AI GOVERNANCE IN HUMAN RESOURCES: TRANSPARENCY, COMPLIANCE, AND FAIRNESS IN AUTOMATED PROCESSES

GOVERNANÇA DE IA EM RECURSOS HUMANOS: TRANSPARÊNCIA, CONFORMIDADE E EQUIDADE EM PROCESSOS AUTOMATIZADOS

GOBERNANZA DE IA EN RECURSOS HUMANOS: TRANSPARENCIA, CUMPLIMIENTO Y EQUIDAD EN PROCESOS AUTOMATIZADOS

https://doi.org/10.56238/sevened2026.008-221

Denilson Albano Portácio[1], Francisca Elsa Silva Franklin[2], Francisco José Lopes Cajado[3], Ilcimar Gomes Vieira Costa[4], Irene Mendes Fontes[5], Juliana Alves Coelho[6], Maria Antônia do Socorro Rabelo Araujo[7], Ricardo Cesar de Oliveira-Borges[8], Rickardo Léo Ramos Gomes[9], Roberto Augusto Caracas Neto[10], Walter Junior Silva Sousa[11]

ABSTRACT

The adoption of artificial intelligence in companies is changing human resource management practices. This is evident in practices such as recruitment, performance evaluation, and talent management. This creates a new context in which technology influences decisions and management strategies within organizations. The discussion of technological governance is crucial, especially in Human Resources. This debate is even more important given the growing need to ensure transparency in automated processes. It is essential to ensure strict compliance with regulatory standards and respect for principles of fairness in the workplace, making ethical management of these technologies essential. A qualitative approach was adopted to investigate the governance of artificial intelligence in Human Resources. This

[1] Master's degree in Letters. Universidade Federal do Ceará (UFC). E-mail: denilsonap@seduc.ce.gov.br
Orcid: https://orcid.org/0000-0001-7481-2077
[2] Specialization in Geography Teaching. UniAteneu. E-mail: elsafranklinaraujo@gmail.com
Orcid: https://orcid.org/0009-0007-1971-8935
[3] Dr. in Agricultural Biotechnology. RENORBIO/UFC. E-mail: lopesbio@yahoo.com.br
Orcid: https://orcid.org/0000-0002-8824-9251
[4] Postgraduate Degree in Clinical and Institutional Psychopedagogy. Universidade Estadual Vale do Acaraú.
E-mail: ilcimar@seduc.ce.gov.br Orcid: https://orcid.org/0009-0008-2180-2420
[5] Postgraduate certificate in Criminal Law. Centro Universitário UniAteneu. E-mail: irenefontesrc@gmail.com
Orcid: https://orcid.org/0009-0002-3152-6649
[6] Specialist in People Management. FBUNI. E-mail: juliana.alves41@yahoo.com.br
Orcid: https://orcid.org/0009-0007-3416-9911
[7] Master's degree in Business Administration. Universidade Federal do Ceará (UFC).
E-mail: socorro.rabelo2008@gmail.com Orcid: https://orcid.org/0009-0000-8828-472X
[8] Postdoctoral in Geography. Universidade Federal do Ceará (UFC). E-mail: admricardocesar@gmail.com
Orcid: https://orcid.org/0009-0001-2522-8103
[9] Dr. in Biological Sciences. Universidade Federal do Ceará.
E-mail: rickardolrg@yahoo.com.br Orcid: https://orcid.org/0000-0001-6101-9571
[10] Doctoral student in Intellectual Property and Innovation. INPI. E-mail: robertocaracas2000@gmail.com
Orcid: https://orcid.org/0000-0001-8484-411X
[11] MBA in Labor and Social Security Management. BSSP. E-mail: walterrsousa@gmail.com
Lattes: https://lattes.cnpq.br/5031383678885182

method analyzes institutional relationships, norms, and organizational practices beyond numerical indicators. Bibliographic research was the main methodological strategy, allowing the analysis of books, journal articles, and scientific studies on the topic. This study aims to analyze the foundations and practices of artificial intelligence governance in Human Resources, focusing on transparency, compliance, and fairness in automated management processes. The research showed that artificial intelligence in human resource management is very beneficial, as it improves organizational analysis and supports data-driven decision-making. The application of this technology requires careful governance structures that ensure transparency, compliance with standards, and seek to reduce possible algorithmic biases in information processing. This is essential to ensure that the adopted practices are fair and responsible. Supervision, auditing, and institutional accountability are essential to ensure that automated systems promote a more equitable organization aligned with modern human resource management standards. These tools are essential to ensure that guidelines and procedures are aligned with ethical principles and workplace demands, promoting more equitable organizational development.

