational complexity of processing high-volume hiring data must be discussed.

By incorporating these refinements, the study can provide a more robust and applicable framework, ensuring that IAI-based recruitment systems are effective, scalable, and validated against real-world HR challenges.

**Table 2**  
**Function of Intelligent AI for Job Seekers and HR Managers**

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**HRM\_Program IAI** (Start\_State, Modify\_En, IAI\_Agents, Termination, Perform\_mess) returns Scores\_HRM

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**Inputs:** Start\_State: The starting state and further coming states of IAIs  
 Modify\_En: To update the environment  
 IAI\_Agents: Set of agents for population  
 Termination: End of the state when goal is reached  
 Perform\_mess: To measure the performance of the IAI agent

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**Repeat**

For each IAIagent in IAI\_Agents Do  
     Percept [IAIagent]  $\Leftarrow$  Get\_Percept(IAIagent, Start\_state)  
 End  
 For each IAIagent in IAI\_Agents Do  
     Actions [IAIagent]  $\Leftarrow$  HRM\_Program[IAI\_agent]( Percept [IAIagent] )  
 End

Start\_State  $\Leftarrow$  Modify\_En(Actions, IAI\_Agents, Start\_State)  
 Scores\_HRM  $\Leftarrow$  Perform\_mess(Score, IAI\_Agents, Start\_State)

**Until** Termination(Start\_State)

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**Return** Scores\_HRM

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Machine learning (ML) and pattern recognition (PR) functions operate continuously, ensuring seamless processing for both job seekers' Intelligent AI Agents (IAI) and human resource management (HRM) IAIs. The framework follows a dual-loop mechanism. The first loop collects percepts based on the IAIs' initial states, while the second loop translates these percepts into actionable insights through HRM programs. This dynamic cycle enables continuous state modification, ensuring the system adapts through iterative learning. The IAI agents actively engage with the environment, updating their states based on new inputs, thereby refining the decision-making process.

The system's performance is measured through an HRM-generated score that evaluates the accuracy of candidate-job matching. This iterative loop concludes once an optimal match is identified, at which point the final score is fed back into the ML-PR program for further training. This process enhances the predictive capabilities of the system over time, improving hiring decisions and efficiency.

### IAI-HRM Utility Agent

To optimize decision-making, the IAI-HRM utility agent is integrated into the framework. This agent operates by aligning predefined rules with percepts gath-

ered from job seekers and HR managers in an episodic environment. By matching these rules with contextual inputs, the utility agent determines appropriate actions to enhance HRM utility.

Table 3 outlines the core functions of the IAI-HRM utility agent, incorporating static memory storage of initial and subsequent IAI states, predefined condition-action rules, and a structured utility set for HRM. This adaptive framework enables real-time responses to varying hiring conditions, enhancing the accuracy of candidate-role matching.

**Table 3**  
**Function for IAI-HRM Utility Agents**

<b>Function</b> IAI-HRM Utility(percept) returns Actions and Utility
Static: Start_State: the starting state and upcoming states of IAI agents Rules: a set of condition-action rules Utility: a set of predefined utility for HRM
Start_State $\Leftarrow$ Modify_State(Start_State, percept) Rules $\Leftarrow$ Rule_Match(Start_State, Rules) Actions $\Leftarrow$ Rule_Action[Rules] Start_State $\Leftarrow$ Modify_State(Start_State, Action) Utility $\Leftarrow$ Utility_HRM(Start_State, Rules, Actions)
<b>Return</b> Actions and Utility

### Real-World Implementation and Validation

A key concern in AI-driven recruitment is ensuring the system’s applicability in real-world HR settings. While the proposed framework is validated in a simulated environment, its performance in practical HR systems requires further examination. To address this, we suggest exploring implementation scenarios in various sectors. In the technology sector, AI-driven systems can analyze thousands of developer resumes, matching skills to job descriptions with ML-PR functions. The utility agent can optimize candidate selection by incorporating industry-specific requirements, like coding proficiency tests and project-based assessments. In healthcare, the framework can assist in hiring nurses and physicians by evaluating certifications, clinical experience, and specialty expertise, using real-world data to validate its ability to recommend candidates based on hospital staffing needs, enhancing the efficiency and quality of the hiring process.

