Journal of Leadership and Policy (JPL)
Vol. 13 Issue 1, Pg 61-76, 2026
www.mu.ac.tz/jpl
DOI: https://doi.org/10.70563/jpl.v13i1.186
Published by the School of Public Administration and Management, Mzumbe University

Human Resource Professionals' Use of Artificial Intelligence Tools and Perceived Organisational Performance: The Mediating Role of Organisational Trust

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ABSTRACT

The use of Artificial Intelligence (AI) in Human Resource Management (HRM) has emerged as a strategic approach to enhance organisational performance. However, empirical evidence on how the use of AI tools influence organisational performance especially in the developing countries is still limited. This study used Technology Acceptance Model (TAM) to examine the use of AI tools in human resource management and its effect on organisational performance. The study used quantitative approach and cross-sectional design to collect data from 230 HR professionals working in public and private organisations in Tanzania using a structured questionnaire which was administered electronically. Structural Equation Modeling was used to test the hypothesized relationships. The findings indicate that perceived ease of use significantly influences perceived usefulness and organisational trust. Further, both perceived ease of use and perceived usefulness were found to be significant predictors of organisational trust, which in turn influenced perceived organisational performance. Notably, perceived usefulness does not directly influence perceived organisational performance rather its influence is mediated by organisational trust. On the other hand, perceived ease of use had both direct and indirect effect to perceived organisational performance which indicates partial mediation. The study extends TAM beyond technology adoption behaviour by demonstrating that organisational trust functions as an important psychological mechanism that link the use of AI tools among HR professionals to perceived organisational performance. The study highlights the importance of usability and trust building initiatives in the use of AI tools to achieve better organisational outcomes.

Article Info:

Received: 19/03/2026

Accepted: 22/06/2026

Published: 30/06/2026

Keywords: Artificial Intelligence, Human Resource Management, Technology Acceptance Model, Organisational Trust, Organisational Performance.

How to cite: Mwita, K. M. & Buberwa, E. (2026). Human Resource Professionals' Use of Artificial Intelligence Tools and Perceived Organisational Performance: The Mediating Role of Organisational Trust. *Journal of Policy and Leadership, 13(1), 61-76.* https://doi.org/10.70563/jpl.v13i1.186

INTRODUCTION

Organisational performance has been among major concerns of many organisations across the globe. Organisations whether big or small; among other things, they invest in various strategies and resources to ensure that people within these institutions provides desirable results (Latifi et al., 2021). On the other hand, various stakeholders such as investors, government agencies, community members and others are more concerned with how organisations perform and their sustainability in general (Anwar & Abdullah, 2021).

The literature points out a number of determinants of organisational performance which include but not limited to availability of resources, working environment, and leadership among others (Bin Khidmat et al., 2020; Mwita & Mrema, 2023). Existing literature also provides an interesting debate on the contribution of human resource management on employee and organisational performance. The so-called human resource management black box has been popular among human resource management scholars (Blok & Paauwe, 2016). Academics and even practitioners have been researching on how human resource management influences performance of organisations and that of employees within organisations (Kutaula et al., 2025).

Critics have pointed on the relevancy of human resource management in providing valuable results in organisations (Akwei & Nwachukwu, 2023; Chasserio & Legault, 2009; Mehmood et al., 2024). Some have gone far to challenge the extent to which human resource management is capable of influencing performance metrics. Interestingly, there are studies that provided empirical evidence that human resource management practices are among significant contributors of both employee and organisational performance (Roziq et al., 2021).

While studies on human resource management and its contribution on employee and organisational performance have been increasing for decades, another important aspect in these studies emerged, which is, what makes human resource management more effective with regard to organisational performance. One interesting area that has been pinpointed in the literature is the integration of technology in human resource management. This caused the rise of words like electronic human resource management, digital human resource management, online human resource management, etc. Studies that examine how technology make HRM effective show mixed results but the large body of literature shows that integration of human resource management with technology offers significant results in so many organisational outcomes including but not limited to organisational performance (Ishrat et al., 2020; Talukdar & Ganguly, 2022).

