

ISSN 1840-4855

e-ISSN 2233-0046

Review paper

<http://dx.doi.org/10.70102/afts.2026.1836.035>

EXPLORING DRIVERS OF AI ADOPTION IN PERFORMANCE MANAGEMENT SYSTEM: A COMPREHENSIVE REVIEW

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Received: April 21, 2026; Revised: June 04, 2026; Accepted: July 13, 2026; Published: September 29, 2026

SUMMARY

The rise of AI technology has greatly transformed the traditional PMS and improved its effectiveness and reliance on data in HRM. This study mainly aims to identify the essential variables determining the implementation of AI in PMS, including the benefits, ethics, challenges, and impacts. The descriptive research methodology was used by means of analyzing secondary literature available on Scopus, Google Scholar, ScienceDirect, Springer, and ResearchGate. Peer-reviewed articles published in the period from 2019 to 2024 were selected by applying the PRISMA approach. Initially, there were 454 articles, and after the eligibility criteria, 40 articles were chosen for thematic analysis. According to the findings, the application of AI in PMS makes organizations more productive owing to automation, appraisal, predictions, customization, and performance management. Based on the statistical data obtained from the articles examined, the top four advantages associated with the use of AI in PMS include improved efficiency (90%), real-time feedback (85%), need for human supervision (82%), and minimized biases (80%). As for the challenges, ethical considerations (75%), privacy (70%), and user acceptance (68%) were identified as the primary barriers. Further, technology readiness, organizational readiness, environmental readiness, ethics of AI, and employee trust become important determinants in ensuring successful AI implementation within PMS. According to the authors, implementation of AI within organizations is associated with great potentials in improving the efficiency of processes within the organization, involvement of employees, and the decision-making process under ethical considerations. For this to happen, it is crucial to ensure proper governance, organizational readiness, acceptance of the technology by employees, and collaboration between humans and the system.

Key words: *artificial intelligence, performance management systems, human resource management, AI adoption, AI ethics, user acceptance, organizational readiness.*

INTRODUCTION

Artificial Intelligence (AI) is a continuously evolving branch of computer science that deals with the development of intelligent machines able to do activities like learning, reasoning, problem solving, and making decisions. It can learn from experience, perform analysis, make decisions, and optimize their performance to reach particular objectives [14]. Apart from automation, AI has greatly impacted organizations through increased business efficiency, decision-making, and digital transformation. Artificial intelligence-driven analytics have enabled organizations to extract useful information from large datasets and make appropriate business decisions based on the collected information [28].

The emergence of AI has significantly affected HRM in recent times by enhancing various workforce management tasks such as recruitment, engagement, training and development, and performance evaluation [9]. Artificial intelligence-enabled HRM strategies have supported organizations in achieving enhanced productivity and efficiency through efficient employee development practices. Nonetheless, AI-driven HRM is accompanied by various challenges, such as ethical concerns, lack of trust from employees, privacy concerns, and possible job loss, among others [29]. Therefore, organizations need a human-centered approach to AI-driven HRM [24].

Amongst the many applications of AI in HRM, one is Performance Management Systems (PMS). Traditional PMS systems encounter issues including subjectivity, delay in provision of feedback, lack of transparency, ineffective data management, and inconsistency in evaluating employees. The problems mentioned above limit the effectiveness of the performance evaluation of employees and organizational productivity. These issues may be tackled via AI-enabled PMS by adopting systems that incorporate real-time monitoring, prediction modeling, feedback loops, and data analytics. The use of AI in this regard increases transparency, reduces biases, and allows for constant assessment of employee performance [38]. However, organizations should tackle some ethical issues and employee resistance when implementing AI in performance management [40].

Problems with the Current Process of Performance Management Systems

There are numerous challenges that contemporary performance management systems experience, thus undermining their effectiveness. First, the current appraisal system is more concerned about record-keeping than using employees' results for development and making decisions about promotions. Second, employees receive little guidance on what role to play within the organization. Managers, in their turn, find it challenging to make an appropriate assessment. These factors can influence employee motivation and decrease their productivity.

