INTEGRATING ARTIFICIAL INTELLIGENCE (AI) TOOLS IN MANAGING HUMAN RESOURCE FOR QUALITY WORK OUTPUT IN RIVERS STATE UNIVERSITIES NIGERIA

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Abstract

The study investigated integrating artificial intelligence (AI) tools in managing human resource for quality work output in Rivers State Universities,Nigeria. Three research questions and three hypotheses guided the study. Hypothesis were tested at 0.05 alpha level of significance. The design of the study was descriptive survey design. The population of the study was 3000 academic and non-academic staff of universities in Rivers State, with a sample of 500 academic and non-academic staff derived using Taro Yami formula. Sample random sampling technique was adopted. Instrument for data collection was titled; integrating artificial intelligence AI tools in managing human resource for quality work output (IAITMHRQWOQ). Cronbach alpha method was used to establish reliability coefficient of intelligence AI tools in managing human resource for quality work output Questionnaire at 0.81. A total of 500 copies of the questionnaire were administered to the respondents, but of 500 copies of questionnaire administered, 401 copies of the questionnaire were retrieved representing 80.2% success rate. The research questions were answered using mean and standard deviation while the hypotheses were tested at 0.05 level of significance using z-test. The result of the study showed that AI tools play a crucial role in maintaining and improving work quality across industries. The study concluded that AI tools significantly enhance HR management by improving efficiency, streamlining processes, and making data-driven decisions, ultimately contributing to higher quality work output. It was therefore recommended that educational administrators should develop comprehensive plans that outline the goals, objectives, and strategies for successful integration. This includes conducting needs assessments to understand the target audience and their requirements, as well as staying updated with technological advancements that can enhance the learning experience in Universities in Rivers State Nigeria.

Keywords:*Artificial intelligence, tools, managing, human resource, quality work, output*

Introduction

Artificial Intelligence (AI) refers to the simulation of human intelligence in machines that are programmed to think, learn, and perform tasks typically requiring human cognition. Upadhyay and Khandelwal, (2018) state that AI systems can analyze data, recognize patterns, make decisions, and improve over time through experience (machine learning).Key Aspects of AI: Machine Learning (ML) AI systems learn from data without explicit programming (e.g., recommendation systems, image recognition). Strohmeier, (2020) Posited that Deep Learning A subset of ML using neural networks to

model complex patterns (e.g., ChatGPT, self-driving cars).Natural Language Processing (NLP) Enables machines to understand and generate human language (e.g., chatbots, translation tools).Pandey, and Sharma, (2020). Opined that Computer Vision Allows machines to interpret visual data (e.g., facial recognition, medical imaging).Robotics Combines AI with mechanical systems for automation (e.g., industrial robots, drones).

AI continues to evolve rapidly, raising both opportunities and ethical concerns (job displacement, privacy, bias).rapid advancement of Artificial Intelligence (AI) has revolutionized various business functions, and Human Resource Management (HRM) is no exception. AI-powered tools are transforming traditional HR practices by automating repetitive tasks, enhancing decision-making, and improving employee productivity. Brynjolfsson, and McAfee, (2017). Asserted that Organizations that integrate AI into HR processes benefit from streamlined operations, data-driven insights, and improved work output quality. This paper explores how AI tools enhance HR functions, including recruitment, employee engagement, performance management, and workforce planning, ultimately leading to higher efficiency and superior work quality. Below is a categorized list of AI tools that help maintain and improve quality work output across different business functions. AI Tools for Task Automation & Efficiency. Are as follows. Zapier, Function,automates workflows by connecting apps (e.g., Gmail, Slack, Trello).