The emergence of artificial intelligence as a specific aspect of technology has also led to another interesting area in human resource management. Recently, studies have been conducted to ascertain the role of AI in human resource management. One of the challenges with recent studies is on geographical aspect. The literature is dominated by studies which have been done in the western or developed countries with limited studies in the developing countries particularly Sub-Saharan Africa.

Empirical evidence shows that, AI adoption in human resource management in Tanzania is at its infancy stage as organisations are starting to realise its potential. However, AI adoption is facing numerous challenges such as inadequate expertise, high operational costs, data privacy and security, resistance to organisational AI adoption change and absence of clear governance frameworks (Faustine & Rachmawati, 2024; Mwita & Kitole, 2025). These highlight the need to conduct more studies to examine AI adoption within Tanzania to generate context-specific capable of informing organisational practice and policy.

LITERATURE REVIEW

Theoretical review

This study was underpinned by Technological Acceptance Model (TAM) and the Social Exchange Theory (SET). TAM was initially developed by Fred Davis (1989). The theory explains how users of a particular technology accept and use it. The model proposes that technology adoption is a function of users' perception on how useful and ease to use a particular technology is (Singh et al., 2020). In organisation context, perceived usefulness refers to the extent an employee believes that using a system enhances job performance and other organisational outcomes, whereas, perceived ease of use implies the degree to which a system is perceived as free of effort (Na et al., 2022).

TAM suggests that when technologies are perceived as easy to use, it increases the chance of being perceived as useful. These two beliefs influence the behavioural intention to use and actual usage (Uyob et al., 2020). Across the literature, different researchers have been using the model widely. Further, the model has been validated across different technological contexts including but not limited to digital HR systems as well as platforms that are integrated with artificial intelligence.

In the context of this study, the model provides a relevant theoretical foundation for understanding how HR professionals evaluate AI tools and systems. When AI tools are perceived as useful by enhancing efficiency, improving decision making process as well as supporting HR functions and practices, they are more likely to be effectively utilised. Such utilisation is capable of strengthening HR effectiveness and ultimately contributing to organisational performance. This indicates that TAM provides a strong theoretical basis for examining how perceived usefulness and ease of use of AI in HRM can influence organisational performance outcomes.

On the other hand, the Social Exchange Theory as proposed by Blau (1964) argues that relationships between organisations and their members are based on reciprocity. As per the theory, when employees perceive that the organisation provides support, resources and favourable working conditions, they reciprocate with positive work attitudes and behaviours (Cropanzano & Mitchell, 2005). One of the important and relevant exchange in this relationship is development of organisational trust.

In this study, provision and the use of AI tools in organisations can act as an organisational investment that is key in supporting HR professionals in performing their duties efficiently and effectively. When these tools are considered as beneficial and translated as organisational commitment, HR professionals are likely to develop greater trust in the organisation.

Higher level of organisational trust may lead to positive work behaviours, acceptance of technology as well as greater commitment to achievement of organisational objectives which are key to improved organisational performance. This entails that SET plays a role in enhancing perceived organisational performance, but the relationship is indirect since it is strengthened by organisational trust which makes it a key mediating mechanism in the process. The use of this theory was necessitated by the fact that TAM cannot sufficiently explain the mediation effect. Empirical literature review and hypotheses development

Empirical Review

Perceived usefulness (PU) and Perceived Organisational Performance

Decision to use or not to use any particular technology relies on how useful users think of it. People tend to observe and see what a particular technology can bring to organisational outcomes. The use of AI has been considered relevant in human resource management like it is another field of practices. People who use AI in their day-to-day

HR functions have been reporting how effective it is saving time based on its ability to process information and provide instant solutions.

The use of AI tools in HR practices like recruitment and selection has been key in shortlisting suitable candidates (Hunkenschroer & Luetge, 2022). Moreover, the literature shows that organisations that optimise AI training and development have higher chances of increasing employee performance as well as that of organisations. AI has been key in identifying training needs as well as in implementation of training programmes (Upadhyay & Khandelwal, 2019). It has also been reported that performance management process becomes more effective when AI is leveraged. In the long run, the use of AI has been considered cost efficient (Nawaz *et al*., 2024). However, empirical evidence shows that AI may be biased, particularly, when it comes to employee performance assessment (Qin *et al*., 2023). AI tools miss the emotional part which is key in employee performance management process. It is expected that elements like empathy should form an integral part of performance management, something which AI misses and therefore increasing the chance of making AI less effective in performance management.