Moreover, constant changes in the markets and a shortage of organizational resources complicate matters for performance management systems. Numerous companies are still applying traditional approaches to evaluating staff members. It takes too much time to complete manual data entry and conduct the process manually. Therefore, inefficiency becomes a common problem, which influences the accuracy of performance management. The underdevelopment of IT systems within the organization makes organizations vulnerable to data leaks.

Today, in the fast-changing business environment, traditional methods of assessing employee performance cannot be efficient anymore. Modern companies should implement innovative performance management approaches supported by advanced IT technologies.

Research Gap

Although several studies have been done on the application of artificial intelligence in HRM and the evaluation of employees' performance, there is little research on AI application in PMS. There is an absence of attention towards ethical issues, employee trust, organizational readiness, transparency, and a framework for implementing artificial intelligence technology in performance management systems in past research. There is hence a need to conduct a comprehensive review focusing on AI adoption factors, benefits, limitations, and implementation strategies in PMS.

Objectives of the Study

- To identify the factors influencing the adoption of AI in performance management systems.
- To analyze the benefits and challenges associated with AI-driven performance management systems.
- To examine the future scope and strategic implications of integrating AI into performance management systems.

The research contributes to the existing literature in that:

- Presents an overview of the AI adoption in performance management systems (PMS).
- Illustrates major benefits, challenges, and ethical issues related to the AI-based PMS.
- Stresses the significance of employee trust, transparency, and readiness of the organization for implementing AI in the PMS.
- Provides insights on how to sustainably adopt AI in performance management systems.

This study is organized into six sections. Section 1 contains AI in PMS, the literature gap, and the objectives. Section 2 provides information on methodology, literature search, and analysis. Literature review in section 3 includes the evolution of PMS, the integration of AI in PMS, and the reasons for its adoption. Section 4 contains important results and challenges, while Section 5 highlights implications of the findings. Finally, Section 6 provides conclusions and recommendations.

RESEARCH METHODOLOGY

Research Design

In this research, the methodology followed for conducting the study was that of a descriptive research design employing a systematic literature review method for the analysis of AI adoption in PMS. The current research has utilized only secondary data sources, which include various academic literature such as journal articles, conference papers, and reviews. The selection of this particular research methodology was carried out with the view to investigating the determinants of AI in PMS.

This would involve the pros and cons, ethics, organizational effects, and other relevant factors related to the issue. The time frame within which the literature search was conducted is between 2019 and 2024 concerning AI and PMS.

Search Strategy

A systematic search for studies was carried out using databases such as Scopus, Google Scholar, Science Direct, Springer, and ResearchGate. The selected studies were then identified using key terms related to artificial intelligence and studies on performance management systems. Key search terms used included "Artificial Intelligence in HRM," "AI adoption in performance management," "AI performance appraisal," "HRM AI," "Performance Management System," and "AI in employee evaluation."

The use of Boolean operators such as AND and OR enhanced the precision of results from the chosen topic.

Inclusion and Exclusion Criteria

The literature included scholarly journals, conference papers, and review articles published in English during the time frame from 2019 to 2024. Furthermore, only those articles that have a direct relationship with the application of artificial intelligence in HRM and PMS were selected for further analysis. The application of AI in HRM, organizational readiness, attitudes of employees, technology readiness, and AI-based performance appraisal were considered relevant to the study.

Articles having no relation to the performance management system, duplicated studies, incomplete articles, blogs, and any other non-academic sources were ruled out for inclusion.

PRISMA Flow Process

PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol was used to undertake this study. First of all, a total of 454 articles were collected from several databases, such as Scopus, Google Scholar, and so forth. During the screening stage, 25 duplicate studies were excluded. Apart from that, 195 articles were also screened because it is irrelevant and/or inappropriate for analysis.

Having screened the 454 articles initially collected, 226 were examined based on their relevance and validity. As a result of the screening, 102 articles did not fall within the scope of this research and were therefore discarded. Lastly, 40 articles that focused on topics like Artificial Intelligence, Human Resource Management, and Performance Management Systems were selected.

