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Transforming Public Sector Human Resource Management through Artificial Intelligence: A case Study of Algeria Telecom

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Abstract :

This study examines the impact of Artificial Intelligence (AI) on Human Resource Management (HRM) within the public sector, using Algérie Télécom (Tlemcen) as an empirical case. Adopting a descriptive-correlational design, data were collected from 120 employees and analyzed using descriptive statistics, Pearson correlation, and multiple regression models. The findings indicate that AI adoption significantly enhances recruitment efficiency, training effectiveness, and HR data accuracy, with a positive and statistically significant effect on overall HR performance ($\beta = 0.42$, $p < 0.01$). However, the results also reveal persistent concerns related to algorithmic transparency, perceived fairness, and data privacy, which influence employee acceptance of AI systems. The study demonstrates that the effectiveness of AI in HRM is not solely driven by technological capabilities but is contingent upon governance quality, digital readiness, and workforce competencies. By providing empirical evidence from a public enterprise in a developing economy, this research addresses a critical gap in the literature and contributes to the understanding of AI-enabled HR transformation in underexplored institutional contexts. The findings highlight the need for robust ethical frameworks and targeted capacity-building strategies to ensure responsible and sustainable AI integration.

Keywords : Artificial Intelligence; Human Resource Management; Digital Transformation; Recruitment; Performance Evaluation; Algérie Télécom.
Jel Classification Codes: M12 – O33 – J24**.**

1.Introduction:

Artificial Intelligence (AI) is currently transforming organizational structures, decision-making processes, and workforce management practices across industries. In Human Resource Management (HRM), AI technologies are increasingly deployed to support recruitment processes, training design, performance evaluation, and strategic workforce planning. These developments have generated unprecedented opportunities for organizational efficiency, cost reduction, and data-driven decision-making.

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However, the integration of AI into HRM functions introduces complex organizational, ethical, and social challenges. HR decisions directly influence employees' careers, working conditions, and professional development opportunities. Consequently, algorithmic decision-making raises critical concerns regarding fairness, transparency, accountability, and data privacy. Scholars increasingly argue that AI adoption in HRM represents not merely a technological upgrade but a fundamental transformation of organizational governance and labor relations (Jarrahi, 2018).

In developed economies, organizations have rapidly adopted AI-based HR solutions, supported by strong digital infrastructure and regulatory frameworks. Conversely, empirical evidence regarding AI adoption in public enterprises within developing countries remains limited. These organizations often operate under institutional constraints, limited technological readiness, and workforce skill disparities, which may significantly influence AI implementation outcomes.

The Algerian public telecommunications sector represents a particularly relevant context for examining these transformations. Algérie Télécom, as a leading national operator, has initiated digital transformation strategies aimed at improving administrative efficiency and service quality. Within this broader transformation, HR departments have begun experimenting with AI-supported systems for recruitment screening, training management, and employee data processing.

This study investigates the adoption of AI technologies in HRM practices at the Tlemcen agency of Algérie Télécom. The research aims to examine how AI tools influence organizational efficiency, employee perceptions, and ethical governance mechanisms. Specifically, The study specifically aims to respond to the following research questions:

How are AI tools integrated into HRM practices within Algérie Télécom?

How do employees perceive AI adoption in terms of efficiency, fairness, and job satisfaction?

What role does ethical governance play in shaping employee acceptance of AI systems?

By addressing these questions, the study contributes to the emerging literature on AI-enabled HRM in three major ways. First, it provides empirical evidence from a public enterprise in North Africa, a context rarely explored in existing research. Second, it integrates socio-technical and governance perspectives to analyze AI adoption. Third, it proposes policy and managerial recommendations aimed at ensuring responsible AI implementation in HRM.

1.1 Digital Transformation in Algerian Public Enterprises

Over the last decade, Algerian public enterprises have increasingly embraced digital transformation strategies to improve operational efficiency and administrative transparency. The telecommunications sector has been at the forefront of this transformation due to growing demand for digital services and increased private operator competition.

Algérie Télécom has introduced several digitalization initiatives, including automated customer service systems, online administrative platforms, and data analytics tools. These initiatives reflect broader governmental objectives aimed at

promoting digital governance and economic diversification beyond hydrocarbon dependency.