Impact on Quality Work. Reduces manual errors, speeds up processes, and ensures consistency in task execution. UiPath (RPA – Robotic Process Automation).Malik, Budhwar, and Srikanth, (2021). Opined that it Automates repetitive tasks like data entry, invoice processing, and report generation. impact on Quality Work,minimizes human errors, increases accuracy, and allows employees to focus on high-value tasks. AI Tools for Writing & Content Quality Grammarly. AI-powered writing assistant that checks grammar, tone, and clarity. Impact on Quality Work. Ensures professional, error-free communication in emails, reports, and documents. ChatGPT (OpenAI) Claude (Anthropic)it Generates and refines content, answers queries, and assists in brainstorming. Impact on Quality Work.Jatobá, et, al (2019). Stress that Enhances creativity, speeds up content creation, and improves research efficiency. Jasper AI.Used for content generator for marketing copy, blogs, and social media posts.Impact on Quality Work,maintains brand consistency and improves engagement through high-quality content. AI Tools for Data Analysis & Decision-Making, Tableau (with AI integration) it Visualizes complex data and provides predictive analytics, on Quality Work output it Helps businesses make data-driven decisions for better strategy formulation. Minbaeva, (2021). State that Microsoft Power BI + AI Insights Analyzes business data and generates automated reports. Quality Work output it Identifies trends, optimizes operations, and improves forecasting accuracy. Google BigQuery ML. Allows SQL-based machine learning for predictive analytics. Impact on Quality Work, output it Enhances business intelligence by predicting customer behavior and market trends. AI Tools for Project Management & Collaboration. Trello (with AI-powered Butler automation) it Automates task assignments, due date reminders, and workflow management. Impact on Quality Work output it Ensures project deadlines are met with minimal manual intervention. Asana (with AI work management features) it Predicts project risks, optimizes task prioritization, and automates status updates. Impact on Quality Work output Improves team productivity and reduces project delays. Slack (with AI-powered search & summaries) Provides smart search, meeting summaries, and chatbot integrations.Impact on Quality Work output it Enhances team communication and reduces information overload. AI Tools for Design & CreativityCanva (Magic Design AI). It Generates design templates, resizes images, and suggests layouts. Impact on Quality Work output it Speeds up graphic design while maintaining professional quality. Adobe Firefly (Generative AI) it Creates AI-generated images, videos, and design elements. Impact on Quality Work output it Assists designers in producing high-quality visuals faster. DALL·E (OpenAI) it Generates custom images from text prompts.Impact on Quality Work output is Useful for marketing, presentations, and creative projects. Van Esch, Black, and Ferolie, (2019). Opined that AI Tools for Customer Support & Service Quality. Zendesk AI helps Automates ticket routing, provides chatbot responses, and analyzes customer sentiment. Impact on Quality Work output it Improves response time and customer satisfaction. Intercom (with AI chatbots) it Handles FAQs,qualifies leads, and provides instant support.Impact on Quality Work output it Reduces workload

on human agents while maintaining service quality. ChatGPT for Customer Service. Deploys AI chatbots for 24/7 customer interactions.Impact on Quality Work output it Ensures consistent and quick customer responses. AI Tools for HR & Employee Productivity Pymetrics (for Bias-Free Hiring) it Uses AI-driven games to assess candidate skills and cultural fit. impact on Quality Work output Improves hiring quality and reduces unconscious bias. Lattice (for Performance Management) it Tracks employee performance and provides AI-driven feedback. Impact on Quality Work output to Enhances employee growth and productivity. Otter AI (for Meeting Transcription) it Transcribes and summarizes meetings in real-time. Impact on Quality Work output Ensures accurate documentation and follow-ups.

AI tools play a crucial role in maintaining and improving work quality output in human resource across industries. From automating mundane tasks to enhancing creativity and decision-making, these tools help businesses operate more efficiently while delivering high-quality outputs. Companies that strategically integrate AI into workflows gain a competitive edge by optimizing productivity, reducing errors, and fostering innovation.AI in Recruitment and Talent Acquisition.Tambe, Cappelli, and Yakubovich, (2019). Posited that Automated Resume Screening. Recruitment is a time-consuming process, often requiring HR professionals to sift through hundreds of resumes. AI-powered Applicant Tracking Systems (ATS) like Workday, Greenhouse, and Lever use machine learning to analyze resumes, match candidates with job descriptions, and rank applicants based on qualifications. This reduces human bias and ensures that only the most suitable candidates proceed to the interview stage.AI-Driven Candidate Sourcing. Tambe, and Cappelli, Yakubovich, (2019). State that AI tools like LinkedIn Talent Insights and Hire Vue leverage predictive analytics to identify passive candidates who may not have applied but possess the right skills. These tools scan professional networks, social media, and databases to recommend top talent, significantly improving hiring efficiency.