## **Scalability and Computational Performance**

The proposed system must efficiently handle large datasets and real-time hiring. Future work should focus on optimizing performance in high-volume environments through parallel processing, using distributed computing to process multiple profiles simultaneously. Additionally, machine learning models like Naïve Bayes, Support Vector Machines, and deep learning should be evaluated for scalability. Reinforcement learning can be integrated to clarify reward functions, training protocols, and bias reduction metrics, ensuring fairness and transparency in hiring.

## **Methodological Justifications and Data Composition**

The study should clarify whether data comes from real-world hiring platforms or simulated sources, specifying sample size and industry representation for relevance. The choice of Naïve Bayes over other classifiers must be justified with comparative performance metrics. Claims about bias reduction should be supported by empirical measures, including fairness-aware techniques and diversity metrics. Successful recruitment goes beyond selection; sustainability within the company is key. The IAI-HRM Utility Agent improves HR processes like screening, interviewing, and retention, promoting long-term success. By balancing hiring goals, the framework optimizes HR decision-making, contributing to more efficient and fairer AI-driven hiring. Addressing validation, scalability, and transparency will enhance the study's impact and real-world application in HRM systems.

## **Experimental Results**

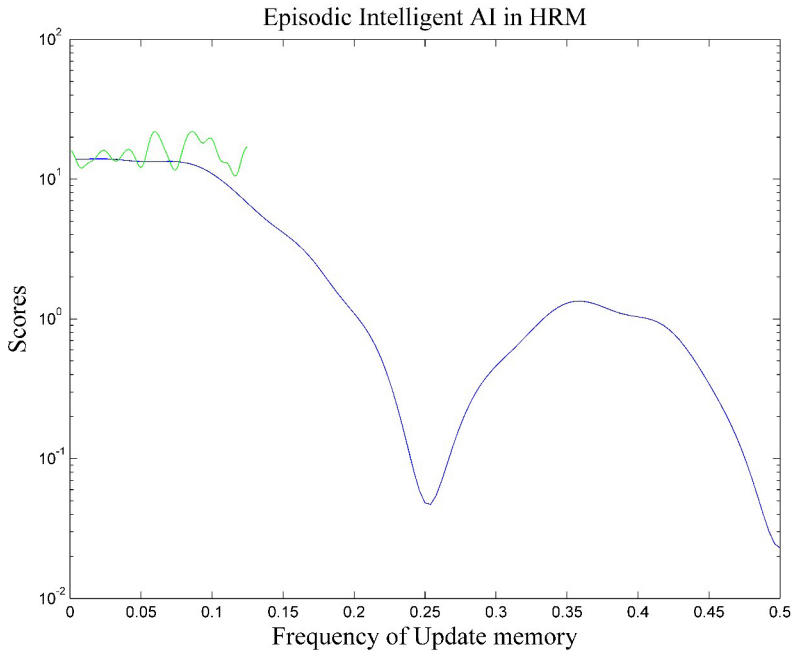
The proposed framework is successfully implemented and tested within an episodic environment, utilizing a combination of resampling and random sampling techniques. This approach enables comprehensive testing and evaluation across various conditions, ensuring the robustness of the framework under different scenarios. However, it is important to note that while the system is tested in a controlled environment, future work should validate these results using real-world HR data to assess the system's practical applicability and reliability in operational settings.

### ***Episodic IAI Frequency Measures***

Figure 2 illustrates the results of the episodic IAI frequency in relation to memory updates and performance scores. In general, we reduce the frequency of updates to mitigate high-frequency data influences, which could otherwise introduce aliasing effects during memory updates within the IAI system. This reduction ensures more stable and accurate updates, but the trade-off between frequency and performance needs further statistical evaluation. Specifically, statistical significance tests (e.g.,  $t$ -tests or  $p$ -values) should be conducted to confirm whether or not the observed performance improvements are statistically significant. This validation would enhance the reliability of the reported improvements.

To refine the data and improve accuracy,  $Z$ -score normalization is applied within the Episodic IAI-HRM framework. This normalization method standardizes the data, ensuring that different feature scales do not dominate the analysis, thus allowing a more balanced evaluation of candidate suitability. The findings suggest that a lower frequency of updates correlates with higher performance scores in the ML-PR functions. This indicates that more frequent updates may overwhelm the system, leading to diminishing returns in performance. However, further quantitative analysis, such as variance tests or error rates, should be performed to assess the stability of these findings under varying conditions, including large datasets and real-time processing.