Within HRM departments, digital transformation has primarily focused on reducing administrative workload, improving recruitment efficiency, and supporting continuous employee training. AI technologies represent the most recent stage of this transformation, enabling predictive analytics and automated decision-support mechanisms.

Nevertheless, the introduction of AI technologies within public enterprises raises significant institutional challenges. Public-sector organizations are typically characterized by formalized administrative procedures, strong labor protections, and heightened accountability requirements. These characteristics may slow technological adoption but simultaneously emphasize the importance of ethical governance and employee participation.

1.2 AI Adoption in HRM: Opportunities and Risks

AI adoption in HRM offers substantial benefits. Automated recruitment tools can process large volumes of applications efficiently, reducing hiring time and administrative costs. AI-based training platforms enable personalized learning pathways that adapt to employees' performance and professional development needs. Performance analytics systems provide objective evaluation metrics that support strategic workforce planning.

Empirical research demonstrates that AI adoption can significantly enhance HRM efficiency and decision accuracy (Vrontis et al., 2022). Organizations increasingly rely on predictive analytics to anticipate employee turnover, identify skill gaps, and design targeted training programs.

Despite these advantages, AI adoption also introduces critical risks. Algorithmic systems may reproduce historical biases embedded in training data, potentially leading to discriminatory recruitment or evaluation outcomes (Raghavan et al., 2020). Furthermore, increased data collection raises concerns regarding employee surveillance and privacy violations.

Employees' perceptions of AI systems play a decisive role in determining adoption success. Studies indicate that employee resistance often emerges when AI systems are perceived as opaque, unfair, or threatening job security. Therefore, transparency and human oversight are essential components of responsible AI integration.

1.3 Research Significance

The majority of existing AI–HRM studies focus on private-sector organizations in technologically advanced economies. Public enterprises in developing countries remain underrepresented in empirical research, despite facing unique digital transformation challenges.

This study addresses this gap by providing a detailed case analysis of AI adoption in Algérie Télécom. The findings are expected to contribute to both academic literature and policy development by offering insights into how public enterprises can balance technological innovation with ethical and social considerations.

2. Literature Review

2.1 AI in Recruitment

Artificial Intelligence has fundamentally transformed recruitment processes in organizations worldwide. Automated applicant tracking systems (ATS), AI-driven resume screening, and predictive analytics enable HR departments to handle large volumes of applications efficiently (Upadhyay & Khandelwal, 2018). AI tools can identify patterns in candidate profiles, match qualifications with job requirements, and predict employee performance potential.

Research, however, identifies serious hazards. Discrimination, especially against disadvantaged groups, can be sustained by biases inherent in past hiring data. (Raghavan et al., 2020). Transparency in algorithmic decisions, employee involvement in process design, and continuous monitoring are crucial for mitigating these risks (Davenport et al., 2020).

In the context of public enterprises like Algérie Télécom, recruitment decisions must also comply with institutional regulations and labor protections. AI adoption in this context offers opportunities to reduce administrative bottlenecks while maintaining fairness and accountability.

2.2 AI in Training and Development

AI-driven learning management systems (LMS) provide personalized training pathways, adapting content to employees' skills and performance metrics (Bersin, 2021). Predictive analytics can identify skill gaps and recommend targeted training interventions. Research indicates that AI-supported training improves learning outcomes, engagement, and skill retention (Zhang et al., 2021).

In public enterprises, training often faces constraints such as limited budgets, standardized curricula, and bureaucratic approval processes. AI can optimize these constraints by dynamically adjusting content delivery, tracking employee progress, and offering automated feedback.

2.3 AI in HR Data Management

AI in the Management of HR Data Workforce planning, predictive turnover analysis, and employee performance evaluation are examples of AI uses in HR data management. (Vrontis et al., 2022). Machine learning algorithms can analyze historical HR data to forecast attrition, identify high-potential employees, and optimize succession planning. This data-driven approach enhances strategic HR decision-making.

However, managing employee data ethically remains a central concern. Public-sector employees are particularly sensitive to privacy issues. Algorithmic governance, transparency, and compliance with data protection laws are essential to ensure responsible AI deployment.

3. Theoretical Framework

To analyze AI adoption in HRM, this study integrates four complementary theoretical perspectives:

Technology Acceptance Model (TAM) – Explains employee adoption of AI systems based on perceived usefulness and perceived ease of use (Davis, 1989).

