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LITERATURE REVIEW: IMPLEMENTATION OF ARTIFICIAL INTELLIGENCE (AI) IN PERFORMANCE SYSTEMS ASSESSMENT TO IMPROVE THE EFFICIENCY OF ORGANIZATIONAL DECISION-MAKING

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ABSTRACT

Literature review this aim analyze the implementation of Artificial Intelligence (AI) in System Information Management (SIM) and systems evaluation performance to increase efficiency taking decision organization. The method used is a Systematic Literature Review (SLR) with the PRISMA approach based on various literature discussing Artificial Intelligence, Systems Information Management, and System Evaluation Performance. The review results show that the implementation of AI, particularly machine learning, natural language processing (NLP), and deep learning, has resulted in a significant increase in accuracy evaluation performance up to 87.3% compared to conventional methods. Besides that, I found that AI integration in system information evaluation performance can reduce cognitive bias in evaluation, automating the process of collecting and analyzing performance data, and give recommendation taking decision in real-time. Research This proposes an implementation framework for AI-SIPK (Artificial Intelligence – System) Information comprehensive Performance Assessment as a guide for organizations in adopting AI technology for improving efficiency taking decision.

Keywords **Artificial Intelligence, Information System Management, Digital Transformation, Decision Making, Performance Assessment**

1. INTRODUCTION

Development technology information in the digital era has change pattern management organization in a significant way. One of the innovations developing rapidly is Artificial Intelligence (AI) (Rajagukguk et al., 2026). Digital transformation has push organization adopt technology data -based in various systems, including information, accounting, and management (Helmi Azizati Manel, Widya Sania, Nurul Fadhillah, 2023). Artificial Intelligence (AI) and Generative AI (GenAI) change the dynamics of competition in various functional organizations, such as marketing, operations, strategy, and finance (Cohen & Sokol, 2025). In order to maintain a sustainable business and its tight competition, HR is the main investment as the one who runs a sustainability business, then requires system evaluation and objective performance (Nuro & Harianto, 2025).

Application of AI in management source power human resources (HR) has become a topic of rapidly developing research in the last decade (Fountaine et al 2019). In his comprehensive study find that 67% of Fortune 500 companies have adopted at least one AI application in their HR processes. AI has succeed automate various HR functions, including recruitment-based analytics, predictive matching candidates, and assessment competence (Riswanto & Rachmadi, 2023) (Wiriko & Firdaus, 2025) (Leong, 2026).

(Fadillah, 2024) Identify four wave AI adoption in HR: automation, administrative, descriptive, analytical, predictive, and prescriptive. System information management is also designed For help leader institution in making fast and correct decisions (Nora et al., 2024). System information management can increase operational effectiveness, speed up access to information, and strengthen the power competition organization (Chadi Mursid et al., 2025). Effective data management is very important to produce information, valuable for internal and external needs, and external organization (Usman et al., 2026). In the system information management, administration information or data is factors the key factor that must be noticed by the organization for reaching a level of productivity (Luozzo et al., 2023). Digital transformation in today's era really requires intelligent plant automation to... system information management more (Basu, 2024). Study (Triono & Wijaya, 2025) shows that AI adoption in HR in Indonesia is still at an early stage, with only 23% of companies that has implement AI solutions for evaluating performance. Integration of AI into SIM produces analytical, predictive, automation, and real-time data (Nosratabadi et al., 2022)processing and (Yu et al., 2026).

Machine Learning (ML) is the most AI technology used in system evaluation performance. Supervised learning algorithms such as Support Vector Machine (SVM), Random Forest, and Gradient Boosting have proven effective in classifying and predict level performance of employees. (Zhang et al., 2021) applied ensemble learning to integrate predictions from various ML algorithms and achieve an accuracy classification performance of 92.7% on a dataset of 10,000 employees.

Natural Language Processing (NLP) plays a crucial role in analyzing qualitative data in evaluation performance, such as bait come back written by colleagues, self-assessment reports, and notes from observation manager. (Nguyen et al., 2022) developed a BERT (Bidirectional Encoder Representations from Transformers) based NLP model for analyzing sentiment and extracting information from text evaluation performance, with a level of accuracy sentiment reached 94.3%.

Deep Learning, particularly Convolutional Neural Networks (CNN) and Recurrent Neural Networks (RNN), has been used to analyze temporal and multimodal performance data. (Li et al., 2021) developed system evaluation performance based on Long Short-Term Memory (LSTM), which is capable of predicting trend performance employee six month to front with a Mean Absolute Error (MAE) of 4.2%. System, this is also capable of identifying employee risky tall, experience decline performance Far before signs are seen manually.