Keywords: Artificial Intelligence. Governance. Transparency. Human Resources.

RESUMO

A adoção de inteligência artificial nas empresas está mudando profundamente as práticas de gestão de pessoas. Isso se destaca em práticas como seleção de pessoal, avaliação de desempenho e gestão de talentos. Isso cria um novo contexto em que a tecnologia influencia as decisões e estratégias de gestão de pessoas nas organizações. A discussão sobre governança tecnológica é crucial, especialmente em Recursos Humanos. Esse debate é ainda mais importante diante da crescente necessidade de garantir a transparência em processos automatizados. É fundamental garantir o cumprimento rigoroso das normas regulatórias e o respeito aos princípios de equidade no trabalho, tornando essencial um gerenciamento ético dessas tecnologias. Adotou-se uma abordagem qualitativa para investigar a governança da inteligência artificial em Recursos Humanos. Esse método analisa relações institucionais, normas e práticas organizacionais além dos indicadores numéricos. A pesquisa bibliográfica foi a principal estratégia metodológica, permitindo a análise de livros, artigos em periódicos e estudos científicos sobre o tema. Este estudo visa analisar fundamentos e práticas de governança da inteligência artificial em Recursos Humanos, focando em transparência, conformidade e equidade em processos automatizados de gestão. A pesquisa mostrou que a inteligência artificial na gestão de recursos humanos é muito benéfica, pois melhora a análise das empresas e auxilia decisões baseadas em dados. A aplicação dessa tecnologia exige estruturas de governança cuidadosas, que garantam transparência, conformidade com normas e busquem reduzir possíveis vieses algorítmicos no tratamento das informações. Isso é essencial para que as práticas adotadas sejam justas e responsáveis. A supervisão, auditoria e responsabilização institucional são essenciais para assegurar que sistemas automatizados promovam uma organização mais justa e alinhada aos padrões modernos de gestão de recursos humanos. Essas ferramentas são essenciais para garantir que as diretrizes e procedimentos estejam alinhados aos princípios éticos e às demandas do ambiente de trabalho, promovendo um desenvolvimento organizacional mais justo.

Palavras-chave: Inteligência Artificial. Governança. Transparência. Recursos Humanos.

RESUMEN
La adopción de la inteligencia artificial en las empresas está cambiando las prácticas de gestión de recursos humanos. Esto se destaca en prácticas como la selección de personal, la evaluación del desempeño y la gestión del talento. Esto crea un nuevo contexto en el que la tecnología influye en las decisiones y estrategias de gestión dentro de las organizaciones. La discusión sobre la gobernanza tecnológica es crucial, especialmente en Recursos Humanos. Este debate es aún más importante ante la creciente necesidad de garantizar la transparencia en los procesos automatizados. Es fundamental asegurar el cumplimiento riguroso de las normas regulatorias y el respeto a los principios de equidad en el trabajo, haciendo esencial una gestión ética de estas tecnologías. Se adoptó un enfoque cualitativo para investigar la gobernanza de la inteligencia artificial en Recursos Humanos. Este método analiza las relaciones institucionales, normas y prácticas organizacionales más allá de los indicadores numéricos. La investigación bibliográfica fue la principal estrategia metodológica, permitiendo el análisis de libros, artículos en revistas y estudios científicos sobre el tema. Este estudio tiene como objetivo analizar los fundamentos y prácticas de gobernanza de la inteligencia artificial en Recursos Humanos, enfocándose en la transparencia, el cumplimiento y la equidad en los procesos automatizados de gestión. La investigación mostró que la inteligencia artificial en la gestión de recursos humanos es muy beneficiosa, ya que mejora el análisis de las organizaciones y apoya la toma de decisiones basada en datos. La aplicación de esta tecnología requiere estructuras de gobernanza cuidadosas que garanticen la transparencia, el cumplimiento de normas y busquen reducir posibles sesgos algorítmicos en el tratamiento de la información. Esto es esencial para asegurar que las prácticas adoptadas sean justas y responsables. La supervisión, auditoría y responsabilidad institucional son esenciales para asegurar que los sistemas automatizados promuevan una organización más equitativa y alineada con los estándares modernos de gestión de recursos humanos. Estas herramientas son esenciales para garantizar que las directrices y procedimientos estén alineados con los principios éticos y las demandas del entorno laboral, promoviendo un desarrollo organizacional más justo.