Resource-Based View (RBV) – Positions AI as a strategic organizational resource that can create sustained competitive advantage through unique capabilities and knowledge integration (Barney, 1991).
Socio-Technical Systems Theory – Highlights the interplay between technological and social subsystems, emphasizing the need for human–AI collaboration for effective outcomes (Baxter & Sommerville, 2011).
Algorithmic Management Perspective – Focuses on governance of AI systems, transparency, fairness, and employee perception in algorithmically mediated HR decisions (Lee et al., 2015).
By combining these perspectives, the study examines not only how AI tools function technically but also how employees perceive, interact with, and respond to these systems in a complex socio-organizational context.

3.1 Conceptual Model (Integrated Framework)

The conceptual framework for this study proposes that:
AI adoption in recruitment, training, and data management → improves HR efficiency and organizational performance.
The effectiveness of AI adoption is mediated by employee views of fairness, transparency, and job security..
Institutional governance and ethical oversight → moderate the relationship between AI deployment and employee acceptance.
This framework allows for empirical testing of both technological and social dimensions of AI adoption in HRM.

3.Methodology and Results

3.1 Research Design

This study adopts a quantitative, descriptive-correlational research design combined with case study methodology to investigate the adoption and impact of AI in HRM at Algérie Télécom – Tlemcen. The design is chosen to capture both statistical relationships between AI adoption and HR outcomes and the contextual nuances of a public-sector organization.

- **Population**: Employees of Algérie Télécom – Tlemcen across three divisions: Recruitment, Training & Development, and HR Data Management.
- **Sample**: 120 employees selected through stratified random sampling to ensure representation across departments and job levels.
- **Data Collection** Period: February 2026.

Rationale: The combination of quantitative measures and contextual analysis allows for assessing employee perceptions, efficiency gains, and ethical considerations associated with AI tools.

3.2 Data Collection Instruments

Three instruments were used:

- **Structured Questionnaire (Likert-scale)**

-Measures employee perceptions of AI adoption, usability, fairness, and impact on productivity.
-Includes 25 items divided into three sections: Recruitment, Training, Data Management.

- **Document Review**

-Analysis of HR records, AI adoption reports, and internal training data to quantify efficiency improvements and identify patterns in employee engagement.

- **Semi-structured Interviews (Subset: n=20)**

-Provides qualitative insights into employee experiences, challenges, and expectations regarding AI tools.

Validation:

- Cronbach's alpha for reliability: 0.87 (acceptable).
- Content validity established via expert review by HR managers and AI specialists.

3.3 Data Analysis Methods

- **Descriptive Statistics**: Frequencies, means, and standard deviations for employee responses.
- **Correlation Analysis**: Pearson correlation to explore relationships between AI adoption and HR outcomes (efficiency, satisfaction, training effectiveness).
- **Regression Analysis**: Multiple regression to test predictive impact of AI adoption on organizational performance metrics.
- **Thematic Analysis (Qualitative Data):** Coding employee interview responses to identify recurring themes related to acceptance, challenges, and ethical concerns.

3.4 Results: AI in Recruitment

- **Efficiency Gains**: AI tools reduced average resume screening time from 10 days to 3 days, representing a 70% efficiency improvement.
- **Employee Perceptions**:

✓ 82% reported that AI helped identify more qualified candidates.
✓ 68% expressed concern about transparency and potential biases in AI-driven selection.

- Correlation: Strong positive correlation ($r = 0.61$, $p < 0.01$) between AI adoption and recruitment efficiency.

Observation from Interviews: Employees appreciated faster processing but requested greater visibility into algorithmic decision criteria to ensure fairness.

3.5 Results: AI in Training & Development

- **Personalized Learning:** AI-driven LMS automatically recommended modules based on performance gaps, leading to a 23% improvement in post-training assessment scores.
- **Engagement:** Employees reported higher motivation and satisfaction with AI-customized learning paths (mean = 4.2/5).
- **Challenges:** Limited digital literacy among senior employees slowed adoption; some reported difficulty navigating the LMS.

Correlation: Moderate positive correlation ($r = 0.54$, $p < 0.01$) between AI-supported training and skill improvement.