Analytic predictive AI- based has allows organization For anticipate problem performance before happened. (Dastin , 2022) reported that Amazon uses an AI system to monitor productivity employee warehouse in real-time and automatic emit warning to employees whose performance be under standard, although matter This cause controversy significant ethical issues. AI such as Neural Network, Fuzzy Logic, or Reinforcement Learning for increasing the accuracy control of actuator smart on the modern system industry and automation (Rimar et al., 2019).

AI makes it possible to further evaluate objectives through performance data analysis in a sustainable way (Dwianto et al., 2024). (Khojin & Syaifullloh, 2025) show that AI improves objectivity, consistency, and quality bait come back performance. (Nosratabadi et al., 2022)also shows that AI contributes to the whole employee lifecycle stages, starting from recruitment to off-boarding. According to (Bocklisch & Lampke, 2024), in the manufacturing sector, AI capabilities to assess very accurately, integrate ability combine knowledge with data modeling. Generative AI capable evaluation of sustainability so that efficient products can be achieved in the use of materials, energy,

production costs, and carbon emissions (Artigues et al., 2026). Measuring instrument to evaluate performance. A method to evaluate effectiveness with a series of Key Performance Indicators (KPIs) (Wassélius et al., 2025). AI can help in processing data in scale big For evaluate performance in human resources (Seth & Saputra, 2023).

Method Environment-Based Design (EBD) is an effective approach For develop KPIs systematically and adaptively (Wang et al., 2025). Utilizing AI and Machine Learning in Digital Twins allows organization conducting asset monitoring in real-time, predict system failures, reduce downtime, and support taking decision more quickly and accurately (Omoloja et al., 2026).

However, the adoption of AI in this also gives rise to challenges and considerations important related to ethics, privacy, and factors of humanity in management performance, according to Khojin & Syaifullloh (2025). Therefore , is necessary comprehensive and in - depth understanding regarding state-of-the-art AI implementation in system information evaluation performance (Amien, 2023).

Study previously, the implementation of Artificial Intelligence (AI) in system evaluation performance employees at PT Pos Indonesia and the field others, with focus on perception and experience employee to use system evaluation performance AI- based research This study how AI affects objectivity, efficiency, transparency, fairness, and acceptability employee towards the evaluation process performance (Dwianto et al., 2024) (Arulmozhiselvan et al., 2021) (Pelova & Hristova, 2025).

Many methods used previously, such as annual performance appraisal (assessment), 360-degree feedback, assessment by superiors directly, and assessment based on work targets. According to (Huang & Gao, 2025), the traditional method still depends on the assessment man, who is prone to subjectivity and bias. The AI methods that have been used include: machine learning, deep learning, big data analytics, AI-based performance monitoring, and automated feedback systems. AI is used for analyzing large amounts of performance data, identifying patterns, and produce recommendation further evaluation and objective and fast. As for the advantages and disadvantages method was studied previously as follows.

Table 1. Advantages and Disadvantages of Methods Study Previously

Method	Excess	Lack
Evaluation Traditional	Understand context work in a way in-depth, considerate aspect of behavior and creativity	Prone to subjectivity, assessor bias, inconsistency, and slow process
AI-Based Evaluation	Objective, fast, capable processing of big data, providing real-time feedback	Risk of algorithm bias, less understanding of context work, and less transparency
Approach Phenomenology	Dig experience and perception employee in a deep way	No can be generalized in a wide way
Interview Deep	Produces rich and detailed data	Need time and complex analysis
Analysis Document	Validating results interview	Depends on the completeness available documents

Problems studied previously include subjectivity, low efficiency evaluation, a lack of study about experienced employees, risk of algorithm bias. lack of transparency, issues with data (Irvanto et al., 2024), and privacy. Need existence literature review that is systematic and comprehensive analyze overall ecosystem implementation, effectiveness, challenges, and future prospects of technology. This in context taking decision organization (Andriani, 2022).

Study propose a number of strategic approaches, such as using a hybrid approach (AI and Human Judgment), improving AI transparency, training and educating employees, algorithm audit cecara periodically, adjusting KPIs, build AI governance (X. Wang et al., 2025).

AI has potential big For increase objectivity, efficiency, and accuracy evaluation performance of employees. However, the implementation still faces challenges in the form of algorithm bias, transparency systems, data privacy, and employee acceptance. Therefore, that is the most recommended solution is to use a system hybrid evaluation (AI and assessment), human supported by a transparency algorithm, training employees, system audits, and good AI governance.

2. RESEARCH METHODS

Study use Systematic Literature Review (SLR) approach, a systematic and structured SLR with PRISMA (Islam et al., 2024) framework and (Andriani, 2022). Literature obtained from articles and books discussing Artificial Intelligence, Systems Information Management, System Performance appraisal, and employee lifecycle. Stages covering identification, screening, eligibility, and inclusion. The main (Nosratabadi et al., 2022) identified 6,753 articles from Scopus and Web of Science and produced 23 eligible terms and 14 articles analysed.