The study of Croitoru *et al*. (2025) did a quantitative study among 150 respondents across different industries in Romania. The study examined how AI-driven HRM practices can affect employee motivation and job performance through the theoretical lenses of TAM. The study reported that AI adoption can potentially enhance motivation and performance. Moreover, the study found that when users of AI systems perceive them as user-friendly it can lead to positive performance outcomes.

Similarly, the study of Basha *et al*. (2025) that involved a total of 200 employees across IT and service organisation using SEM analysis. The study reported that perceived usefulness is a significant predictor of employee acceptance of AI-enabled HRM systems. Although this study focused on acceptance rather than organisational performance directly, TAM literature consistently confirms that acceptance leads to effective use which leads to HR efficiency and strategic organisational outcomes.

Revillod (2025) examined how trust and perceived usefulness of AI tools in Swiss HRM using PLS-SEM. The study found that trust significantly predicts perceived usefulness of HR AI tools. On the other hand, perceived usefulness is a significant determinant of AI systems success within HR processes. This entails that organizations are more likely to perform better when AI is embedded in HRM, and users consider it useful.

Perceived ease of use (PEOU) and Perceived Organisational Performance

The decision to use or not to use any particular technology is largely influenced by how the users perceive the extent to which it is easy to use. When employees consider how easy it is to use that particular technology, it increases their level of motivation and commitment to use it and subsequently enhancing organisational performance.

A study by Nawaz *et al*. (2024) conducted in India among 274 employees, focused on investigating the outcome of AI adoption in HRM practices using Structural Equation Modelling. The findings showed that HR functions provide better outcomes when AI-driven capabilities such as accuracy, computing power and personalisation help in saving cost and time. Generally, the study confirmed that AI-enabled HR processes enhance operational efficiency which in turn leads to organisational performance.

Similar study was conducted by Islam *et al*. (2021) among 283 HR professionals in Bangladash. The study examined how AI adoption can enhance only one function of HR, that is, recruitment. The findings established that effort expectancy which is conceptually aligned with perceived use significantly influence behavioural intention and actual use of AI. This implies that when HR professionals perceive AI systems as easy to use, they are more likely to adopt them which improves recruitment effectiveness and operation outcomes which are among key indicators of organisational performance.

From a strategic HRM perspective, a study by Bandara *et al*. (2025) examined AI-driven HRM systems withing financial and insurance industries in Australia. The study found that when AI is embedded in HR practices strategic HRM effectiveness is enhanced. Importantly, the study pointed that the effectiveness of AI in HRM depends on the organisations' and employees' capability to manage bias that can result from algorithm, hence, adoption alone is not sufficient. While the study of Tusriyanto *et al*. (2023) adopted a qualitative literature-based approach, their synthesis presents an important observation that HRM strategy which is integrated with technology plays a significant role in innovation and overall organisational performance through operational efficiency and improved decision-making processes. The ability to use technological systems was also found to be an important element to achieve organisational outcomes.

Based on presented empirical evidence, it can be argued that when AI is used in HRM and perceived ease to use, HR professionals and practitioners are more likely to make use of them effectivelly which can contribute towards HR processes, employee outcomes and ultimately superior organisational performance.

Mediation of organisational trust

Empirical evidence shows that trust has been consistently identified as an important psychological mechanism that is responsible for translating perceptions into behavioural and performance outcomes. The literature confirms that trust is capable of mediating the relationship between technological development and acceptance outcomes (Lin & Chung, 2025). Similar research in healthcare on AI adoption confirms that technology trust can significantly link cognitive abilities with usage attitudes. Moreover, dispositional trust in automation has been found to effectively mediate the relationship between self-efficacy and AI acceptance (Prasad & De, 2024). When linking with Technology Acceptance Model, perceived usefulness improves favorable cognitive evaluations. However, cognitive evolution alone may be insufficient to generate performance outcomes. Additionally, trust in HRM system by employees is key to lead to better organisational outcomes.

