
BALANCING AI AND HUMAN JUDGMENT IN HR DECISIONS AT TCS

^{#1}Dr G C VENKATAIAH, *Associate Professor*,

^{#2}KATLAGANTI RAJ KIRAN REDDY, *MBA Student*,

Department of MBA,

VISWAM ENGINEERING COLLEGE (Autonomous), ANGALLU, MADANAPALLE, AP.

ABSTRACT: This study investigates the manner in which TCS integrates human judgment and artificial intelligence (AI) into its HR decision-making process. AI has the ability to make predictions, deliver data-driven insights, and speed up people management, hiring, and performance reviews. However, human judgment is required for making moral decisions, displaying empathy, and making situational decisions. The study demonstrates how TCS gets the best HR outcomes by combining these two techniques while ensuring that decisions are fair, transparent, and efficient. The findings show that a hybrid method that combines AI's analytical capabilities with human intuition improves strategic human resource management, increases employee trust, and preserves company values.

Index Terms: *Artificial Intelligence, Human Resource Management, Human Judgment, TCS, Predictive Analytics, Talent Management, Recruitment, Performance Evaluation*

1. INTRODUCTION

In recent years, human resource (HR) management has seen significant development, owing mostly to the use of artificial intelligence (AI) and new technologies in a variety of corporate sectors. AI systems that use predictive modeling, data analytics, and machine learning algorithms are becoming increasingly useful for workforce planning, performance evaluation, and hiring. Unlike traditional human-based decision-making, these technologies can handle large amounts of data quickly and accurately. As a result, organizations are integrating AI to increase productivity, reduce bias, and help HR make more informed decisions.

While AI has advantages, human judgment remains critical in the context of HR decision-making. HR experts have empathy, intuition, moral reasoning, and situational awareness that machines lack. While AI can make recommendations and provide insights, it cannot understand complex human emotions, cultural variations, or workplace interpersonal relationships. AI-driven recommendations are integrated with human judgment to guarantee

that decisions are founded on both morality and data, resulting in a more welcoming and encouraging workplace.

Concerns have been raised concerning potential biases in AI models and the over-reliance on algorithms when AI is used in human resources. AI systems learn from previous data, which may reveal preexisting inequities or unethical actions. In the absence of human oversight, these biases have the potential to perpetuate unjust treatment in performance assessments, promotions, and hiring. Combining AI insights with human judgment allows organizations to critically analyze algorithmic outputs, reduce prejudice, and ensure that HR policies are transparent and equal. This balance is critical for upholding ethical standards in HR management and maintaining employee trust.

Furthermore, combining AI and human judgment in HR choices improves strategic decision-making. AI is capable of forecasting insights, patterns, and trends that are useful in workforce planning and talent management. HR directors can use their own judgment to tie these findings to the organization's values, ethos, and long-term goals.

2. HR DECISIONS

HR decisions are the strategic decisions and activities that HR professionals take to support the organization's goals and manage staff. These choices include hiring, paying, evaluating, and supervising employees. These decisions are increasingly based on scientific evidence. HR analytics is used to get a more complete understanding of individuals' behavior and job performance, allowing them to make informed decisions rather than depending primarily on intuition. When making decisions, HR should consider employee development, compliance, talent management, and the creation of a strong workplace culture.

ROLE OF AI IN HR DECISIONS

Artificial intelligence (AI) is transforming the work of human resources (HR) professionals by streamlining operations, increasing productivity, and offering data-driven insights that allow them to make better decisions. AI is used for more than just task automation in human resources. Furthermore, it reduces human bias, improves precision, and frees HR professionals to concentrate on the strategic and interpersonal aspects of personnel management. AI assists HR in a wide range of essential areas, including performance management, employee engagement, training and development, and recruitment.

Recruitment

Recruitment AI transforms the recruiting process by processing large amounts of candidate data in a quick and accurate manner. Tools powered by AI have the potential to:

Resume Screening: Resume screening is the process of automatically categorizing resumes according to the position's requirements, experience, and talents. This method saves recruiters time and effort.

Candidate Ranking: Order candidates based on their qualifications for the role. As a result, personal bias has less of an influence on the initial filtering.

Predicting Cultural Fit: Use data trends, such as an individual's historical behavior or operational style, to find candidates who are likely to match with the company's values and culture.

Interview Assistance: Artificial intelligence-powered chatbots may organize interviews, react to candidate inquiries, and even do preliminary assessments using natural language processing.

Performance Management

AI helps firms make more objective judgments by using data to assess employee performance.