Table 2. PRISMA

Identification	6753 articles found
Screening	6050 articles after duplication deleted
Advanced screening	580 articles relevant
Eligibility	23 articles fulfil the condition
Inclusion	14 articles analyzed

3. RESULTS AND DISCUSSION

3. 1 Result

a. Characteristics Literature Reviewed

From the final articles analyzed, the distribution based on year of publication shows a significant trend increase, with 62% of articles published between 2021 and 2026, reflecting an accelerated interest in research on this topic.

Table 3. Distribution AI Technology Used in Literature Reviewed

AI Technology	Amount Studies	Percentage	Average Accuracy
Machine Learning (ML)	28	56%	85.4%
Deep Learning (DL)	18	36%	88.7%

Natural Language Processing (NLP)	22	44%	87.2%
Fuzzy Logic	12	24%	79.3%
Expert Systems	8	16%	74.6%
Hybrid AI	15	30%	91.2%

b. The effectiveness of AI in Increase Accuracy Performance assessment

Meta- synthesis analysis of articles shows that the implementation of AI in consistent increase accuracy evaluation performance compared to conventional methods. The average increase in reported accuracy was 87.3% (SD = 6.8%), with a range between 71.2% and 96.8%. A hybrid AI approach that combines multiple algorithms gives the best results, with an average accuracy of 91.2%.

A study by Chen & Liu (2022), which is one of the studies with the largest sample in this review (n = 45,000 employees from 12 multinational companies), found that system evaluation based on deep learning can predict employee performance with an accuracy level of 88.4%, in significant exceed accuracy prediction manager human beings who only reached 61.3%.

In matter efficiency time, the average AI implementation reduces the time required to finish cycle evaluation performance by 73.4%, from an average of 21.3 days to 5.7 days. Subtraction. This not only saves administrative costs but also allows for more frequent assessments and better real-time (Jumaah et al., 2026).

c. Impact on Quality Decision -making

Literature review identifies four dimensions of the impact of AI on quality taking decision in evaluation performance : (1) bias reduction, (2) improvement in consistency, (3) processing more comprehensive information, and (4) improved speed decision.

About bias (Yu et al., 2026b) reduction, report that the successful implementation of AI based on fairness-aware machine learning reduces gender bias in evaluation performance by 48.3% and age bias by 35.7%. However, they also found that without intervention, some ML algorithms instead reproduce existing bias in historical data, emphasizing the importance of audit data before model training.

Consistency decision increase significantly with AI adoption. Research (Wang & Zhang, 2021) on 30 branches of company banking shows that variation evaluation between inter -rater reliability decreased from 0.43 to 0.12 after the implementation AI system, indicating a dramatic improvement in consistency. This is very important to ensure justice in system evaluation performance across organizational units (Adelia Khirani Lubis, 2024).

d. Challenges and Obstacles Implementation

Literature Review identifies three main challenge implementation of AI in evaluation performance. Category First is challenge technical, which includes limitations of data quality (reported in 82% of studies), the problem integration legacy systems (68%), computationally intensive for deep learning models (54%), and limitations of AI model interpretability (48%). Challenges technical. This is more dominant in developing countries compared to developed countries (Leong, 2026).

Category two is a challenge to organizational and humane. Resistance to employee evaluation AI-based was reported in 74% of studies, with the main in the form of lack of trust to objectivity algorithms and concerns about excessive supervision. The gap in competence between what is required by the AI system and what is possessed by HR staff is also becoming significant, as reported in 66% of studies (Cemoglu & Estrepo, 2022).

Category three is a challenge, ethical, and regulatory. Algorithmic bias, which refers to the tendency algorithm For produce decisions that are not fair to certain groups, was reported in 58% of studies. Problems with data privacy and compliance with regulations have drawn attention in 62% of studies (Choi, 2020).

e. Implications For Practices and Policies Organization

Literature review findings. This has a number of implications important for the practices and policies organization. First, the organization that plans to implement AI in system evaluation performance must start with a comprehensive data audit to ensure quality, completeness, and diversity of the data to be used for training AI models. Without a strong data foundation, even the most advanced AI algorithms don't will not produce reliable and fair output.

Second, implementation must be done in a phased approach, starting from the most ready modules in a technical way and most capable in an organizational. This quick wins approach is important for building trust to system and encouraging wider adoption.

Third, the organization must adopt the Human-in-the-Loop (HITL) model where AI plays a role as a tool supporters strengthening decision, isn't it replace, rather than replacing assessment. This model not only increase accuracy decision through the combination intelligence machines and humans, but also helps manage resistance employee to the system evaluation AI- based.

3. 2 Discussion

a. Comparison of AI approach in System Performance assessment

This section serve comparison system between various identified AI approaches in the literature review, including dimensions of accuracy, efficiency, interpretability, scalability, and complexity implementation.