Palabras clave: Inteligencia Artificial. Gobernanza. Transparencia. Recursos Humanos.

1 INTRODUCTION

The introduction of artificial intelligence systems in companies has significantly changed the way decisions are organized and made in people management. Processes that were previously fully managed by Human Resources professionals, such as recruitment, selection, performance evaluation, and career planning, now have tools based on algorithms. In this context, the growing presence of data-driven technologies requires careful reflection on the criteria that guide these decisions, as well as on the institutional mechanisms necessary to ensure transparency, organizational accountability, and respect for the rules that regulate the use of data and automated systems (Appolinário; Hedler; Ferneda, 2025).

At the same time, the development of these technologies intensifies the academic and institutional discussion on the governance of artificial intelligence. The implementation of automatic systems in organizational processes raises concerns about the explanation of algorithms, compliance with relevant legislation, and the need to avoid discrimination arising from biases in data or predictive models. In this sense, it is crucial to investigate how organizations can implement governance practices that can balance technological innovation, institutional accountability, and principles of equity in the workplace.

To carry out this investigation, a qualitative approach was used, considering that the theme in question concerns the interpretation of phenomena related to the governance of artificial intelligence in the area of Human Resources. This type of method enables the analysis of institutional relations, norms and organizational practices that are not limited to mere numerical indicators. Regarding the methodology, bibliographic research was the chosen strategy, which is widely recognized in scientific elaboration, since it allows the thorough examination of academic books, articles from specialized journals and published research on the subject in question.

The general objective of this work is to analyze the fundamentals and governance practices of artificial intelligence in the area of Human Resources, focusing on the promotion of transparency, regulatory compliance and equity in automated people management processes. To achieve this purpose, three specific objectives were established: to examine how artificial intelligence systems are being applied in recruitment, selection, performance evaluation, and talent management processes; investigate the transparency and regulatory compliance mechanisms necessary for the responsible use of artificial intelligence in Human Resources; and assess the risks of biases, discrimination, and inequalities arising from decision-making automation in people management practices.

To make clear and well-defined the analytical path that was built throughout the text, the article was structured in four main sections. The first section of the work is the introduction,

in which the research theme is presented with caution, the problem that will be explored throughout the work is defined and the objectives that will guide the development of the study are clarified. This introduction is vital, as it defines the premises that the reader will use to understand all the content that will follow. The methodology, which is the protagonist of the second part of this work, has as its main objective to describe in detail the chosen approach and also to list the various procedures used in the construction of the analysis carried out. This section aims to elucidate how methodological choices have shaped the development of the research. Then, in the third section of the work, the theoretical foundation is presented, which is intended to discuss the main academic references that are significantly connected to the use of artificial intelligence in people management, in addition to addressing the issue of technological governance and the risks involved in the automation of decision-making processes. Therefore, this discussion is crucial to unravel the implications and effects of these technologies in the organizational environment. Finally, in the last part of the text, the final considerations are made, where the main aspects and elements discussed and analyzed throughout the construction of the text are recalled. In addition, some possible directions and trajectories are pointed out so that future research on the subject can be carried out, thus expanding the investigations that may result from the results and conclusions reached.