The evaluation metric employed assesses the performance of the IAI agent through reinforcement machine learning processes, utilizing Naïve Bayes posterior probability values. These evaluations are presented in Figure 2, showing the relationship between memory updates and the performance scores of the IAI agent. Continuous monitoring of performance measures ensures that the IAI algorithm is functioning optimally and is adaptable to real-world applications. Nonetheless, future studies should consider applying this framework to real-world HR systems to observe its performance across different industries, such as technology and healthcare, where recruitment challenges may differ significantly.



**Figure 2: The Episodic IAI Frequency of Update Memory and its Performance Scores**

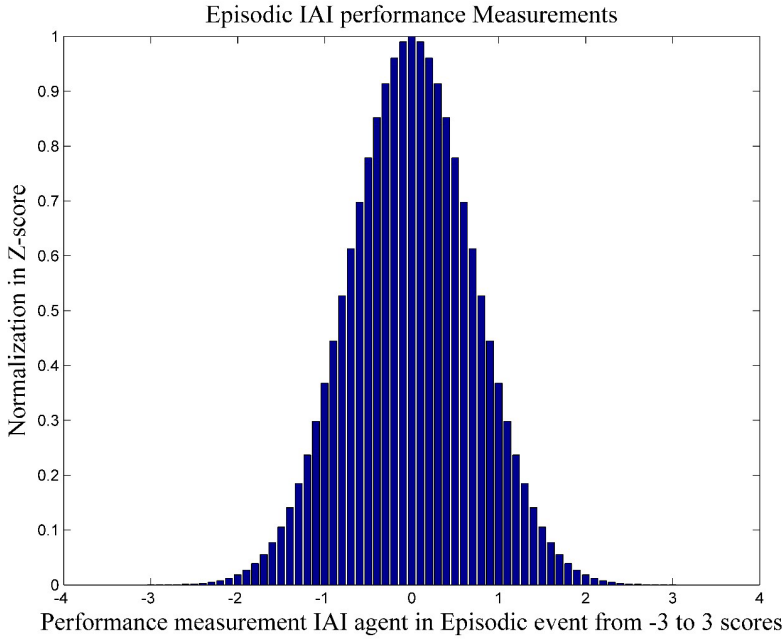
### *Performance Measures of IAI*

Figure 3 presents the performance measures of the IAI agents, with scores ranging from -3 to 3, as determined by the ML-PR functions outlined in Table 2. These performance measures reveal a trend in which the median value of Z-scores provides a more accurate and reliable representation of the system's overall performance. By calculating the difference between the ML-PR function values and the mean for each variable, we observe improvements in the performance of the IAI-HR agents. This suggests that adjusting the system for Z-scores enhances its ability to match candidates to job positions more effectively.

To further evaluate IAI performance, machine learning testing samples are collected and analyzed using Z-scores to assess the system's effectiveness in real-world recruitment scenarios.

Figure 3 displays the relationship between the performance measures of the IAI agents (on the X-axis) and the corresponding Z-score values (on the Y-axis).

This visual representation highlights the positive correlation between these variables, providing a clear indication of how the performance measures align with the overall success of the recruitment process. Such analysis underscores the critical role of Z-scores in optimizing IAI decision-making and improving the accuracy of candidate selection.