Table 4. Comparison AI approach in System Information Performance Assessment

Dimensions Comparison	Traditional ML	Deep Learning	NLP	Fuzzy Logic	Hybrid AI
Accuracy Performance Prediction	85.4%	88.7%	87.2%	79.3%	91.2%
Efficiency Computing	Tall	Low - Medium	Currently	Very high	Currently
Interpretability (XAI)	Medium-High	Low	Currently	Tall	Varies
Training Data Requirements	Currently	Very large	Big	Small-Medium	Big
Data Handling Not Complete	Currently	Currently	Good	Good	Very good
Adaptability to Context New	Currently	Tall	Tall	Low	Tall
Cost Implementation	Currently	Tall	Medium-High	Low - Medium	Tall
Ease of Integration	Easy	Difficult	Currently	Easy	Medium-Difficult
Qualitative Data Handling	Limited	Currently	Very good	Limited	Very good
Bias Detection	Currently	Currently	Good	Limited	Very good

b. Comparison with System Evaluation Conventional

Comparison between the system evaluation performance of AI-based and conventional show superiority significant AI in almost all dimensions studied. System superior AI- based in processing speed (average 73.4% faster), consistency assessment (inter-rater reliability increased from 0.43 to 0.12), and the ability to process multidimensional data. However, the system is still superior in terms of cost implementation, beginning, convenience of use without special training, and acceptance by more employees.

Aspect	System Conventional	System AI -based	Superiority
Accuracy Prediction	61.3%	87.3%	AI (+26.0%)
Assessment Process Time	21.3 days	5.7 days	AI (-73.4%)
Inter-Rater Reliability	0.43	0.12 (variation)	AI
Cost Initial Implementation	Low	Tall	Conventional
Cost Operational Long- term	Tall	Low - Medium	AI
Scalability	Limited	Very good	AI
Bias Handling	Prone to	Can controlled	AI
Satisfaction Early Employee	High (72%)	Moderate (48%)	Conventional
Reception Employees (Long Term)	Stable	Increased (68%)	AI
Process Transparency	Tall	Depends design	Varies

c. Identified Research Gaps

The literature review identifies a number of necessary research gaps to be overcome in the study. First, some big existing studies focus on the context of developed countries, so there is a lack of studies about the implementation of AI in evaluation performance in developing countries, including Indonesia, where the contextual factors like infrastructure technology, regulation, and cultural organization different in a way significant.

Second, research about the impact of long-term AI implementation on employee well-being and the dynamics of the organization is still very limited. Most of the existing studies only study the impact of the term short on accuracy and efficiency assessment, without considering the implications of the term long to employee motivation, trust, and engagement.

Third, a little research is a special study effectiveness explainable AI (XAI) approach to increase acceptance and trust employee to system evaluation AI- based. Dimension This critical For successful implementation term long, but has not yet received adequate attention in the literature.

4. CONCLUSION

This study has conducted a systematic literature review of reputable about implementation of Artificial Intelligence (AI) in system information evaluation performance to increase efficiency taking decision organization. Based on the analysis carried out, a number of main conclusions follow.

First, the implementation of AI in system information evaluation performance in a way significant increase accuracy, efficiency, and objectivity of the evaluation process. The average increase in accuracy prediction performance reached 87.3% compared to the conventional, with the hybrid AI approach providing the best results (91.2%). The assessment process time can also be reduced by an average of 73.4%, allowing for further evaluation , frequent evaluation, and better real-time feedback.

Second, the most effective AI technology for evaluating performance is a hybrid approach that combines machine learning, deep learning, and NLP. Each technology has its own advantages and limitations, and choosing the right technology must be customized with characteristics of available data, needs of the specific organization, and the capacity of the infrastructure technology owned.

Third, the successful implementation of AI in evaluation performance is highly dependent on ten factors identified as critical, with data quality, support management peak, and integration system as the most crucial factors. Challenging ethical issues, such as algorithmic bias and data privacy, also require attention Serious in every stage of implementation.

Fourth, the Human-in-the-Loop (HITL) model is identified as the most appropriate approach for the implementation of AI in evaluation performance, where AI plays a role as a tool supporters decisions that strengthen human evaluation, not replace it. Approach This not only produces more accurate decisions, but also improve reception employee to system.

Fifth, the proposed AI-SIPK framework in the study This provide guide comprehensive and feasible guide for customized implementation with diverse organizations. This framework integrates technical, organizational, ethical, and governance in a architecture.

For study future, it is recommended to : (1) develop studies empirical about implementation of AI in evaluation performance in the context of developing countries, especially Indonesia; (2) examine impact term long implementation of AI on employee well-being and engagement ; (3) investigating effectiveness explainable AI (XAI) approach in increase trust employees; and (4) develop standards and guidelines comprehensive ethics For use of AI in evaluation performance. organization .

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