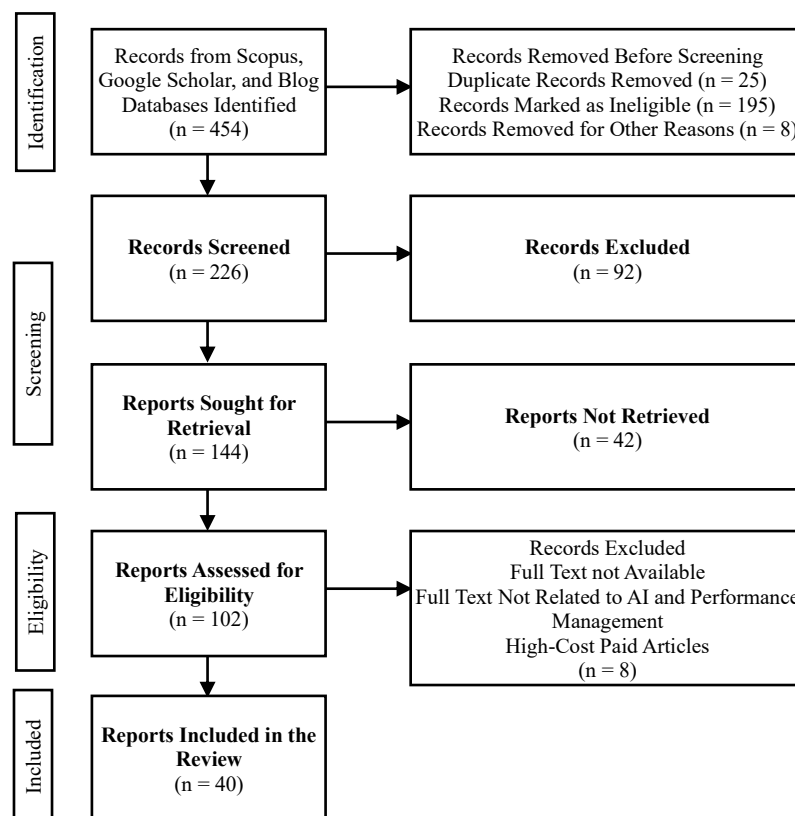


Figure 1. PRISMA flow diagram demonstrating the steps involved in a systematic literature review process

In this figure 1 demonstrates the PRISMA flow diagram used in carrying out a systematic literature review process in this study. It shows how identification, screening, eligibility, and article selection were done sequentially in order to arrive at 40 studies on AI and PMS.

Data Analysis

The chosen literature review was analyzed using thematic analysis in order to establish common themes, ideas, and findings that emerged in relation to the adoption of AI in PMS. The literature under consideration was classified by several key themes, including technology readiness, organizational readiness, ethical considerations, employees' trust, transparency, user acceptance, barriers to implementation, and advantages of AI-enabled PMS.

Thematic analysis was effective in exploring how these elements affect the implementation and utilization of AI technology.

Reliability and Validity

The reliability and validity of the study were ensured due to thorough searching of scientific literature in reliable databases, as well as a systematic review and selection procedure. Adoption of the PRISMA framework increased the accuracy of the literature review, and thematic analysis was used to interpret findings more clearly.

REVIEW OF LITERATURE

Performance Management System

PMSs have transformed from old-fashioned evaluation techniques to more strategic, people-centric, and technologically enhanced systems. Some of the factors contributing to the development of PMS include organizational culture, management styles, and information systems [34]. New research underscores the need for flexible and dynamic PMS to adapt to business requirements and foster employee engagement [10]. Nevertheless, lack of employee acceptance is a critical barrier in implementing effective PMS [23].

A number of firms depend on performance evaluation practices that are time-consuming and resource-intensive. Conventional performance appraisals are mostly judgmental and consider previous performances, leading to less accurate evaluation results. Consequently, there is an increased interest among organizations for more advanced and technologically sophisticated PMS [5].

Integration of Artificial Intelligence in Human Resource Management Systems

The incorporation of AI within HRM systems has led to better productivity, efficiency, and effective decision-making [2]. AI-integrated HRM assists with multiple tasks such as recruitment, selection, training, performance management, and compensation systems [36]. AI helps in saving processing time, reducing operating costs, improving services to employees, and enhancing workforce management [24]. With respect to recruiting and managing employees, AI is capable of increasing the number of candidates, avoiding biases, and helping with employee development and retention [22].