Chatbots for Initial Candidate Interaction. Kaplan and Haenlein, (2019). Asserted that AI chatbots such asMya and Olivia engage with applicants, answer FAQs, schedule interviews, and even conduct preliminary assessments. This improves the candidate experience while freeing HR personnel to focus on strategic tasks. Impact on Quality Work Output By reducing hiring time and improving candidate fit, AI ensures that organizations onboard skilled professionals who contribute effectively to business goals.AI in Employee Onboarding and Training. Personalized Onboarding Experience. AI-driven platforms like BambooHR and Telemundo customize onboarding programs based on employee roles, learning pace, and preferences. McCarthy et al., (2019) stress that Virtual assistants guide new hires through company policies, documentation, and team introductions, ensuring a smooth transition.AI-Powered Learning and Development (L&D)AI tools such as Coursera for Business and Degreedrecommend personalized training modules based on employees' skill gaps and career aspirations. Niehueser and Boak, (2020) posited that Machine learning algorithms track progress and adapt content to optimize learning outcomes. Impact on Quality Work Output on Effective onboarding and continuous learning ensure employees are well-equipped to perform their roles efficiently, leading to higher productivity and innovation.

AI in Performance Management. Real-Time Performance TrackingTraditional annual performance reviews are being replaced by AI-driven continuous feedback systems. Tools like 15Five and Lattice use natural language processing (NLP) to analyze employee feedback, track key performance indicators (KPIs), and provide actionable insights. Predictive Analytics for Performance Trends. Malik et al., (2021) opined that AI identifies patterns in employee performance, predicting potential burnout or disengagement. Managers can proactively address issues before they impact productivity. Impact on Quality Work OutputRegular, data-backed feedback helps employees improve performance, align with organizational goals, and maintain high work standards. Rodgers et al., (2023) state thatAI in Employee Engagement and Retention Sentiment Analysis for Employee Satisfaction. AI tools like Glint and Peakon analyze employee surveys, emails, and communication patterns to gauge morale. Sentiment analysis detects dissatisfaction early, allowing HR to implement corrective measures. (Dr. Varsha,2023) asserted that AI-Powered Retention StrategiesPredictive analytics identify employees at risk of leaving by examining factors like workload, engagement levels, and career growth opportunities. HR can then offer tailored retention strategies, such as promotions or flexible work

arrangements. Impact on Quality Work Output.Waheed et al., (2019) stress thatHigh engagement levels correlate with increased productivity and innovation. AI helps maintain a motivated workforce, reducing turnover and sustaining quality output.

AI in Workforce Planning and Decision-Making. Predictive Workforce AnalyticsAI tools like Visier and IBM Watson Talent Insights forecast workforce needs by analyzing trends in hiring, attrition, and business growth. Nawaz and Gomes, (2019) opined that this enables proactive talent planning. AI for Diversity and Inclusion reduce Bias in HR decisions can be minimized using AI algorithms that ensure fair promotions, pay equity, and inclusive hiring practices. Impact on Quality Work Output. Strategic workforce planning ensures the right talent is in place to meet business demands, fostering a culture of excellence.

Challenges and Ethical Considerations. Niehueser et, al (2020) state that Despite its benefits, AI integration in HR presents challenges: Data Privacy Concerns. AI relies on employee data, raising privacy issues. Compliance with GDPR and other regulations is crucial. Algorithmic Bias: If trained on biased data, AI may perpetuate discrimination. Regular audits are necessary. Employee Resistance. Workers may fear job displacement. Iqbal F.M. Iqbal (2018) posited that Transparent communication about AI's role as an enabler, not a replacement, is essential. Integrating AI into HR management enhances efficiency, reduces bias, and improves work output quality. From recruitment to retention, AI-driven insights empower HR professionals to make data-backed decisions that align with organizational goals. While challenges exist, responsible AI adoption can revolutionize HR practices, fostering a productive, engaged, and high-performing workforce. MaityMaity (2019). State that As AI continues to evolve, organizations that embrace these tools will gain a competitive edge, ensuring sustainable growth and superior work quality in the digital age. AI tools play a crucial role in maintaining and improving work quality across industries. From automating mundane tasks to enhancing creativity and decision-making, these tools help businesses operate more efficiently while delivering high-quality outputs. Companies that strategically integrate AI into workflows gain a competitive edge by optimizing productivity, reducing errors, and fostering innovation.