3.6 Results: AI in HR Data Management

- **Predictive Analytics:** AI successfully identified high-risk attrition cases, allowing managers to implement targeted retention strategies.
- **Data Accuracy**: Error rates in HR record management dropped from 12% to 3% post-AI adoption.
- **Employee Concerns**: 60% expressed privacy concerns regarding sensitive data handling; transparency policies were recommended.

Regression Analysis: AI adoption significantly predicted overall HR efficiency ($\beta = 0.42$, $p < 0.01$), even after controlling for department size and employee seniority.

Key Insights

- **AI adoption improved operational efficiency** across recruitment, training, and HR data management.
- **Employee perceptions are mixed**: efficiency gains are acknowledged, but concerns regarding transparency, fairness, and privacy persist.
- **Organizational policies and ethical frameworks** are critical for sustaining AI adoption in public enterprises.

4. Discussion

4.1 Interpretation of Key Findings

The results from Algérie Télécom – Tlemcen highlight several critical insights into the adoption of AI in HRM:

1. **Efficiency Gains Across HR Functions:**

- Recruitment, training, and HR data management all benefited from AI adoption.
- Screening time, post-training assessment scores, and HR record accuracy improved significantly.
- These findings align with Cascio & Montealegre (2016), who argue that AI reduces operational workload and enhances decision-making accuracy.

2. **Employee Perceptions and Mixed Reactions:**

- Positive perceptions of efficiency are tempered by concerns about transparency, fairness, and privacy.
- Upadhyay & Khandelwal (2018) emphasize that while AI can improve recruitment efficiency, employees may mistrust "black-box" algorithms without clear explanations.

3. **Training and Development Transformation:**

- AI-driven personalized learning increased engagement and performance.
- This supports Zhang et al. (2021), who found that adaptive learning systems significantly improve employee skill acquisition and retention.

4. **Ethical and Privacy Concerns:**

- Even with efficiency gains, AI adoption raises ethical challenges, particularly in public-sector contexts where employee data is sensitive.
- Raghavan et al. (2020) note that without clear ethical guidelines, AI systems may perpetuate bias or erode trust.
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4.2 Comparison with Previous Studies

Theme	Current Study	Previous Research	Alignment/Gap
Recruitment Efficiency	AI reduced screening from 10 to 3 days	Upadhyay & Khandelwal (2018): AI accelerates resume screening	Alignment
Training Effectiveness	23% improvement in assessment scores	Zhang et al. (2021): AI-personalized training improves performance	Alignment
HR Data Management	Error rate dropped from 12% to 3%	Bersin (2021): AI improves record accuracy	Alignment
Employee Concerns	68% concerned about transparency	Raghavan et al. (2020): Black-box algorithms raise fairness concerns	Alignment

Observation: While prior research mainly focuses on efficiency metrics, this study contributes practical insights into employee perceptions and public-sector challenges, bridging a key gap in the literature.

No.	Study	Year / Journal	Research Approach	Methodology	Key Findings	Research Gap Compared to the Current Study
1	Abdelraouf & Kadry – *The Impact of Artificial Intelligence on Recruitment and Selection of HRM*	2024 – Journal of Commercial and Environmental Studies	Quantitative	Survey data analyzed using Structural Equation Modeling (SEM) with a sample of 109 participants	The study found that AI applications significantly improve recruitment efficiency by reducing hiring time, enhancing	The research focused only on recruitment processes and did not examine the broader transformation of HRM within public sector organizations.

					candidate selection accuracy, and lowering recruitment costs.	
2	Shouran & Ali – *The Implementation of Artificial Intelligence in Human Resources Management*	2024 – Journal of International Conference Proceedings	Analytical / Conceptual	Conceptual analysis and literature review of AI applications in HRM	The results indicated that AI can automate routine HR tasks and improve talent management, workforce planning, and organizational efficiency.	The study is theoretical and lacks empirical testing within real public sector organizations.
3	Alsaif & Aksoy – *Artificial Intelligence in HRM: A Literature Review*	2023 – Journal of Organizational Computing and Commerce	Qualitative	Literature review of existing studies on AI in HRM	Findings suggest that AI enhances decision-making efficiency, improves employee experience, and supports data-driven HR management.	The study is limited to theoretical analysis and does not explore specific sectors such as telecommunications or public organizations.
4	Chauhan & Tyagi – *The Impact of Artificial Intelligence on Human Resource Management*	2025 – International Journal of Research and Innovation in Applied Science	Analytical	Comprehensive analysis of literature on AI applications in HRM	The study found that AI technologies transform HRM models by improving talent management and strategic workforce planning.	The study provides a general analysis without examining a specific organizational case.
5	Mu Li – *The Impact of Artificial Intelligence on HRM Systems: Applications and Risks*	2024 – Applied and Computational Engineering	Analytical	Analytical study of AI applications within HRM systems	The study found that AI technologies transform HRM models by improving talent management and strategic workforce planning.	The research mainly focuses on technological aspects without addressing organizational transformation within a real institution.
6	Ashurbaev & Saidkulov –	2024 – International	Quantitative	Field survey conducted	Results showed that integrating	The empirical application was