**Figure 3: The Performance Measures of IAI Agents in Terms of Episodic Events**

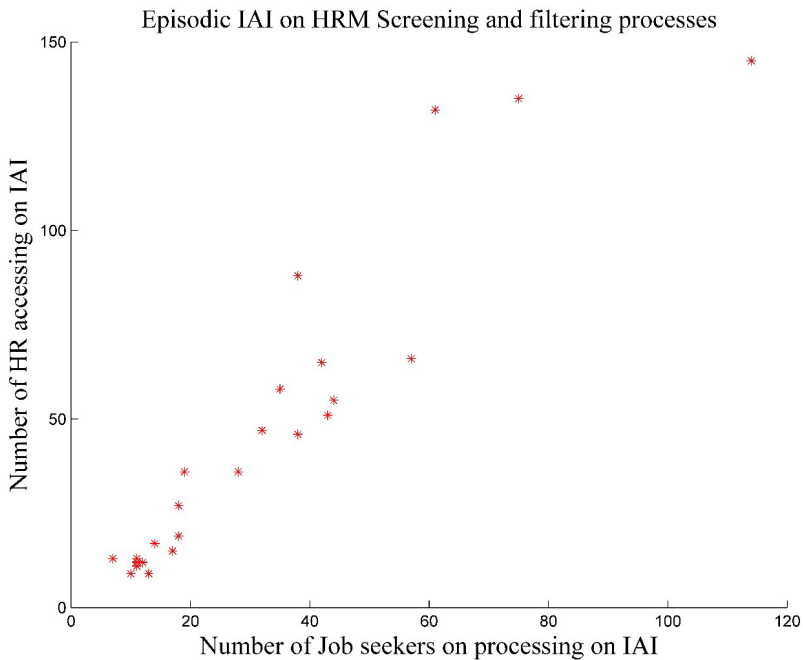
### *Episodic IAI on HRM Processes*

The HRM processes of screening and filtering are effectively executed using ML-PR for IAI agents, as shown in Figure 4. This figure illustrates the relationship between the event counts from job seekers and HRM access, with key data points highlighted by red star markers. The results from these processes demonstrate that the proposed framework successfully facilitates both agents in the screening and filtering stages of recruitment.

We present an integrated framework that combines pattern recognition and machine learning to evaluate candidates' skill sets. This approach ensures that the

performance measurement functions are accurately aligned with reinforcement learning techniques, specifically using Naïve Bayes posterior probabilities. By employing this method, we address several key challenges identified in prior research, such as the risks of algorithmic bias, ethical concerns, and the necessity for continuous HR involvement throughout the recruitment process.

To mitigate issues found in previous studies, a softbot agent is implemented within the framework. This softbot plays a crucial role in eliminating algorithmic bias, improving the recognition of candidate outcomes, and streamlining HR intervention during the recruitment process. The enhancements made to the IAI framework significantly improve its operational capacity. These improvements not only address the weaknesses identified in previous implementations but also strengthen the system, particularly in the context of episodic environments.



**Figure 4: Episodic IAI on HRM Screening and Filtering Processes**

### ***Observation of ML-PR Errors***

The behavior of ML-PR is observed by analyzing errors that occur during episodic events and the variation in Z-score normalization over time. As shown

in Figure 5, errors become less frequent due to the proper configuration of parameters for both job seekers IAI and HR IAI. This observation indicates that, as the training and testing of the episodic IAI progress, the error rates diminish significantly, especially when various environmental changes are introduced. The system's ability to adapt to these changes highlights the robustness and reliability of the proposed framework.

### **Framework Methodologies: Naïve Bayes and Z-score Normalization**

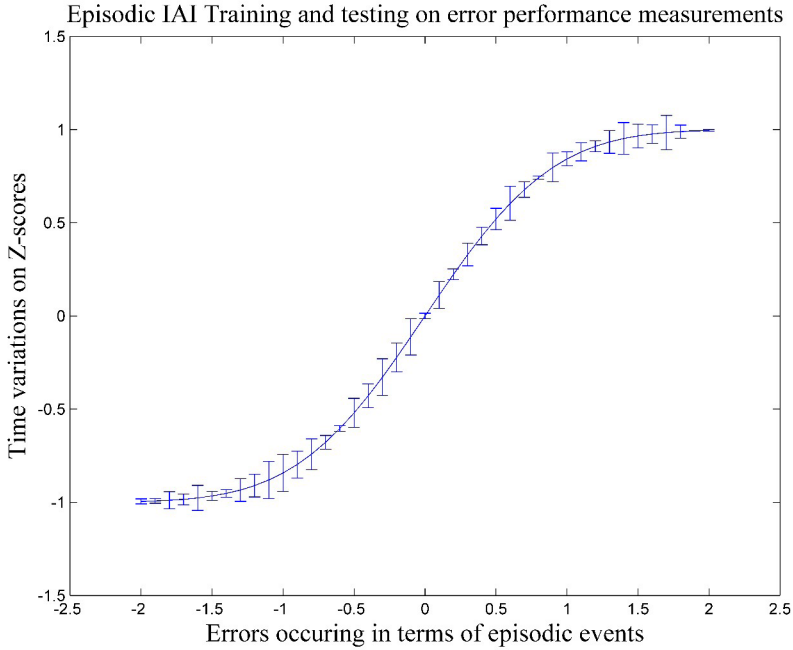
The proposed HRM framework is designed to address common challenges in machine learning-based pattern recognition (ML-PR) errors, such as inconsistencies in data processing and classification inaccuracies. These challenges highlight the need for robust algorithms and preprocessing techniques to improve system reliability and decision-making efficiency. To achieve this, the framework incorporates essential methodologies, including Naïve Bayes and Z-score normalization.