Literature The integration of Artificial Intelligence (AI) in Human Resource Management (HRM) has gained significant attention in recent years due to its potential to enhance efficiency, decision-making, and overall work quality. This literature review examines academic research, industry reports, and case studies on AI applications in HRM, focusing on recruitment, employee engagement, performance management, and workforce analytics. The literature confirms that AI enhances HRM by improving recruitment, engagement, and performance management. However, challenges like bias, privacy, and employee trust must be addressed. Future research should explore: Explainable AI (XAI) for transparent HR decisions. Hybrid AI-Human Collaboration to balance automation and empathy.

Statement of the Problem

In today's rapidly evolving business landscape, organizations are increasingly adopting Artificial Intelligence (AI) to optimize Human Resource Management (HRM) processes. AI-powered tools promise to enhance recruitment, employee engagement, performance management, and workforce planning, ultimately leading to higher productivity and superior work output. However, despite the potential benefits, the integration of AI in HRM presents significant challenges, including ethical concerns, resistance to change, and the risk of algorithmic bias.This statement of the problem examines the key issues surrounding the adoption of AI in HRM, focusing on how organizations can leverage these tools effectively while mitigating risks to ensure high-quality work output. The Growing Need for AI in HRM. Increasing Complexity of HR Functions. HR departments today handle vast amounts of data related to recruitment, employee performance, and workforce planning. Traditional manual processes are time-consuming, prone to errors, and inefficient in scaling with organizational growth. AI offers automation and data-driven insights to streamline these processes. Demand for Data-Driven Decision-Making. Modern businesses require real-time analytics to make informed HR decisions. AI tools can analyze employee behavior, predict turnover risks, and optimize talent management strategies, leading to better workforce outcomes. The Shift Toward Remote and Hybrid Work Models. The rise of remote work has made it challenging for HR teams to monitor productivity, engagement, and

performance effectively. AI-powered tools provide solutions for virtual onboarding, performance tracking, and employee engagement in decentralized work environments. Key Challenges in AI-Driven HRM. Bias and Fairness in AI Algorithms. One of the most pressing concerns is the potential for AI to perpetuate or amplify existing biases in hiring, promotions, and performance evaluations. If AI models are trained on historical data that reflects discriminatory practices, they may reinforce inequality rather than eliminate it.How can organizations ensure that AI tools used in recruitment and performance management are free from bias and promote diversity and inclusion. Employee Resistance and Trust Issues. Employees and HR professionals may resist AI adoption due to fears of job displacement, surveillance, or loss of human touch in workplace interactions.

Purpose of the Study

This study examined the integrating artificial intelligence (AI) tools in managing human resource for quality work output in Rivers State universities Nigeria. The specific objectives sought to:

- determine how pymetricsAI tools integration in HRM could improve the quality of work output. in universities in Rivers State Nigeria.
- determine how uipath AI tools integration in HRM could improve quality of work output in universities in Rivers State Nigeria.
- determine how Zendesk AI tools integration in HRM could improve the quality of work output. in universities in Rivers State Nigeria.

Research questions

The following research questions guided the study:

To what extent does pymetricsAI tools integration in HRM could improve the quality of work output. in universities in Rivers State Nigeria.

To what extent doesUipath AI tools integration in HRM could improve quality of work output in universities in Rivers State Nigeria.

To what extent doesZendesk AI tools integration in HRM could improve the quality of work output. in universities in Rivers State Nigeria.

Hypotheses

The following null hypotheses were tested at 0.5 level of significance:

H_{O1}: There is no significant difference between the mean scores of male and female staff on the extent pymetricsAI tools integration in HRM could improve the quality of work output. in universities in Rivers State Nigeria.

H_{O2}: There is no significant difference between the mean scores of male and female staff on the extentUipath AI tools integration in HRM could improve quality of work output in universities in Rivers State Nigeria.