METHODS AND PROCEDURES

Research design

This study made use of quantitative cross-sectional research design to examine the influence of AI in HRM on organisational performance. The design was appropriate for testing hypotheses which have been delivered from Technology Acceptance Model (TAM) and empirical studies. The quantitative approach enabled the statistical analysis of numerical data while cross-sectional design allowed collection of data from respondents at a single point in time something that made examining relationships among variables possible (Mwita, 2022).

Study area

This study covered HR professionals from Tanzania which comprised both private and public sectors. Geographically, Tanzania is among the areas that have not been covered sufficiently with studies related to AI, and particularly in the field of human resource management.

Sample size and sampling procedures

In order to ensure that the study reached the appropriate and considerable number of respondents, a purposive sampling was employed. Data were collected through established WhatsApp groups containing HR practitioners. These groups work as platforms for networking, facilitating knowledge exchange and professional development. Despite the fact that sampling approach used was non-probabilistic, it was in line with prior organisational and technology acceptance research (Torrentira, 2020). The study received a total of 276 responses. After careful screening, incomplete entries and response inconsistencies, 230 valid responses were used for analysis. The final sample size exceeds commonly recommended thresholds for covariance-based SEM. It further has statistical power for model estimation (Hair *et al*., 2022).

Data collection

Data were collected by using a structured self-administered questionnaire that was developed and transformed into google form to facilitate online use. The survey link was then distributed within professional HR WhatsApp groups. All constructs were measured using multi-item scales which were adapted from established literature and contextualised in HRM-AI embedded systems. For perceived ease of use and perceived usefulness were measured by scales that were modified from those originally developed by Davis (1989). Perceived organisational performance was measured using a modified scale which was originally developed by Ironson *et al*. (1989). The organisational trust was measured by the scale modified from Mayer and Davis (1995) which focused on the trust that respondents have on their organisations. The responses were captured by using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Data analysis

Collected data were analysed using Structural Equation Modelling (SEM) with the aid of SPSS Version 26. The two-step procedure for analysis was used which involved both the assessment of the measurement model and structural model. Indicator reliability, Cronbach's alpha, Average Variance Extracted (AVE), Fornell-Larcker discriminant validity, and Variance Inflation Factors (VIF) were used to evaluate the measurement model. Path coefficients, model fit indices, and coefficients of determination (R^2) were used to assess the structural model. The study also performed mediation analysis.

Ethical consideration

This study adhered to ethical standards that govern social science research. Participation was voluntary to all the respondents, respondents had digitally consent to participate before completion of the questionnaire and confidentially was maintained throughout the research process.