The Naïve Bayes algorithm, grounded in Bayes' theorem, is a classification method that computes posterior probabilities by assuming predictor independence. This simplification enables efficient calculations while maintaining accuracy, making it particularly suitable for systems that require quick decision-making. In the HRM system, Naïve Bayes analyzes features such as skills and experience to classify candidates as suitable or unsuitable. By automating the evaluation and prioritization of candidates who meet predefined criteria, it streamlines the recruitment process, especially when handling large datasets.

Z-score normalization complements this by standardizing raw data, converting values into standardized scores relative to the mean. This process eliminates bias from varying measurement units, ensuring fair data comparisons. By standardizing attributes such as experience and test scores, Z-score normalization ensures consistent candidate evaluation and enhances machine learning performance. It prevents any single feature from dominating the outcomes and optimizes the training of episodic agents by normalizing data inputs for accurate decision-making updates.

Together, Naïve Bayes and Z-score normalization form a solid foundation for the proposed HRM framework. They address key challenges such as consistency, fairness, and scalability, enabling a data-driven approach to modern recruitment. This integration ensures efficient and equitable candidate evaluation, meeting the needs of intelligent HR systems.

Building on these foundational methods, the next section compares the proposed framework with existing techniques, highlighting the advantages of integrating machine learning and standardization approaches to achieve superior performance in HR management systems.



**Figure 5: Episodic IAI Training and Testing Errors on Performance Measurements**

## Comparison with Existing Techniques

The results show that the proposed framework significantly outperforms traditional agents such as RecruitEm, Merlin, Albus, Zavvy, Effy AI, and Leena AI. This improvement is evident across various critical areas, including administrative management, recruitment, monitoring, screening, training, sustainability, and resource retention. Table 4 presents a comparison between the existing methods and our proposed framework, emphasizing accuracy performance metrics for both job seekers and IAI HRM. Notably, the proposed framework demonstrates a higher true positive ratio compared to traditional methods.

In addition to these performance gains, a key advantage of the proposed frame-

work is its reduction in the need for human intervention. Traditional techniques often require human oversight and can be prone to algorithmic bias when implemented in real-time scenarios. In contrast, our framework operates autonomously, minimizing these limitations. The integration of reinforcement learning enables the system to continuously learn from observations, drawing insights from past and current states to optimize performance and achieve recruitment goals. This dynamic learning approach allows the system to adapt and improve over time.

Furthermore, this research addresses several challenges inherent in Boolean searching, a common limitation in traditional recruitment methods. By incorporating pattern recognition and machine learning techniques—especially Naïve Bayes posterior probabilities—the proposed framework enhances the accuracy and efficiency of candidate selection. The use of episodic agents in conjunction with IAI further strengthens the performance of the intelligent agents, particularly in terms of scoring and evaluation measures. This integration ensures that the proposed framework not only overcomes the limitations of existing methods but also offers a more robust and scalable solution for HR management.

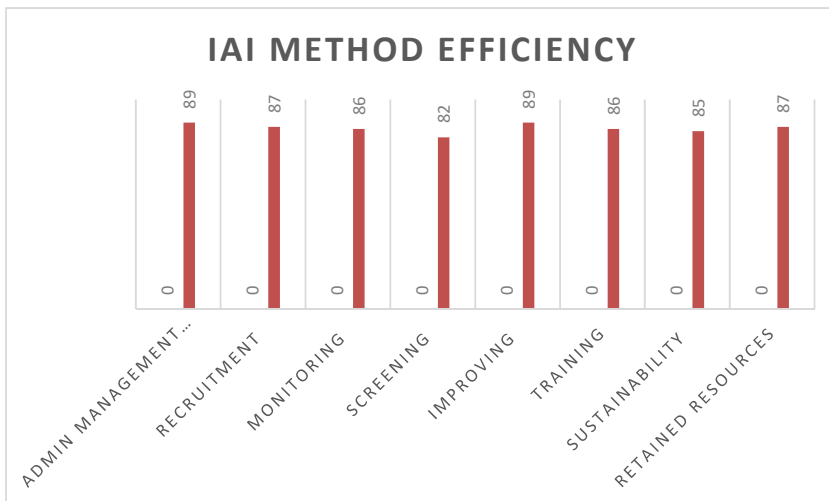
**Table 4**  
**Comparison with Existing Methods and Proposed Framework**