Organizations are increasingly embracing the use of AI technologies and chatbots for automation of HR functions. IBM uses "Watson Recruitment Assistant" for interviewing candidates and scheduling interviews. Meanwhile, companies like Unilever and Accenture use AI-enabled software for recruiting employees, managing their leaves, and performance reviews. ChatGPT and other generative AI tools also facilitate HRs in recruiting new employees, managing employee performance, training them, managing salaries, and retaining them [1]. It should be noted that such systems need to be implemented effectively, using quality datasets and prompts.

Use of AI within PMS facilitates real-time performance evaluation of employees, constant monitoring, feedback, and better decision-making. Such software helps organizations detect any performance problems, reward excellent performers, and enhance the accuracy of performance. However, despite all the advantages offered by the adoption of AI in HRM and PMS, there is an ethical aspect involved in it.

Factors Influencing AI Adoption in Performance Management Systems

In this figure 2 demonstrates the theoretical model of the adoption of AI in Performance Management Systems. As depicted in figure 2, technology readiness, organization readiness, and environment readiness affect the adoption of AI, but AI ethics act as a moderator in the adoption of AI. The successful adoption of AI creates user acceptance and a smart Performance Management System.

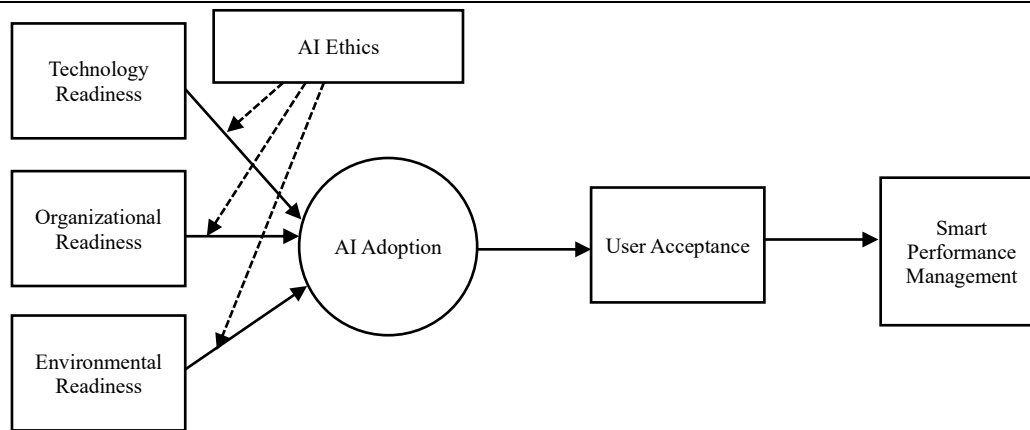


Figure 2. Conceptual framework of AI adoption in performance management systems

Technology Readiness

The issue of technology readiness is vital to ensure the successful introduction of AI into Performance Management Systems. The implementation readiness of an organization for AI technologies can be impacted by various factors like IT infrastructure, system compatibility, data quality, and perceived usefulness [30]. Organizational technical skills, awareness levels, and resource availability are key aspects that enable an organization to effectively adopt AI [35]. HR specialists should have knowledge about the fit between AI and the organizational strategies as well as business goals [32].

Other aspects to consider apart from the technological infrastructure include people, processes, and data management issues [39]. Vendor support, as well as integration with the existing management systems, can contribute to the success of the process. While some research suggests that certain technological aspects act as strong predictors of AI adoption, other authors report different findings contingent on the industry and organizational context [25][31]. Additionally, having a considerable amount of quality data available is viewed as one of the prerequisites for introducing AI, but poor data quality and restricted access can be impediments to adopting AI-enabled performance management systems [6][12].

Organizational Readiness

Organizational readiness is one of the significant factors affecting the successful implementation of AI technologies in Performance Management Systems. Organizational culture, competencies of employees, leadership support, cooperative decision-making process, and strategic planning have an important influence on AI technologies' implementation [37]. An organizational culture that is constructive and supportive of AI helps companies successfully implement AI technologies and develop favorable attitudes towards AI technology implementation among employees [8].