FINDINGS AND DISCUSSION

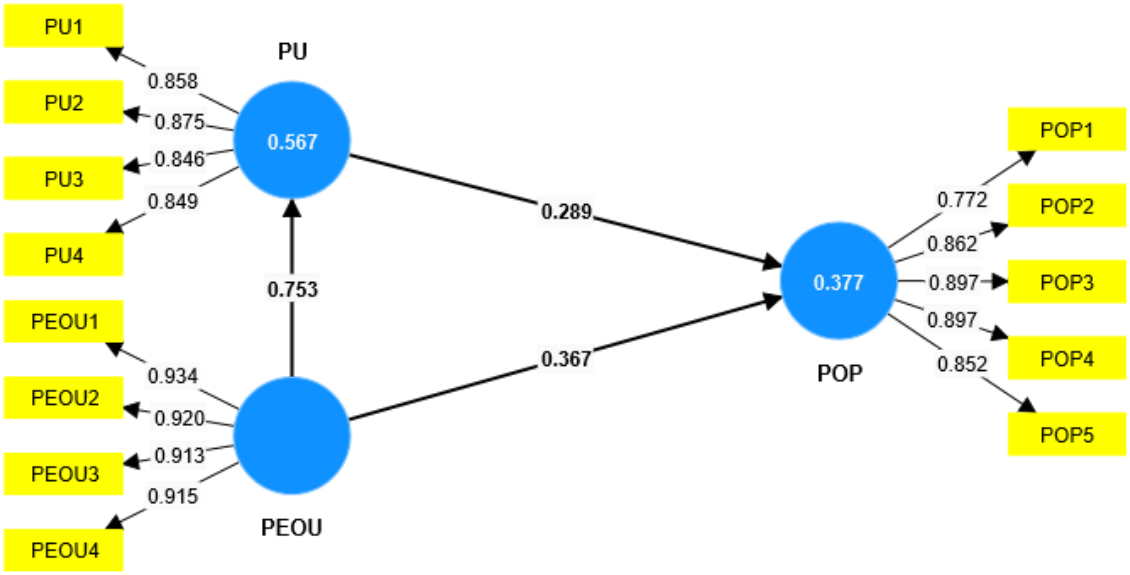
Measurement and structural Model

The measurement model was evaluated to determine its indicator reliability, internal consistency, convergent validity, discriminant validity, and collinearity. The results are shown hereunder.

Indicator reliability

PLS algorithm results show that all the measurements of the items used in the study loaded well on their respective constructs. The loadings from perceived usefulness ranged from 0.864 to 0.875, perceived ease of use ranged from 0.913 to 0.934 and for perceived organisational performance ranged from 0.772 to 0.895. From *Figure 1*, it can be observed that perceived ease of use positively influences perceived usefulness (β = 0.753). On the other hand, both PEOU (β = 0.367) and PU (β = 0.289) influence POP positively. The model explains 56.7% of the variance in PU and 37.7% in POP. This indicates substantial and moderate explanatory power, respectively.

Figure 1: Structural model path



Note: A path analysis of perceived usefulness and perceived ease of use on perceived organisational performance.

Internal consistency

Before testing the structural relationships, the study assessed reliability of the measurement model. The constructs demonstrated internal consistency since they exceeded the acceptable threshold of 0.7 Cronbach alpha value. Perceived ease of use (PEOU) had a value of 0.743, perceived usefulness (PU) had a value of 0.791, organisational trust (OT), had a value of 0.961 and perceived organisational performance (POP) had a value of 0.897.

Table 1: Reliability statistics

Construct	Number of Items	Cronbach's Alpha	Interpretation
Perceived ease of use (PEOU)	4	0.743	Acceptable
Perceived usefulness (PU)	4	0.791	Good
Organisational trust (OT)	5	0.961	Excellent

Perceived organisational performance (POP)	5	0.897	Very Good

Source: Field Data (2025).

Convergent validity

The study further assessed convergent validity of the constructs using Average Variance Extracted (AVE). AVE measures the extent to which a construct explains the variance of its indicators relative to the measurement error. According to recommended guidelines, an AVE value of 0.50 or higher indicates that the construct explains more than half of the variance of its indicators, thus confirming adequate convergent validity (Hair *et al*., 2022).

Based on the result in Table 2, all constructs exceed the recommended threshold. PEOU had an AVE value of 0.847, while PU and POP both had a value of 0.735. Generally, the AVE results confirm that the measurement model was satisfactory indicating that items used in the study were sufficient to represent the constructs of ease of use, perceived usefulness, and perceived organisational performance.

Table 2: Average variance extracted

Construct	AVE	Interpretation
PEOU	0.847	Excellent convergent validity
PU	0.735	Strong convergent validity
POP	0.735	Strong convergent validity

Source: Field Data (2025).

Discriminant validity

The study tested for discriminant validity using the Fornel-Larcker criterion which requires that the square root of AVE for each construct to be greater than its correlation with other constructs. Based on the results from Table 3, the square root of AVE for PEOU (0.920), POP (0.857), and PU (0.857) were higher than their respective inter-construct correlations, hence, confirming satisfactory discriminant validity.

Table 3: Discriminant validity

Discriminant validity - Fornell-Larcker criterion			
	PEOU	POP	PU
PEOU	0.920		
POP	0.584	0.857	
PU	0.753	0.565	0.857

Source: Field Data (2025).

Collinearity assessment

The study assessed existence of multicollinearity among the indicators using variance inflation factor (VIF). The results show that all the VIF values ranged from 2.162 to 4.487. These values are below the commonly accepted threshold of 5. This indicates that multicollinearity was not a big concern among the indicators used. The constructs were therefore included in the study as they did not pose any threats with regard to collinearity and therefore were retained for further structural model analysis.