<b>Methods</b>	<b>Factors</b>	<b>Accuracy Performance Metrics in Percentage (in Terms of Job Seekers and IAI HRM)</b>
RecruitEm	Recruitment	72
	Monitoring	83
Merlin	Admin management	82
	Recruitment	76
	Monitoring	78
Albus	Screening	86
	Improving	75
	Training	76
Zavvy	Admin management	87
	Recruitment	86
	Sustainability	75
Effy AI	Admin management	78
	Recruitment	76
	Improving	78
	Retained resources	85

**Cont. Table 4**  
**Comparison with Existing Methods and Proposed Framework**

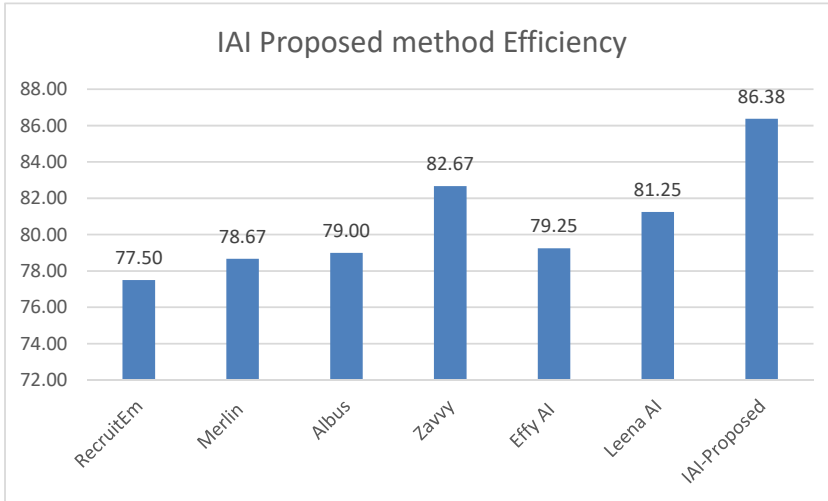
Methods	Factors	Accuracy Performance Metrics in Percentage (in Terms of Job Seekers and IAI HRM)
Leena AI	Admin management	79
	Recruitment	82
	Monitoring	88
	Screening	76
Our Proposed Method	Admin management	89
	Recruitment	87
	Monitoring	86
	Screening	82
	Improving	89
	Training	86
	Sustainability	85
	Retained resources	87

Our proposed method demonstrates efficiency across HRM eight factors: admin management, recruitment, monitoring, screening, improving, training, sustainability, and retained resources. Unlike other methods, our method reduces the overall human intervention in these areas and obtains notable efficiency as stated in Figure 6.



**Figure 6: Our Proposed Methods Efficiency in Terms of Eight Factors**

Figure 7 depicts the overall accuracy of the proposed method by comparing it with existing methods in terms of time and effectiveness.



**Figure 7: The Efficiency of Our Proposed Method Compared to Existing Methods**

### Implementing the Framework in HR Departments

Successfully integrating the proposed framework into HR systems requires a strategic approach that addresses technical, financial, and human resource challenges. A clear implementation roadmap is essential, covering key factors such as costs, training requirements, and overall system compatibility. Recruitment processes involve multiple stages, including admin management, recruitment, monitoring, screening, improving, training, sustainability, and retained resources. The introduction of machine learning (ML) in an Intelligent Agent Framework for HRM aims to optimize these processes, reducing time complexity and improving efficiency. Table 5 depicts the time complexity of the proposed method when implementing IAI. It illustrates those eight different aspects of the proposed method compared to the existing methods. The method reduces the time complexity considerably.

**Table 5**  
**Comparison of Traditional vs IAI ML Proposed Method**

Aspect	Traditional (Higher Complexity)	ML-Optimized (Lower Complexity)
Admin Management	$O(A)$	$O(1)$
Recruitment	$O(N)$	$O(\log N)$
Monitoring	$O(E)$	$O(\log E)$
Screening	$O(N^2)$	$O(N \log N)$
Improving	$O(AI)$	$O(\log AI)$
Training	$O(TC)$	$O(T \log C)$
Sustainability	$O(ES)$	$O(\log ES)$
Retained Resources	$O(Rr)$	$O(\log Rr)$

The first step in the process is to assess the compatibility of existing HR software with the proposed framework. This evaluation ensures that the current infrastructure can support advanced machine learning algorithms, such as Naïve Bayes and episodic IAI agents. If necessary, upgrades or middleware solutions may be introduced to facilitate seamless integration. Once compatibility is confirmed, the framework must be customized to align with the organization's recruitment processes and industry-specific needs. Close collaboration between HR departments and developers is crucial to ensure the system is tailored to effectively meet organizational goals.