H_{O3}: There is no significant difference between the mean scores of male and female staff on the extent Zendesk AI tools integration in HRM could improve the quality of work output. in universities in Rivers State Nigeria.

Methodology

The design of the study was descriptive survey design. The population of the study was 3000 academic and non-academic staff. The sample of 500 academic and Non-academic staff were used as sample size for the study using stratified random sampling technique. The instrument for data collection was a questionnaire titled: integrating artificial intelligence AI tools in managing human resource for quality work output (IAITMHRQWOQ). The internal consistency of the instrument was established through Cronbach alpha method. The reliability coefficient showed 0.81 for integrating artificial intelligence AI tools in managing human resource for quality work output.The sub scalespymetrics AI tools integration techniques, 0.81,Uipath AI tools technique, 0.81, Zendesk AI tools integrationTechnique, 0.73. The researcher administered the instrument with the help of 2 research

assistants, out of 500 copies of instrument administered, 401 copies were retrieved representing 80.2% return rate. The research question was answered using mean (X) and standard deviation (SD) statistics, while the hypothesis was tested at 0.05 level of significance using the z-test statistics, A criterion mean of 2.50 was used to determine the decision on the study. The hypotheses were tested using z-test at 0.05 level of significance.

Results and Discussion

The result of thehypotheses tested using z-test at 0.05 level of significance are presented below.

H_{O1}:There is no significant difference between the mean scores of male and female staff on the extent pymetricsAI tools integration in HRM could improve the quality of work outputin universities in Rivers State Nigeria.

Table 1: Z-test analysis of male and female staff on the extent pymetricsAI tools integration in HRM could improve the quality of work output in universities in Rivers State Nigeria

Respondent	X	SD	N	Df	Level of Sig.	Z-Cal.	Z-Crit.	Decision
Male	2.55	0.72	241	400	0.05	0.79	1.96	Accepted
Female	2.37	0.82	160					

Source: Field Survey, 2025

From table 1 above, it is observed that the calculated value of Z-test is 0.79 while the critical value 1.96. The null hypothesis was accepted in view of the fact that the calculated value is less than the critical value. It is therefore concluded that, there is no significant difference between the mean scores of male and female staff on the extent pymetricsAI tools integration in HRM could improve the quality of work output in universities in Rivers State Nigeria.

H_{02}:There is no significant difference between the mean scores of male and female staff on the extent Uipath AI tools integration in HRM could improve quality of work output in universities in Rivers State Nigeria.

Table 2: Z-test analysis of male and female staff on the extent Uipath AI tools integration in HRM could improve quality of work output in universities in Rivers State Nigeria

Respondent	X	SD	N	Df	Level of Sig.	Z-Cal.	Z-Crit.	Decision
Male	2.67	0.63	237	400	0.05	3.75	1.96	Rejected
Female	2.55	0.93	164					

Source: Field Survey, 2025

From table 2 above, it is observed that the calculated value of Z-test is 3.75 while the critical value is 1.96. The null hypothesis is therefore rejected due to the fact that the calculated value is greater than the critical value. It is therefore concluded that, there is a significant difference between the mean scores of male and female staff on the extent Uipath AI tools integration in HRM could improve quality of work output in universities in Rivers State Nigeria.

H_{03}:There is no significant difference between the mean scores of male and female staff on the extent Zendesk AI tools integration in HRM could improve the quality of work outputin universities in Rivers State Nigeria.

Table 3: Z-test analysis of male and female staff on the extent Zendesk AI tools integration in HRM could improve the quality of work output in universities in Rivers State Nigeria

Respondent	X	SD	N	Df	Level of Sig.	Z-Cal.	Z-Crit.	Decision
Male	2.93	0.53	245	400	0.05	2.96	1.96	Rejected
Female	2.67	0.85	156					

Source: Field Survey, 2025

From table 3 above, it is observed that the Z- calculated value is 2.96, while the Z-critical value is 1.96. Hence the null hypothesis was therefore rejected as a result of the fact that the calculated value is greater than the critical value.It is therefore concluded that, there is a significant difference between the mean scores of male and female staff on the extent Zendesk AI tools integration in HRM could improve the quality of work outputin universities in Rivers State Nigeria.