Effective communication, managerial support, employee training, and integration of organizational strategies are also crucial elements of the AI implementation process. Specialists from HR should have sufficient technical skills to work with AI-based HR systems [16][31]. Moreover, AI technologies like machine learning, neural networks, and virtual assistants may dramatically change organizational structure and operations [15]. According to studies, the favorable attitude of users towards the system and system usability are also crucial aspects for improving AI implementation in organizations.

Environment Readiness

Environmental readiness is all about external conditions affecting AI adoption, which include regulation, competition, and demand [13][17]. In general, large firms adopt artificial intelligence technologies on a wider scale owing to their enhanced capabilities, but can encounter problems related to regulatory matters. In addition, increasing awareness about various issues, such as data privacy, biased algorithms, and cybersecurity, requires establishing relevant regulatory mechanisms and ethical guidelines [27].

Consequently, AI adoption is greatly encouraged by support on the part of policymakers and technology vendors, among others.

AI Ethics

Ethics and its associated concerns play an important role in impacting the adoption and implementation of AI in PMSs. Trust in AI depends on fairness, accountability, transparency, and explainability. Issues related to bias, ethical misuse, lack of transparency, and privacy can have a negative impact on employee trust as well as their adoption of AI technology [26]. But there is some evidence that employees might consider AI-based performance evaluation processes more accurate than human-driven ones [33].

The ethical use of artificial intelligence requires good governance, transparency, data security, continuous monitoring, and unbiased decision-making [21]. Organizations should have ethical principles and responsible AI principles that can be effectively implemented in HRM and performance management. Coordination between human resource professionals and AI systems would lead to increasing the trustworthiness of employees and the productivity of organizations [3].

AI Ethics as a Moderator

Moreover, another moderating variable in the adoption process of AI includes the topic of ethics in AI. Ethics in AI principles like fairness, accountability, transparency, and privacy affect technology readiness, organizational trust, and the environment. Studies based on TOE, TAM, and DOI theories have shown that ethical concerns significantly affect readiness for AI and its adoption.

In addition to affecting technology readiness, ethical concerns are essential to building trust and adoption of AI in a specific environment due to the need for compliance and responsible AI use. Ethical awareness regarding issues like privacy, bias, safety, and transparency possessed by managers and employees will affect attitudes towards the adoption of AI [7]. This means that ethical management plays a crucial role in the adoption of AI-based performance management systems.

User Acceptance

The readiness of users toward the technology is one of the aspects that should be considered when determining the success of the adoption of AI. As the theory suggests, several variables, including attitude, trust, effort expectancy, performance expectancy, social influence, and facilitation conditions, influence the intention to adopt AI technologies [18][19]. The efficiency of organizational processes could be enhanced by using innovative technologies since their performance would become more productive and efficient, and mistakes would be reduced as well.

However, there might be a group of workers who would oppose the idea of innovations because of some challenges associated with their implementation. Therefore, it is crucial for organizations to develop an appropriate culture to facilitate AI adoption in performance management.

Smart Performance Management Systems

The emergence of AI technology has made it possible for the evolution of traditional performance management instruments into intelligent and effective performance management tools, owing to automation, efficiency, and performance monitoring in real time. AI-based systems facilitate communication and continuous monitoring, enabling informed decisions that can increase employee efficiency and organizational performance [40].

KEY FINDINGS

AI Improves Performance Management Efficiency

The results show that the use of AI greatly enhances the efficiency and effectiveness of the PMS. AI-based PMS automates the process of evaluation, reduces manual labor, and facilitates real-time

monitoring and feedback. Through such PMS, companies can make better decisions and enhance their operations and personnel performance.

Objective and Data-Driven Performance Evaluation

The review also emphasizes that AI helps in conducting an objective and unbiased evaluation of employees' performances. This is possible due to the fact that AI systems can analyze huge amounts of data regarding employees' performance to produce precise insights. The use of real-time analytics and automated feedback systems can further enhance this process of assessment [38].