2 METHODOLOGY

This work used a qualitative approach, considering that the proposal of the study consists of the interpretation of phenomena related to the governance of artificial intelligence in the Human Resources sector. Qualitative research is widely used in current scientific research, as it enables the understanding of complex social processes and examines meanings, institutional relations and normative structures that guide certain practices in organizations. Gil (2021) argues that this strategy is beneficial for the analysis of phenomena that cannot be quantified and is especially suitable when the researcher's goal is to understand interpretations, perceptions, and institutional dynamics in specific contexts.

In the area of applied social sciences, qualitative research is a common tool to explore phenomena related to regulation, institutional governance, and technological changes that impact organizations. This enables an analysis of how regulations, ethical principles and organizational structures are interconnected in the creation of new management practices. As Rattner (1979) argues, scientific research needs methodological procedures that are capable of deciphering, in a systematic way, the social reality, connecting epistemological foundations and analytical strategies that enable the understanding of the complex phenomena that manifest themselves in contemporary societies.

Regarding the research process that was chosen for this work, it was decided to adopt bibliographic research, which is a widely recognized and established method in the production of scientific knowledge. This approach is often used in several areas of knowledge, as it allows an in-depth and grounded analysis based on already published sources, contributing to the construction of a solid theoretical framework. Bibliographic research is a methodology that is characterized by the careful and organized analysis of materials that have already been previously published. This type of investigation allows the researcher to have the opportunity to examine various perspectives, both theoretical and empirical, in relation to a specific theme. In this way, bibliographic research is an essential tool for deepening the knowledge and understanding of the different existing approaches on the subject in question. According to Gil (2021), this type of procedure is considered one of the essential foundations of scientific research, since it allows the collection, interpretation, and systematization of knowledge that has already been prepared by the academic community. This approach is fundamental, as it favors the performance of analyses that are solidly based on the available technical and specialized literature. Thus, the use of this procedure not only adds value to the study, but also supports the development of new investigations that are based on previous studies carried out in the area.

The bibliographic research developed here was based on more than fifteen scientific sources, most of which are books and academic articles that deal with the subjects of technological governance, artificial intelligence and people management. The choice of these sources aimed to cover the various analytical perspectives that can be found in the specialized literature, aiming at the construction of a solid panorama on the issue under investigation. As stated by Rodrigues and Neubert (2023), the careful choice of scientific references enables the organization of existing knowledge about a given object of investigation, which allows for critical analysis and a systematization of the academic debate.

3 THEORETICAL FOUNDATION

To theoretically support this work, three analytical axes were outlined that enable an articulation between the different layers that make up the governance of artificial intelligence in people management. The first subtopic, 3.1 Artificial Intelligence at the Service of Strategic People Management, brings to light the integration of intelligent systems in key functions of the Human Resources sector, particularly in the areas of recruitment, selection, performance evaluation and analysis of organizational data. Principle 3.2, entitled Transparency, Compliance, and Corporate Responsibility in the Use of AI, comes next and discusses governance in technology, with an emphasis on data protection, system audits, and

compliance with regulatory frameworks. Finally, item 3.3 Equity, Organizational Justice and Risks of Discrimination in Automated Processes brings to light the ethical issues involved in decision automation, addressing the dangers of algorithmic biases and institutional initiatives to foster a fairer and more equitable organizational practice.

3.1 APPLICATIONS OF ARTIFICIAL INTELLIGENCE IN STRATEGIC PEOPLE MANAGEMENT

The integration of artificial intelligence systems in Human Resources functions has significantly transformed the way companies perform tasks related to people management. AI, which was previously limited to operational functions such as organizing data or automating administrative tasks, is now present in strategic processes that encompass recruitment, selection, performance evaluation, and talent management. In this sense, tools that use algorithms and data analysis are capable of recognizing patterns of conduct in the professional environment, assisting in decision-making within organizations, and optimizing the efficiency of internal processes (Dantas, 2025; Lima et al., 2025).

This reflects the evolution from a traditional people management model to a data-driven approach. There are people analytics platforms that make it possible to integrate multiple sources of information on performance, turnover, and skills development. The systematic collection of this information allows decisions about career planning, talent retention, and organizational development to be made more informedly. Ribeiro (2024) explains that, by adopting these tools, the Human Resources professional is no longer just a people manager to become a strategic partner of the organization, collaborating in decisions that are supported by evidence and analytical data.