Table 4: Variance inflation factor (VIF) for indicator collinearity

Construct	Item	VIF
Perceived Ease of Use (PEOU)	PEOU1	4.487
	PEOU2	4.034
	PEOU3	3.586
	PEOU4	3.716
Perceived Organisational Performance (POP)	POP1	2.218
	POP2	3.128
	POP3	3.432
	POP4	3.531
	POP5	2.771
Perceived Usefulness (PU)	PU1	2.572
	PU2	2.692
	PU3	2.170
	PU4	2.162

Source: Field Data (2025).

Model fit indices

The overall measurement model was found to have acceptable level of goodness of fit as presented in Table 5. The chi-square statistic was found to be (χ^2 (183) = 429.12, $p < .001$), which was expected following the sample size of 230 used in the study. The comparative fit index (CFI) of 0.942 and Tucker-Lewis's index (TLI) of 0.934 were above the recommended cutoff value of 0.90 which indicates that the model fit was good (Hair *et al*., 2022). The root mean square error of approximation (RMSEA) was found to be 0.0766 which fell within the acceptable threshold (< 0.08). Based on the above indices the measurement and structural model adequately represented the observed data.

Table 5: Model fit indices (Structural Equation Modelling)

it Index	Obtained Value	Recommended Threshold	Interpretation
χ^2 (df = 183)	429.12	-	Significant (expected in large samples)
CFI	0.942	≥ 0.90	Good Fit
TLI	0.934	≥ 0.90	Good Fit
RMSEA	0.0766	≤ 0.08	Acceptable Fit

Structural model results

In order to examine the hypothesised relationships among the variables, structural model was tested. Structural model results are depicted in Table 6. In line with Technology Acceptance Model, perceived ease of use demonstrated strongly and significant effect on perceived usefulness ($\beta = 0.832$, $p < .001$), which means when AI tools are perceived easy to use, they are also perceived as more useful. Both perceived usefulness ($\beta = 0.527$, $p < .001$) and perceived ease of use ($\beta = 0.337$, $p < .001$) were found to have a positive effect on organisational trust. These findings indicates that when AI tools are favourably evaluated, they can enhance employees' trust in organisational systems.

On the other hand, organisational trust, demonstrated a significant effect on perceived organisational performance (β = 0.295, p = .006). This implies that the higher the trust the improved perceptions of organisational effectiveness. With regard to direct effects of perceived ease of use and perceived usefulness, perceived ease of use, was found significant (β = 0.297, p = .013) while perceived usefulness was not significant (β = 0.143, p = .292). This indicates that there are differential mediation effects.

Table 6: Structural path coefficients (standardized estimates)

Hypothesized Path	β	p-value	Result
PEOU → PU	0.832	< .001	Supported
PU → OT	0.527	< .001	Supported
PEOU → OT	0.337	< .001	Supported
OT → POP	0.295	.006	Supported
PEOU → POP	0.297	.013	Supported
PU → POP	0.143	.292	Not supported

Mediation Analysis

The study examined whether organisational trust had mediation effect on the relationships between the independent variables and the dependent variable.

Results in Table 7 show that the indirect effect of perceived usefulness on perceived organisational performance through organisational trust was found to be significant (β = 0.219, p = .014). This result indicates the presence of full mediation since the direct effect of perceived usefulness on perceived organisational performance was not significant. This means perceived usefulness influence organisational performance primarily by enhancing organisational trust.

Similarly, organisational trust partially mediated the relationships between perceived ease of use and perceived organisational performance through indirect effect (β = 0.103, p = .028). This means partial mediation is supported since there is a direct effect of perceived ease of use on organisational performance.

The study observed a significant sequential mediation path from perceived ease of use to perceived usefulness through organisational trust to perceived organisational performance (β = 0.134, p = .016). The finding therefore supports TAM logic by suggesting that ease of use improves usefulness perceptions which in turn increase trust and ultimately organisational performance.