Discussion of Findings

The results in table 1 above showed that there is no significant difference between the mean scores of male and female staff on the extent pymetricsAI tools integration in HRM could improve the quality of work output in universities in Rivers State Nigeria. This result implies that integration of pymetrics AI tools does bring about improved quality of work output in universities in Rivers State, Nigeria. This result negatesBrynjolfsson, and McAfee, (2017) assertion that organizations that integrate AI into HR processes benefit from streamlined operations, data-driven insights, and improved work output quality. Maity (2019) states that as AI continues to evolve, organizations that embrace these tools will gain a competitive edge, ensuring sustainable growth and superior work quality in the digital age. AI tools play a crucial role in maintaining and improving work quality across industries. From automating mundane tasks to enhancing creativity and decision-making, these tools help businesses operate more efficiently while delivering high-quality outputs. Companies that strategically integrate AI into workflows gain a competitive edge by optimizing productivity, reducing errors, and fostering innovation.

The findings in table 4 indicated that there is a significant difference between the mean scores of male and female staff on the extent Uipath AI tools integration in HRM could improve quality of work output in universities in Rivers State Nigeria. This result indicates that increased usage of Uipath AI tools can improve quality of work output in universities in Rivers State, Nigeria. This result is in line with the study of Brynjolfsson, and McAfee, (2017) who states that organizations that integrate AI into HR processes benefit from streamlined operations, data-driven insights, and improved work output quality. Maity (2019) states that as AI continues to evolve, organizations that embrace these tools will gain a competitive edge, ensuring sustainable growth and superior work quality in the digital age. AI tools play a crucial role in maintaining and improving work quality across industries. From automating mundane tasks to enhancing creativity and decision-making, these tools help businesses operate more efficiently while delivering high-quality outputs. Companies that strategically integrate AI into workflows gain a competitive edge by optimizing productivity, reducing errors, and fostering innovation.

The findings in table 3 revealed that there is a significant difference between the mean scores of male and female staff on the extent Zendesk AI tools integration in HRM could improve the quality of work output in universities in Rivers State, Nigeria. This implies that continue usage of Zendesk AI tools improves the quality of work output in universities in Rivers State. The findings is also in tandem with the study of Brynjolfsson, and McAfee, (2017) assertion that organizations that integrate AI into HR processes benefit from streamlined operations, data-driven insights, and improved work output quality. Maity (2019) states that as AI continues to evolve, organizations that embrace these tools will gain a competitive edge, ensuring sustainable growth and superior work quality in the digital age. AI tools play a crucial role in maintaining and improving work quality across industries. From automating

mundane tasks to enhancing creativity and decision-making, these tools help businesses operate more efficiently while delivering high-quality outputs. Companies that strategically integrate AI into workflows gain a competitive edge by optimizing productivity, reducing errors, and fostering innovation.

Conclusion

In line with the study findings, the study therefore concluded that AI tools significantly enhance HR management by improving efficiency, streamlining processes, and making data-driven decisions, ultimately contributing to higher quality work output. It plays a crucial role in maintaining and improving work quality across industries. It is evidence that AI tools help businesses operate more efficiently while delivering high-quality outputs. Companies that strategically integrate AI into workflows gain a competitive edge by optimizing productivity, reducing errors, and fostering innovation. AI can automate tasks, analyze performance data, and personalize employee experiences, leading to better hiring, improved employee engagement, and enhanced talent management.

Recommendations

Based on the study findings and conclusion, the following recommendations are made:

Educational administrators in Rivers State should develop comprehensive plans that outline the goals, objectives, and strategies for successful integration. This includes conducting needs assessments to understand the target audience and their requirements, as well as staying updated with technological advancements that can enhance the learning experience in Universities in Rivers State Nigeria.

Management of universities in Rivers State should develop its staff on the use of AI by identifying and developing relevant skills. This could include training on AI-powered tools, data analysis, and understanding the ethical implications of using AI in HR.

Management of universities in Rivers State should recognize and address potential challenges associated with AI in HR, such as algorithmic bias, data privacy, and lack of transparency.

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