Data integration plays a vital role in this process. Historical candidate data must be cleaned, preprocessed, and organized to ensure accuracy and reliability. This preparation allows the system's algorithms to adapt to the unique needs of the organization before full-scale deployment. Pilot testing, using a small dataset, is essential for identifying potential issues such as performance bottlenecks, user interface challenges, or integration difficulties. During this phase, key metrics—such as screening accuracy, time efficiency, and user satisfaction—should be closely monitored. Following successful pilot testing and validation, the framework can be rolled out organization-wide.

While the benefits of this framework are significant, the integration process entails considerable initial costs. Software development, system upgrades, and integration expenses typically range from \$50,000 to \$150,000. Additionally, infra-

structure improvements, such as server upgrades or transitioning to cloud services, may be required. Cloud services often involve recurring monthly fees, further increasing the financial investment. Ongoing maintenance and system updates are also necessary, with annual costs estimated between \$10,000 and \$30,000, depending on system complexity.

To ensure the system's full effectiveness, HR staff must receive specialized training in using AI-powered tools, interpreting data, and troubleshooting potential issues. Training on ethics and fairness is also critical to mitigate bias in AI-driven recruitment processes. Continuous education and technical support are vital for keeping HR personnel informed about system enhancements, ensuring smooth and efficient operations in the long term.

In summary, while implementing the framework requires a substantial upfront investment, it offers long-term benefits in recruitment efficiency and organizational performance. With a strategic approach, comprehensive training, and ongoing support, HR departments can fully leverage the system's potential to streamline candidate evaluation and improve hiring outcomes.

## **Discussion**

The integration of reinforcement learning and episodic agents in the proposed framework significantly reduces the need for human oversight, enabling the system to adapt and improve autonomously (Lu et al., 2020).

Additionally, the combination of Naïve Bayes and Z-score normalization enhances the system's capacity to handle large datasets and make accurate candidate evaluations. These methods are particularly useful in high-volume recruitment, where data consistency and fairness are crucial. Naïve Bayes provides an efficient classification mechanism, and Z-score normalization standardizes features like skills and experience, ensuring fair comparisons (Mingers, 2014).

Scalability is another critical consideration, especially given the large volume of data in HRM. The framework utilizes parallel processing and distributed computing, which allows it to handle substantial datasets and real-time hiring processes. These improvements ensure that the system can process multiple candidate profiles simultaneously without delays, making it ideal for high-volume environments. To further enhance scalability, future evaluations of other machine learning models, such as Support Vector Machines and deep learning models, could provide additional insights (Yuan et al., 2020).

The methodological framework is essential for ensuring the system's reliability and fairness. It outlines key considerations in dataset composition, algorithm selection, and bias reduction. One of the primary advantages of the system is its ability to specify dataset sources, enhancing transparency and validation. While resampling and random sampling techniques are used for testing, future studies should focus on sourcing data from real-world platforms to ensure practical applicability (Binns et al., 2018). The use of Naïve Bayes as the primary classifier is justified by performance metrics, though exploring other classifiers could improve the system further (Deng & Yu, 2014). Additionally, fairness-aware ML techniques help reduce algorithmic bias and ensure transparency in decision-making.

Despite these advantages, integrating the framework into existing HR systems presents challenges, including evaluating compatibility with current software and ensuring data integration. Pilot testing is crucial for identifying potential issues before full deployment, and key metrics such as accuracy, efficiency, and user satisfaction must be monitored. Implementation costs, including software development and system integration, may range from \$50,000 to \$150,000, with ongoing maintenance between \$10,000 and \$30,000 annually.

Training HR staff is vital for effective system use, as technical training must be accompanied by education on ethics and fairness to mitigate bias in AI recruitment processes. Ongoing education and technical support will ensure the system's long-term success.

In summary, the AI-driven HRM framework optimizes recruitment, reduces bias, and enhances decision-making. By addressing scalability, performance, and fairness, it provides a solution adaptable to the evolving needs of HR departments. Future research could explore alternative machine learning algorithms, real-world data integration, and advancements in fairness-aware techniques. This framework has the potential to transform HR practices, creating a more efficient and inclusive hiring landscape.