Another use of artificial intelligence occurs in recruitment and selection processes, where automated systems screen resumes, map profiles that align with the requirements of the vacancies, and assist in digital interviews mediated by algorithms. They increase the processing capacity of large volumes of data and speed up the initial screening steps. Market reports indicate that companies are increasing the adoption of these technologies to make selection processes more efficient and to improve the quality of talent management decisions (Gartner, 2024). In this sense, Table 1 summarizes some of the main uses of artificial intelligence in strategic people management.

Table 1

Applications of Artificial Intelligence in Strategic Human Resource Management

AI Application in HR	Description	Organizational Contribution
Automated Resume Screening	AI systems analyze large volumes of resumes to identify candidates whose profiles match job requirements.	Reduces time in initial recruitment stages and improves candidate filtering efficiency.
AI-Assisted Digital Interviews	Intelligent platforms analyze verbal responses, facial expressions, and communication patterns during virtual interviews.	Supports decision-making in candidate evaluation and standardizes assessment processes.
People Analytics	Advanced data analytics applied to workforce data to identify trends related to performance, engagement, and turnover.	Enhances strategic workforce planning and supports data-driven HR decisions.
Performance Monitoring Systems	AI-based tools track employee performance indicators and behavioral patterns in organizational environments.	Enables continuous feedback processes and supports talent development strategies.

Source: Adapted from Dantas (2025); Gartner (2024); Lima et al. (2025); Ribeiro (2024).

Chart 1 illustrates several applications of artificial intelligence in Human Resources, highlighting how these tools have supported people management processes in a more structured and data-driven way. Among the most notable functions, we can mention the automatic screening of resumes, digital interviews with the support of artificial intelligence, the use of People Analytics, and performance monitoring systems. They make it possible to analyze large volumes of data, identify important patterns, and support decision-making within the organization. Therefore, there is a decrease in time in the initial phases of recruitment, greater uniformity in the evaluation of candidates, better strategic planning of the workforce, and constant monitoring of employee performance, which results in more efficient talent development and management processes in companies.

The growing adoption of these tools reinforces the consolidation of a data-driven Human Resources model supported by sophisticated digital technologies. In this context, artificial intelligence plays an important role in assisting in strategic people management decisions, making the operation more efficient and improving talent assessment and development processes. Simultaneously, as Lima et al. (2025) point out, the adoption of these technologies must be carefully considered in relation to governance, transparency, and regulatory compliance, particularly when it comes to automated decisions that can shape careers and opportunities within organizations.

3.2 TRANSPARENCY, COMPLIANCE, AND CORPORATE RESPONSIBILITY IN THE USE OF AI

The introduction and integration of artificial intelligence in organizational contexts has stimulated a significant increase in discussions about technological governance. This

phenomenon is particularly relevant at the moment when these advanced systems begin to exert influence on decisions involving the administration and management of human resources (Appolinário; Hedler; Ferneda, 2025). The impact brought by this technology sparks a growing interest in understanding how governance guidelines and practices should adapt to deal with these new dynamics that affect the way organizations manage their employees. In the field of Human Resources, the implementation of algorithms in activities involving candidate selection, as well as the evaluation and management of talents, requires the existence of organizational structures that ensure transparency in procedures, promote accountability in actions, and ensure that there is alignment with essential ethical foundations. This need becomes even more relevant considering the complexity and importance of decisions that directly impact the professional lives of the individuals involved. According to the analysis carried out by Schmidt, Huttenlocher, and Kissinger in 2023, the evolution of artificial intelligence within organizations has generated the need to develop adequate control mechanisms. These mechanisms are essential to understand more deeply how automated systems operate, in addition to enabling a careful evaluation of the consequences that these technologies can have, both for society in general and for the specific institutions involved.

Therefore, the governance of artificial intelligence goes beyond the technology itself, also encompassing compliance with regulatory frameworks and standards on data protection and corporate responsibility. According to Gabriel (2022), the growing presence of intelligent systems in organizations requires these institutions to establish, through internal policies, well-defined criteria on how data will be collected, processed, and used, especially when this information guides decisions that impact employees' careers. Transparency in algorithmic processes is thus an important requirement for automated decisions to be understood, justified and audited when necessary.