	Integrating Artificial Intelligence into Human Resource Management	Journal of Artificial Intelligence		within the banking sector	AI tools improves employee performance evaluation, skill analysis, and overall employee satisfaction.	conducted in the private banking sector rather than in public organizations.
7	Raza et al. – *Artificial Intelligence in HRM: Recruitment, Evaluation and Retention*	2025 – Journal of Media Horizons	Qualitative	Analytical review of recent research on AI applications in HRM	The findings indicate that AI-driven predictive analytics help organizations anticipate employee turnover and improve talent retention strategies.	The study is conceptual and does not rely on empirical organizational data.

Research Gap in Relation to the Current Study

Based on the analysis of the previous studies, several **key research gaps** emerge:

1. **Limited empirical research in the public sector**
   Most previous studies focus on private sector organizations or theoretical discussions, while empirical research on AI implementation in public sector HRM remains limited.
2. **Lack of studies in the telecommunications sector**
   Existing studies primarily examine sectors such as banking, education, or general industries, whereas the telecommunications sector—particularly public telecommunications organizations—has received little attention.
3. **Focus on specific HR functions rather than comprehensive transformation**
   Many studies examine specific HR activities such as recruitment, training, or performance evaluation, but few explore the **overall transformation of HRM systems through AI technologies**.
4. **Scarcity of research in the Algerian and African context**
   The majority of the literature focuses on Europe, Asia, or North America, creating a significant gap in research addressing AI-driven HR transformation in African public organizations such as **Algérie Telecom**.

4.3 Organizational Implications

1. **Policy and Governance:**
   - ✓ Public organizations must implement AI governance frameworks to ensure transparency, fairness, and compliance with privacy laws.

2.Employee Training:

- ✓ Digital literacy programs are crucial to help employees navigate AI tools effectively.

- ✓ Older or less tech-savvy employees may require hands-on training and support.

3. Ethical Considerations:

- ✓ Organizations should audit AI algorithms regularly to prevent bias.
- ✓ Clear communication about AI decision-making builds trust and reduces resistance.

4.4 Implications & Recommendations

4.4.1 Strategic Implications for HR Management

The study's findings suggest several strategic implications for HR departments in public-sector organizations adopting AI:

1. **Enhanced Decision-Making:**
   - AI tools enable HR managers to make faster and more data-driven decisions.
   - For example, at Algérie Télécom – Tlemcen, the time to shortlist candidates dropped by 70%, which allowed HR teams to focus on strategic initiatives such as workforce planning and talent development.
   - Cascio & Montealegre (2016) emphasize that AI adoption transforms HR roles from administrative to strategic functions, enhancing overall organizational agility.
2. **Resource Optimization:**
   - Automating repetitive HR tasks, such as payroll processing and attendance monitoring, frees resources for employee engagement initiatives.
   - Bersin (2021) argues that AI reduces operational costs while increasing process accuracy, a finding confirmed by the 9% reduction in HR record errors observed in this study.
3. **Risk Mitigation and Compliance:**
   - AI tools can improve compliance by tracking legal and regulatory requirements in HR processes.
   - Raghavan et al. (2020) highlight that algorithmic oversight is critical in mitigating ethical risks, especially in public organizations handling sensitive employee data.

4.4.2 Recommendations for Successful AI Integration

Based on the empirical findings, the following recommendations are proposed:

1. **Develop a Comprehensive AI Governance Framework:**
   - Organizations should establish policies for AI usage, data privacy, and decision accountability.
   - Regular audits and algorithmic transparency reports are recommended to maintain trust.
   - Example: Implementing a quarterly AI audit to assess bias in recruitment algorithms, as suggested by Upadhyay & Khandelwal (2018).
2. **Invest in Employee Digital Literacy**:
   - AI adoption requires staff to understand the tools they interact with.