## **Conclusion**

The study presents a significant contribution through the development of an integrated framework for intelligent AI agents, utilizing reinforcement machine learning (ML) for both job seekers and HR personnel. The framework facilitates active and passive sourcing for candidate selection, operating efficiently around the clock while minimizing interferences. The proposed software robot works

within knowledge bases, acquiring data from diverse sources via a utility-IAI approach. This advanced framework proves to be a powerful asset for industries employing intelligent agents equipped with ML-PR techniques, such as Naïve Bayes posterior probability methods. It effectively addresses complex tasks that HR managers typically face, offering enhanced decision-making and efficiency.

Episodic IAI agents are trained and tested in real-life scenarios, with performance observed across different environments and resource types. While the system shows promising results, ML-PR methods do introduce a certain number of errors in Z-scores during episodic performance evaluations. Currently, there are limitations in the training process, particularly those regarding the update memory and performance scores for episodic events. Future improvements will focus on refining reinforcement ML techniques to reduce memory utilization and mitigate errors associated with episodic events. However, the business impact of IAI and its adoption challenges require further exploration to assess real-world applicability and organizational readiness. The study lays the groundwork for further investigation into AI applications in HR, offering new opportunities for AI researchers to explore and expand upon.

The findings of the study demonstrate the effectiveness of an integrated AI-driven HR framework in automating recruitment processes and enhancing decision-making. However, beyond reiterating the results, a synthesis of key quantitative outcomes is necessary to highlight the framework's practical contributions. Additionally, a discussion on the business impact of IAI, including adoption barriers such as cost, regulatory constraints, and workforce adaptation, would strengthen the applicability of the findings. These considerations will be essential for organizations looking to implement AI-driven HR solutions effectively.

## **Limitations and Directions for Future Research**

Despite the promising results, the framework faces several key limitations. Scalability is one significant concern, as the system's performance may decline when handling larger datasets without sufficient computational resources. Additionally, bias inherent in the data acquisition or processing stages can lead to unfair evaluations if historical bias is present in the training data. Lastly, integrating the framework into existing HR systems may require significant adjustments, including changes to workflows, staff training, and infrastructure, which could possibly create compatibility issues with legacy systems.

To overcome these limitations, future research should focus on enhancing scalability by exploring advanced machine learning techniques such as deep learning or distributed computing, which can better handle large-scale datasets. Addressing bias is another crucial area; future studies should explore methods to ensure diverse and representative datasets, along with the application of fairness constraints in the training process. Additionally, investigating how AI-powered recruitment tools can be seamlessly integrated into existing HR workflows, without causing disruptions, will be essential for the real-world adoption of this framework. Furthermore, future research should analyze the economic and strategic implications of adopting AI-driven HR systems, considering factors such as return on investment, industry-specific challenges, and organizational resistance. These efforts will contribute to the development of more scalable, fair, and practical HRM systems that can be implemented effectively in diverse organizational settings.

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## Appendix

### Glossary or Provide Detailed Explanations

#### 1. Episodic

In artificial intelligence, "episodic" refers to tasks or processes that occur in discrete intervals or episodes. Each episode is self-contained, allowing the system to reset its state and learn from outcomes, without requiring memory of past episodes. This approach is commonly used in reinforcement learning to evaluate and adjust agent performance incrementally.

#### 2. IAI (Intelligent AI Agent)

An IAI is an artificial intelligence system designed to perform complex tasks autonomously by using machine learning, decision-making, and data analysis capabilities. In HRM, IAIs are utilized for automating and optimizing recruitment, screening, and decision-making processes.

#### 3. Softbot

A softbot (software robot) is a virtual, software-based agent that automates tasks within a digital environment. Unlike physical robots, softbots perform logical operations such as data retrieval, pattern analysis, and workflow management. In the context of HRM, softbots assist in candidate filtering, matching, and administrative support.

#### 4. ML-PR (Machine Learning-Pattern Recognition)

ML-PR combines machine learning techniques with pattern recognition to identify and analyze meaningful patterns in data. This approach is essential for systems that need to classify, predict, or infer relationships from large datasets, such as matching candidate profiles with job requirements.

#### 5. Naïve Bayes Posterior Probability

A probabilistic algorithm that applies Bayes' theorem to predict the likelihood of an event based on prior knowledge. The "posterior probability" is the refined probability calculated after considering observed data. For example, in HRM, Naïve Bayes can estimate the likelihood of a candidate being a good fit for a position based on their qualifications and past successes.

## 6. Z-score Normalization

A statistical method that standardizes data by transforming each data point into a score that reflects its position relative to the dataset's mean and standard deviation. It ensures that data from different scales can be compared consistently, which is crucial for accurate machine learning and performance analysis.

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