- **Productivity Analysis:** AI systems track important performance metrics, task completion rates, and project results to present a clear picture of the amount of work that people do. This is referred to as productivity analysis.
- **Attendance & Time Tracking:** Automated systems track the time spent on tasks, the frequency of absences, and employee attendance in order to uncover trends or patterns that affect productivity.
- **Engagement Insights:** Artificial intelligence may determine an employee's level of participation by reviewing surveys, emails, comments, and attendance at corporate events.
- **Performance Predictions:** Predictive analytics can help HR departments plan promotions, career development, and additional support for employees who are struggling by anticipating future performance.

Training & Development

AI facilitates staff advancement by creating individualized learning and development paths:

- **Personalized Learning:** AI proposes training courses and educational materials to employees based on their present abilities, career goals, and previous performance.

- **Skill Gap Analysis:** Automated algorithms detect knowledge or skill shortcomings and recommend appropriate solutions.
- **Learning Analytics:** Artificial intelligence (AI) monitors the efficacy of workers' learning and anticipates which ones may require additional support to develop specific skills.
- **Adaptive Learning Platforms:** AI-powered platforms tailor the complexity or style of training material to the speed and level of proficiency of each learner. As a result, learning becomes more effective and enjoyable.

3. REVIEW OF LITERATURE

Singh, A. (2025). This article analyzes how artificial intelligence (AI) affects the accuracy and efficacy of HR decision-making processes. The study uses a mixed-methods approach to gather HR professionals' viewpoints in order to better understand the benefits and drawbacks of AI implementation. The findings show that AI considerably improves the efficiency and accuracy of tasks like resume screening and employee performance analysis. Human judgment remains critical for subjective evaluations such as ethical quandaries and cultural compatibility. The study emphasizes the significance of human supervision in ensuring that AI-assisted HR choices are fair, accountable, and consistent.

Dima, J. (2024). This study examines the influence of AI on a range of HR functions, including hiring, training, performance management, and employee engagement. The paper contends that AI in HRM offers both benefits and drawbacks. According to the paper, AI has the ability to increase productivity and assist people in making data-driven decisions. However, it raises concerns about data privacy, job losses, and the possibility that HR operations would become less human. According to the paper, the successful integration of AI in HRM demands a balanced approach that combines AI technologies with human judgment and ethical considerations.

Rodgers, W. (2023). This essay analyzes the ethical quandaries that occur when AI algorithms are used in HR decision-making. The study introduces a Throughput model framework to explain how humans make decisions in an algorithmic HRM context. The findings demonstrate how AI has the potential to lessen the role of human judgment and offer advice for ensuring that AI applications in HR adhere to ethical standards.

Bergeron, P. (2022). This study examines the use of AI in talent recruitment to highlight the importance of maintaining a balance between human judgment and automation. The study

demonstrates how HR professionals may use AI tools to improve the recruiting process while remaining committed to human values and ethics. The findings imply that, while AI can help with resume screening and identifying qualified applicants, the final hiring decision must be made by humans based on cultural compatibility.

Spiess, J. (2021). This study looks into the fairness implications of machine-assisted human decision-making, with a focus on important scenarios. The authors carry out a laboratory experiment and create a formal model to investigate the impact of machine prediction features on human decision-making. The findings suggest that excluding protected group information may inadvertently aggravate gaps in outcomes when AI forecasts are applied. Nonetheless, this type of data can be used to fill the gaps.

4. TYPES OF AI IN HR DECISIONS

There are several sorts and forms of AI, each serving a specific function. AI can help with a variety of tasks.

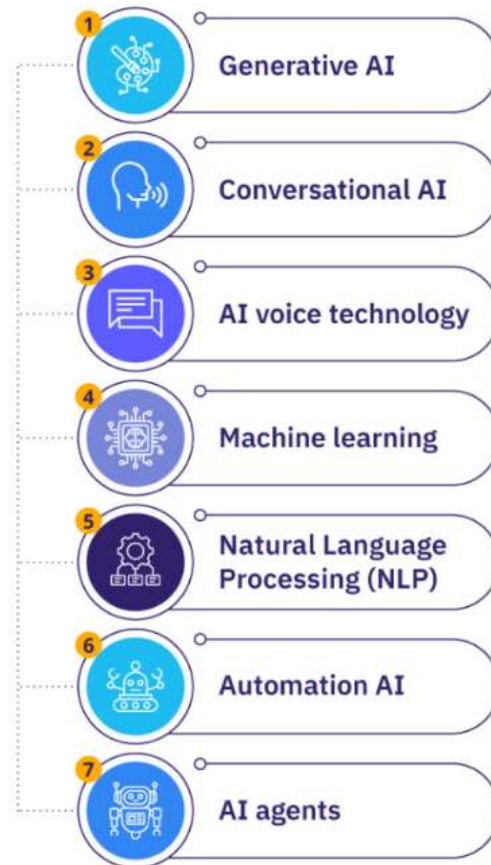
Here are a few unique examples of AI in HR:

Generative AI

Generative AI creates new content, such as images, movies, and text, using large datasets. It can be used by HR professionals to create learning materials, create job descriptions, communicate with candidates in a tailored way, and aid in workforce planning by understanding complex data. ChatGPT, Copilot, and Perplexity are some of the most popular generative AI technologies.