In addition, the adoption of artificial intelligence tools in business activities requires institutional structures that are intended for the supervision and control of these technologies. Digital ethics committees, systems audits, and accountability protocols are some of the tools that organizations around the world are adopting to balance technological innovation and institutional responsibility. As highlighted by Dias and Ferreira (2023), the use of artificial intelligence in compliance-related activities can expand the capacity for monitoring and analyzing risks, as long as there are adequate governance and human supervision structures. To illustrate, Exhibit 2 presents some of the principles and mechanisms that are often associated with the responsible governance of artificial intelligence in organizational contexts.

Table 2

Governance Mechanisms for Responsible AI Use in Organizational Contexts

Governance Dimension	Description	Organizational Objective
Data Protection Compliance	Implementation of policies ensuring that personal and organizational data are collected, processed, and stored according to legal and regulatory standards.	Ensure alignment with data protection laws and safeguard individual rights.
Algorithmic Transparency	Adoption of documentation and reporting practices that allow stakeholders to understand how AI systems operate and influence decisions.	Promote clarity and accountability in automated decision-making processes.
AI System Auditing	Periodic evaluation of AI systems to identify operational risks, biases, or inconsistencies in automated outcomes.	Strengthen reliability and support responsible technological oversight.
Human Oversight Mechanisms	Establishment of qualified supervision to review and validate decisions generated by AI systems.	Maintain accountability and prevent unjustified automated outcomes.

Source: Adapted from Dias and Ferreira (2023); Gabriel (2022); Schmidt, Huttenlocher, and Kissinger (2023); Franco, Pinheiro and Del Lhano (2025).

These governance mechanisms are becoming increasingly common in organizations, as they seek to reconcile technological innovation with institutional responsibility. According to Franco, Pinheiro and Del Lhano (2025), the adoption of artificial intelligence in corporate governance must be accompanied by the definition of ethical and regulatory standards that ensure the responsible use of these technologies. With regard to Human Resources, this architecture ensures that decisions mediated by algorithms are made transparently, in compliance with legislation and in line with the principles of equity that govern modern people management.

3.3 EQUITY, ORGANIZATIONAL JUSTICE, AND RISKS OF DISCRIMINATION IN AUTOMATED PROCESSES

The growing adoption of artificial intelligence in people management routines has sparked relevant and important debates about equity and justice in organizations. These questions touch on several points about what artificial intelligence tools can mean for the relationships and treatment of employees in the workplace, including equal opportunities, the way decisions are made within organizations, among others. When it comes to automated decision systems applied to recruitment, performance evaluation, and talent management, we are already entering a territory where these systems are beginning to directly impact professional careers and the opportunities that open up within the corporate environment. Therefore, these systems play a central role in the way careers are built and in the opportunities for ascension and development that workers find in their professional routines. In this sense, investigations and studies of the specialized literature point out that algorithms

fed by large data sets are capable of reproducing historical patterns of inequality. This becomes even more evident when the data used reflect the asymmetries that already exist in the social and institutional organizations of society (Kim, 2018).

Therefore, it is essential to consider the ethical and legal issues surrounding the use of data-driven technologies in the context of work. Research on algorithm-based decisions shows that predictive models can generate discrimination even in the absence of a clear intention to do so. This is why the variables that the systems use can capture statistical correlations that are linked to gender, race, age, or other sensitive characteristics. According to Ferrari, Becker, and Wolkart (2018), it is crucial to have regulatory and institutional mechanisms that ensure that decision-making automation does not compromise the principles of equality and justice in its application.

In view of this, it is essential to discuss how strategies will be implemented to reduce algorithmic biases and ensure constant supervision of the systems that support organizational decisions. People management, as discussed in recent literature, should include regular audits of predictive models, constant validations of databases, and monitoring of the effects of automated decisions. These actions help to detect distortions and prevent something from having a discriminatory effect within the company. In the context presented, Chart 3 lists some of the main risks of using artificial intelligence in people management processes, as well as strategies to mitigate their consequences.