Importance of Technology and Organizational Readiness

The paper finds that technology readiness and organization readiness have been identified as key determinants in implementing AI for PMS. Technology readiness and other parameters such as IT infrastructure, quality of data, competence of employees, leadership commitment, organization culture, and strategic planning are crucial for the adoption of AI [30][37]. Organizations with high technological capacity and positive cultures can effectively implement AI-based systems.

Role of AI Ethics and Employee Trust

Ethical issues became one of the main points discussed in the literature review. The level of trust that employees have in AI technologies depends greatly on elements like fairness, transparency, accountability, privacy, and algorithmic bias [26]. The results of the review imply that for successful and sustainable implementation of artificial intelligence in an organization, ethical approaches should be taken into account [21].

User Acceptance Influences AI Adoption

As indicated in the review findings, user acceptance has been found to be critical for the success of implementing AI in performance management systems. Aspects like attitude, trustworthiness, ease of use, expectations about performance, and organizational support contribute favorably towards AI acceptance [18][20]. On the other hand, resistance to change, fear of redundancy, and constant surveillance can be impediments to AI implementation.

Challenges in AI-Driven Performance Management Systems

Several challenges associated with incorporating AI in PMS have been highlighted in this study. Some of the major challenges are related to the following: privacy concerns, threats to security, opacity, ethics, resistance of employees to change, and reliance on high-quality data [24]. In addition to the above, current artificial intelligence lacks empathy and emotion, which are required to evaluate qualitative attributes such as employees' leadership and communication skills.

In this figure 3 depicts the main findings that have been identified through analyzing the reviewed literature on the use of AI within the PMS. According to the graph, one may notice that efficient operation (90%) and feedback on performance (85%) are viewed as the most common advantages of such a PMS. The need for manual monitoring (82%) and addressing biases (80%) has been discussed intensively in the analyzed sources. The enhancement of employee engagement was seen in 78% of the findings analyzed. On the other hand, ethical issues (75%), privacy issues (70%), and acceptance issues (68%) came out as the biggest barriers to implementing AI.

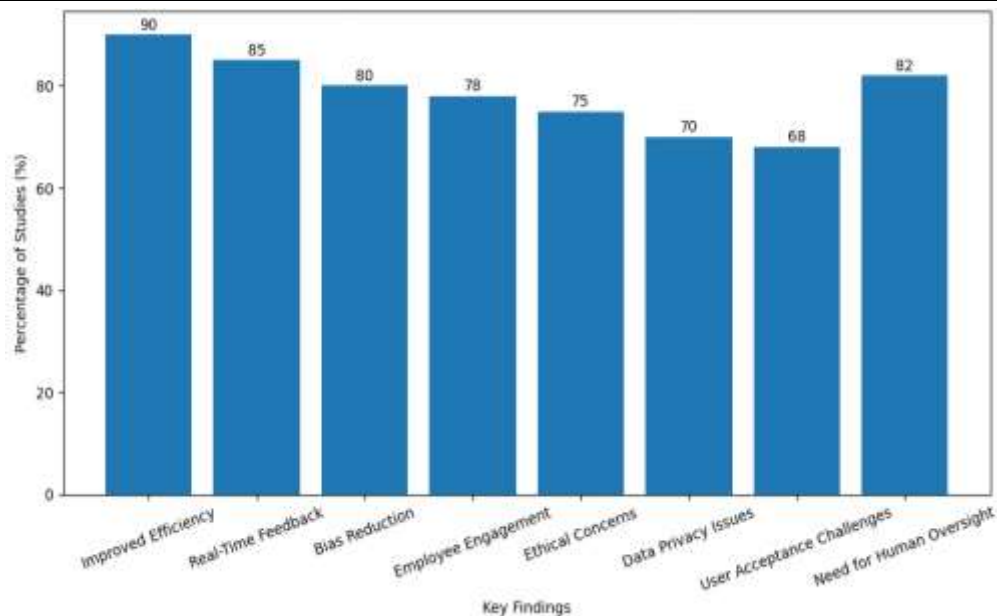


Figure 3. Major findings on AI adoption in performance management systems

Future Scope of AI in Performance Management

As per the findings, the future trends regarding the development of AI-based PMS are predictive analysis, personal coaching of employees, feedback procedures, and decision-making assistance. Overall, AI can help organizations develop flexible performance management systems that are more focused on employees and more transparent. At the same time, literature highlights the importance of using AI as a means of helping managers in their work, not replacing them [11].