- Tailored training programs, especially for senior employees or those less familiar with technology, can reduce resistance and enhance adoption rates.
- Zhang et al. (2021) show that employees participating in AI-assisted training programs achieve higher engagement and retention rates.

3. **Encourage Participatory AI Implementation:**
   - Involve employees in the design and rollout of AI systems.
   - Surveys and focus groups at Algérie Télécom – Tlemcen revealed that employee involvement increased perceived fairness and acceptance of AI.
   - This aligns with research by Davenport & Ronanki (2018), who argue that participatory design reduces fear and builds trust in AI applications.
4. **Monitor Ethical Implications Continuously:**
   - Develop bias detection protocols and ethical guidelines for AI in recruitment and performance evaluations.
   - Ensure that AI does not unintentionally disadvantage certain employee groups.
   - Regular ethical reviews, combined with employee feedback mechanisms, are crucial.

5. Conclusion

5.1 Summary of Key Findings

This study examined the impact of artificial intelligence (AI) adoption on human resource management (HRM) within the public sector, focusing on Algérie Télécom – Tlemcen. The analysis revealed several significant insights:

1. **Efficiency Gains:**
   - AI tools accelerated HR processes such as recruitment, performance evaluation, and attendance monitoring.
   - For instance, candidate shortlisting times decreased by 70%, enabling HR staff to dedicate more time to strategic initiatives.
2. **Employee Engagement and Satisfaction:**
   - When AI was used to assist rather than replace human decision-making, employees reported higher job satisfaction and perceived fairness.
   - Employee involvement in AI system implementation significantly enhanced acceptance, echoing findings by Davenport & Ronanki (2018).
3. **Operational and Ethical Considerations:**
   - While AI improves accuracy and reduces errors, it raises concerns about data privacy and algorithmic bias.
   - The study emphasizes the need for continuous monitoring and ethical governance frameworks, aligning with Raghavan et al. (2020) and Upadhyay & Khandelwal (2018).

5.2 Theoretical Contributions

The study contributes to HRM and AI integration literature in several ways:

1. **Bridging Theory and Practice:**
   - Combines insights from strategic HRM theory (Cascio & Montealegre, 2016) with empirical data from a public-sector case.

- Demonstrates how AI adoption can transform HR roles from administrative to strategic, decision-supportive functions.

2. **Context-Specific Insights:**

- Provides evidence from a North African public-sector context, where research on AI in HRM remains limited.
- Highlights unique challenges, such as digital literacy gaps and bureaucratic constraints, which can influence AI adoption success.

5.3 Practical Implications

The study outlines clear recommendations for public-sector organizations:

1. **Strategic Integration**:

- HR departments should integrate AI with existing strategic goals, ensuring alignment with organizational mission and workforce planning.

2. **Employee Training and Participation:**

- Structured training programs and participatory design approaches improve adoption and minimize resistance (Zhang et al., 2021).

3. **Ethical Governance:**

- Regular audits and bias-detection protocols are necessary to safeguard fairness and compliance in HR decision-making.

5.4 Limitations and Future Research

Despite its contributions, the study has some limitations:

1. **Single-Case Context:**

- Findings are based on Algérie Télécom – Tlemcen, which may limit generalizability.
- Future research could explore comparative studies across multiple public-sector organizations.

2. **Short-Term Analysis**:

- The study assessed AI implementation over a limited time frame. Longitudinal studies could provide insights into the sustained effects on HR outcomes.

3. **Employee Perspective:**

- While surveys captured employee perceptions, more qualitative interviews could deepen understanding of AI-related experiences and concerns.

5.5 Concluding Remarks

This study confirms that AI adoption in HRM is not merely a technological upgrade but a strategic enabler. By automating routine tasks, enhancing decision-making, and fostering employee engagement, AI can transform HR functions, especially in public-sector organizations with limited resources. However, ethical governance, training, and participatory implementation remain critical to ensuring sustainable benefits.

In the Algerian public-sector context, the study provides a roadmap for leveraging AI while balancing efficiency, fairness, and employee acceptance. As AI technologies evolve, continuous evaluation and adaptation will be essential to maximize HRM potential and support organizational development.

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