Table 3

Risks of Algorithmic Bias and Mitigation Strategies in AI-Driven Human Resource Processes

Risk Dimension	Description	Mitigation Strategy
Historical Data Bias	AI systems trained with historical organizational data may replicate past patterns of inequality in hiring or promotion decisions.	Periodic review of datasets and removal of variables that indirectly reproduce discriminatory patterns.
Algorithmic Decision Opacity	Automated decision systems may operate as opaque models, making it difficult to understand the criteria used in evaluations.	Implementation of explainable AI methods and documentation of decision criteria.
Discriminatory Outcomes in Recruitment	Automated screening tools may unintentionally disadvantage certain demographic groups due to biased correlations in data.	Continuous validation of recruitment algorithms and human oversight in selection processes.
Lack of Impact Monitoring	Organizations may fail to evaluate the long-term consequences of algorithmic decisions on diversity and inclusion.	Establishment of monitoring frameworks to assess diversity indicators and organizational fairness outcomes.

Source: Adapted from Araújo et al. (2022); Kim (2018); Ferrari, Becker and Wolkart (2018); Silva, Matins and Laranjeira (2023).

Especially when automated systems begin to integrate into decision-making routines in people management, the implementation of supervision and control strategies becomes

essential. Araújo et al. (2022) draw attention to the protection of fundamental rights in relation to the use of personal data in labor contexts, especially when it comes to digital technologies that affect evaluations and professional opportunities. Similarly, Silva, Matins, and Laranjeira (2023) highlight that the introduction of technological tools in selection processes can make organizations' operations more efficient, but it is crucial that there are institutional mechanisms in place to monitor their consequences and ensure that organizational practices are in compliance with the principles of diversity, inclusion, and justice in the workplace.

4 FINAL CONSIDERATIONS

The increasing integration of artificial intelligence tools in the different practices within organizations is promoting a significant transformation in the way people management is carried out. This transformation is reflected, in a special way, in activities that involve the selection of professionals, the evaluation of employee performance, and the development of talents. Thus, we can see that the use of these technological systems is redefining the usual strategies and procedures in this field. Within this scenario, the conversation about technological governance has become an increasingly relevant and evident issue in the Human Resources area. This is especially due to the growing demand for ensuring not only transparency in operations, but also compliance with established rules and regulations, in addition to ensuring that there are fair and equitable criteria in all processes that are carried out in an automated way. The implementation of tools that use algorithms has the effect of significantly expanding the analytical capacity of institutions, enabling decisions that are based on robust and reliable data. However, this adoption also brings with it a series of new challenges for companies, which are directly associated with the responsibility that these organizations have towards society, in addition to issues related to the maintenance and promotion of principles of equity within the professional environment. These challenges need to be carefully considered so that the use of these resources does not compromise fundamental values in the workplace.

Based on this context, the present study had the general goal of analyzing the fundamentals and governance practices of artificial intelligence in Human Resources, prioritizing transparency, compliance with standards and equity in automated people management processes. The objectives initially proposed were achieved, according to the results obtained in the theoretical research carried out. The first specific goal made it possible to analyze the main ways in which artificial intelligence can be used in recruitment, selection, performance evaluation, and talent management processes. The second objective allowed us to explore the institutional mechanisms that ensure transparency and regulatory

compliance in the use of these technologies. Finally, the third objective helped to assess the risks of algorithmic biases and disparities generated by automation in decision-making in people management.

The analysis proposed in the theoretical foundation showed that the adoption of intelligent systems in Human Resources reflects a progressive change from traditional operating models to those based on data. Tools such as people analysis platforms, automated systems for screening resumes, and digital solutions for performance monitoring increase the ability of organizations to handle large amounts of information and make strategic decisions. The study also showed that the adoption of these technologies requires governance structures that ensure transparency in algorithmic processes, respect for data protection standards, and institutional supervision and auditing mechanisms. In addition, the importance of continuous monitoring of the effects that automated systems produce was emphasized, especially with regard to the prevention of biases and the promotion of organizational practices that are compatible with the principles of diversity and fairness in the workplace.