Overall Conclusion from the Findings

To conclude, several points regarding the use of Artificial Intelligence and how it will make the traditional Performance Management System more intelligent can be drawn. The key to successful integration of Artificial Intelligence is in the combination of advanced technology and human-centric management techniques. In order to make this process successful, the company should pay attention to ethics, employee involvement, transparency, and continuous monitoring [4][40].

DISCUSSION

The results of this study unambiguously show that the application of AI technologies is crucial for enhancing the efficiency and transparency of PMS. By using AI solutions, the efficiency of the assessment process will be improved, the amount of manual operations minimized, and constant performance monitoring and feedback will be provided. Research shows that AI-powered applications enhance efficiency, productivity, and performance overall. Additionally, AI-powered PMS enables organizations to work with vast amounts of information about the activity of their employees and provide individual approaches to performance improvement. Literature review highlights the importance of organizational, technological, and environmental readiness for the successful implementation of AI in performance management systems. The IT infrastructure, data quality, employee competency, organizational culture, and many other factors influence the success of AI implementation in performance management systems [30][37]. Organizations that have positive organizational cultures and planning can benefit from adopting technology in the field of human resource management. Nevertheless, despite various advantages that artificial intelligence can provide for businesses, some challenges will remain concerning the application of this innovative tool. Ethics linked to fairness, transparency, accountability, algorithmic bias, and privacy issues are considered the major barriers influencing workers' attitudes towards artificial intelligence [26]. The hesitation of the staff concerning the introduction of AI evaluation systems can be attributed to the threat of losing a job, constant

monitoring, and a lack of human interaction. Consequently, ethical considerations and strategies become essential for successful AI implementation in organizations. Another important conclusion that can be drawn based on this literature review is that artificial intelligence will never completely replace human managers when dealing with the performance management of employees. Even though an AI system makes it possible to deliver information about performance and predict future behaviors of employees, it does not have the capacity to account for the importance of the employees' emotional intelligence and other human qualities, such as empathy, contextuality, and human intuition, to assess certain characteristics, including leadership, communication skills, and behavior. This means that managers will remain in their positions, although their jobs may be made easier through AI implementation.

CONCLUSION

Artificial Intelligence (AI) is impacting the manner in which traditional Performance Management Systems (PMS) work, resulting in increased efficiency, transparency, and data-oriented processes. This study highlighted various critical determinants behind the utilization of artificial intelligence in PMS, along with advantages, limitations, ethical issues, and future prospects associated with it. Based on the results, AI systems enhance the efficiency of management processes by performing evaluations, predictions, providing instant feedback, and formulating individual development plans for employees. Statistical analysis of the articles reviewed revealed that among the commonest advantages were efficiency (90%), real-time feedback (85%), human intervention (82%), and avoidance of bias (80%). Nonetheless, ethics (75%), data security (70%), and user opposition (68%) were among the most common disadvantages that affected the implementation of AI systems.

Moreover, the review has established some of the key factors that determine the success of the implementation of AI systems in performance management systems, including technology readiness, organization readiness, environmental readiness, ethical use of AI, and user acceptance. Availability of appropriate technology and data, managerial support, employee skills and competence, and ethical governance are key considerations in ensuring the success of AI systems. Nonetheless, as per the study, it should be pointed out that AI systems cannot totally replace human managers in organizations because of the presence of emotional intelligence and human judgment in analyzing employee behavior. On the whole, AI has many prospects to improve both organizational efficiency and individual motivation within it. Possible future research ideas may comprise AI applications in specific industries, investigations of long-term user acceptance, and creation of AI governance ethics frameworks.

Ethical Considerations

This study uses secondary sources entirely in terms of literature search and available documents. The data for the primary source has not been collected at all. All citations have been made as per the required ethical considerations.

Funding

The present study was not externally funded.

Conflict of Interest

The authors declare that there is no conflict of interest in relation to this study.

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