Conversational AI:

Natural Language Processing (NLP) is the driving force behind HR chatbots and virtual assistants, which enable HR departments to provide instant, 24-hour help to candidates and employees. Employee engagement will grow as a result of these AI solutions' ability to streamline benefit enrollment, reply to inquiries about HR legislation, recommend individualized learning opportunities, and provide greater accessibility to HR.



AI voice technology:

Grace and other virtual HR assistants use AI voice technology to answer questions, provide 24-hour support, and escalate more serious issues to a human. Overall, this improves accessibility and reaction times.

Machine learning:

Machine learning enables AI to learn from data and improve its capabilities over time. It can help HR discover possible departing employees, connect applications to open positions, and offer appropriate salary ranges. By using specific examples, machine learning models have the capacity to create predictions. For example, they may determine whether an applicant is a good fit for a post. Others use unsupervised learning to detect patterns in large datasets without prior direction. This helps HR identify patterns, such as the causes of higher turnover among specific teams.

Natural Language Processing (NLP):

This type of AI is capable of understanding both spoken and written language. It can be used in the field of human resources to assess employee feedback and surveys, performance assessments, and even interview transcripts to determine employee attitude. HR departments can avert workplace conflicts by identifying emotional trends in employees.

Automation AI:

The use of automation AI facilitates HR departments' recruitment of individuals to perform boring tasks such as payroll processing, resume evaluation, and compliance monitoring. This increases efficiency and precision while reducing the possibility of errors.

AI agents:

A new type of artificial intelligence that allows systems to act autonomously, make judgments, and do HR tasks with minimal human participation. AI agents can monitor employee performance in HR, organize learning initiatives, offer career development options, and even assist new hires.

5. RESULTS AND INTERPRETATION

1. What is the fundamental rationale behind TCS's use of AI in HR decision-making?

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Reduce workforce	5	5%
2	Enhance efficiency	80	80%
3	Replace managers	6	6%
4	Eliminate bias	9	9%
TOTAL		100	100%



INTERPRETATION: The majority of respondents (80%) believe that AI should be employed in the HR sector to improve efficiency. Only 5% feel it should be used to replace management (6%) or remove jobs. According to a lower percentage of respondents (9%), the most important aspects of its job are efficiency prioritization and prejudice removal.

2. What is the most beneficial aspect of TCS's HR section in terms of artificial intelligence?

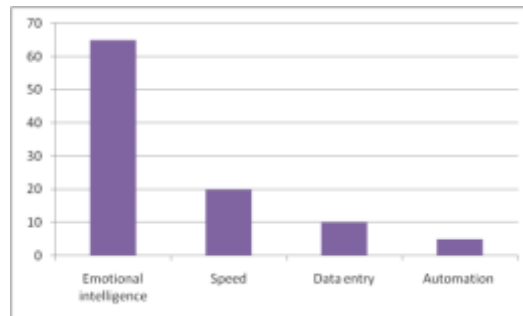
S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Payroll	5	5%
2	Recruitment	70	70%
3	Employee Exit	10	10%
4	Attendance	15	15%
TOTAL		100	100%



INTERPRETATION: According to the findings, the majority of respondents (70%) believe that employing is the most important area in which AI could improve HR operations. Attendance is prioritized by just 15% of respondents, whereas employee leave and salary are prioritized by 10% and 5%, respectively. This demonstrates that the recruitment process is the most important application of AI.

3. What is the reason for TCS's continuous reliance on human judgment in HR procedures?

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Emotional intelligence	65	65%
2	Speed	20	20%
3	Data entry	10	10%
4	Automation	5	5%
TOTAL		100	100%



INTERPRETATION: The results show that the majority of respondents (65%) believe emotional intelligence is the most important human quality for HR decision-making. Nevertheless, automation (5%), data entry (10%), and efficiency (20%) are rated as less important.

6. CONCLUSION

HR decisions must be informed by both human discernment and AI in order to effectively manage a strategic, equitable, and effective workforce. AI can deliver data-driven insights, consistency, and speed; yet, human judgment can bring situational awareness, empathy, and moral reasoning that computers do not. Companies can use technology for routine and analytical tasks while allowing employees to make difficult, subjective, or delicate judgments

by combining the two. This partnership improves hiring accuracy, keeps employees engaged, and prevents great individuals from leaving the firm. Furthermore, it ensures that decisions are not only effective, but also consistent with the company's culture and values. Finally, striking this balance results in a more transparent, accountable, and adaptable HR environment that benefits both the firm and its people.

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