Throughout the research, it was reached the definition of three interconnected dimensions that enable a better understanding of the governance of artificial intelligence in people management, namely: transparency, regulatory compliance and equity in automated processes, which constitute the main contribution of this study to the academic debate. Thus, the study provides a framework that makes it possible to interpret the organizational, ethical, and normative consequences that emerge from the adoption of algorithmic systems in people management practices. This enriches the debate around the responsible use of these technologies at work, pointing out that the implementation of data-driven tools must be supported by institutional mechanisms that ensure supervision, accountability, and fairness in the criteria of decisions that impact careers and the dynamics of organizations.

In light of the issues discussed, it is noted that the research agenda in artificial intelligence in people management continues to expand and lacks new empirical investigations. Future studies may investigate, for example, how different organizations establish technological governance mechanisms to monitor automated decision systems. Studies that are dedicated to the comparative analysis between national and international regulatory frameworks on artificial intelligence at work are also very pertinent. Research that investigates how decision-making automation really affects indicators of diversity, inclusion, and professional mobility can help to better understand the effects of these technologies on the dynamics of labor relations.

REFERENCES

Appolinário, D. G., Hedler, H. C., & Ferneda, E. (2025). Desafios do uso da inteligência artificial na gestão de recursos humanos: Uma revisão sistemática. Boletim de Conjuntura (BOCA), 21(63), 293–315. https://doi.org/10.5281/zenodo.15313087

Araújo, A. R. de, et al. (2022). O uso de dados pessoais e inteligência artificial na relação de trabalho: Proteção, discriminação, violência e assédio digital. Ministério Público do Trabalho.

Dantas, A. N. de J. (2025). O uso da inteligência artificial na gestão organizacional: Uma revisão da literatura. Revista Caderno Pedagógico, 22(7), 1–12.

Dias, C. C., & Ferreira, R. V. (2023). O uso da inteligência artificial na atividade de compliance: Riscos e benefícios. Revista Científica do CPJM, 2(8). https://doi.org/10.55689/rcpjm.2023.08.011

Ferrari, I., Becker, D., & Wolkart, E. N. (2018). Arbitrium ex machina: Panorama, riscos e a necessidade de regulação das decisões informadas por algoritmos. Revista dos Tribunais, 995.

Franco, B. D., Pinheiro, C. da R., & Del Lhano, L. A. (2025). A integração da inteligência artificial na governança corporativa: Enfoque ético e regulatório. Revista de Direito, Governança e Novas Tecnologias, 10(2), 22–44.

Gabriel, M. (2022). Inteligência artificial: Do zero ao metaverso. Atlas.

Gartner. (2024). Artificial intelligence in HR: Trends and predictions.

Gil, A. C. (2021). Como elaborar projetos de pesquisa (6ª ed.). Atlas.

Kim, P. (2018). Big data and artificial intelligence: New challenges for workplace equality. University of Louisville Law Review. https://ssrn.com/abstract=3296521

Lima, A. de O. de, Machado, A. M. S. G., Silva, F. B. B. da, & Parente, T. C. (2025). Aplicações e desafios da inteligência artificial no setor de recursos humanos. Revista Foco, 18(9), e9640. https://doi.org/10.54751/revistafoco.v18n9-017

Rattner, H. (1979). Pesquisa científica: Suas bases epistemológicas e metodológicas. Editora Nacional.

Ribeiro, C. S. M. (2024). Inteligência artificial em recursos humanos: Tendências e competências para o futuro (Tese de doutorado). ISCAP.

Rodrigues, R. S., & Neubert, P. da S. (2023). Introdução à pesquisa bibliográfica. Editora da UFSC. https://doi.org/10.5007/978-65-5805-082-7

Schmidt, E., Huttenlocher, D., & Kissinger, H. A. (2023). A era da IA e nosso futuro como humanos (V. Schreiner, Trad.). Alta Books.

Silva, C. G. L., Martins, G., & Laranjeira, C. (2023). Análise dos impactos da tecnologia nos processos seletivos das organizações contemporâneas. Revista Científica Multidisciplinar Viabile, 2(2).