Table 7: Indirect mediation effects

Indirect Path	Indirect Effect (β)	p-value	Mediation Type
PU → OT → POP	0.219	.014	Full Mediation
PEOU → OT → POP	0.103	.028	Partial Mediation
PEOU → PU → OT → POP	0.134	.016	Chain Mediation

Source: Field Data (2025).

Furthermore, the results in Table 8 show that the structural model explained 43.7% of the variance in perceived usefulness, 56.5% of the variance in organisational trust and 42.9% of the variance in perceived organisational performance. This indicates moderate to strong explanatory power.

Table 8: Coefficient of determination (R^2)

Endogenous Variable	R^2	Interpretation
PU	0.437	Moderate
OT	0.565	Strong
POP	0.429	Moderately strong

Source: Field Data, 2025.

DISCUSSION

This study focused on examining the influence of two TAM components which are ease of use and perceived usefulness of AI tools used in HRM on perceived organisational performance. The findings provide both theoretical and practical contributions integrating organisational trust to explain perceived organisational outcomes.

The findings were consistent with TAM by showing that perceived ease of use positively affect perceived usefulness. This is the reinforcement of TAM main argument that when employees perceive any new technology usefulness, they also perceive it to be easy to use. This findings is supported by the study of Islam *et al.* (2022) which reported that effort expectancy, a concept related to perceived ease of uses significantly influence the adoption of AI-based recruitment systems among HR professionals in Bangladesh. Similarly, Croitoru *et al.* (2025) reported that when a particular technology is user-friendly can significantly enhance positive perceptions of its use and contribute to improved employee outcomes. These findings suggest that when AI tools are in HRM that make workflow less complex and reduce cognitive burden, they are more likely to be considered as tools that enhance perceived organisational outcomes.

However, this study extends beyond traditional focus of TAM which put into the equation behavioural intention and usage. While the traditional model explains how adoption behaviour of individuals, this study links TAM constructs to perceived organisational performance. The results show that perceived usefulness does not directly affect perceived organisational performance rather its effect operates through organisational trust. This means, examining whether a particular technology is good, is not enough to influence perceived organisational performance unless they foster trust in their respective organisations.

The central contribution of this study is demonstration of empirical evidence that organisational trust works as a critical psychological mechanism that links between technology perceptions and organisational outcomes.

Two constructs of TAM *i.e.*, perceived usefulness and perceived ease of use were found to significantly enhance organisational trust. When employees believe that AI is used in HRM can benefit them, and it is easy to operate, they are more likely to perceive it as reliable and fair. This trust subsequently influences perceived organisational performance.

As per the result, perceived usefulness influences perceived organisational performance through organisational trust (full mediation). This entails that usefulness perceptions have to be translated into confidence in the AI tools used in HRM before they can have positive effect on perceived organisational outcomes. This finding is in line with

the argument of Lin and Chung (2025) that trust can act as a psychological link between technological perceptions and performance outcomes. Further, the finding confirms the emphasis of Revillod (2025) that trust can play a crucial role in enhancing successful use of AI applications in HRM. Therefore, organisations cannot rely only on demonstrating the benefits of AI technologies but going beyond that by cultivating trust in those technologies for better results.

However, the study found that ease of use perceptions had both direct and mediated effects. This shows that operational simplicity can lead to efficiency while fostering institutional trust. The finding supports previous studies by Nawaz *et al.* (2024) and Islam *et al.* (2022). As per the studies, when AI systems are considered user-friendly it can improve operational effectiveness and its adoption. The direct effect suggests that employees can immediately realise efficiency gains when AI systems are easy to use. On the other hand, the indirect effect indicates that such systems are capable of strengthening trust and enhances organisational outcomes at the same time.

The mediation effect supports the postulations of Social Exchange Theory (SET) which argues that positive perceptions of organisational practices can lead to positive attitudes and behaviours. In this context, when HR professionals perceive AI tools as useful and trustworthy, they are more likely to develop confidence in the organisation's technological initiatives, leading to favourable evaluations of organisational performance. Thus, organisational trust functions as the reciprocal mechanism through which the benefits of perceived usefulness are translated into improved organisational outcomes.

The results show that the theoretical coherence of TAM is reinforced through the sequential pathway from perceived ease of use to perceived usefulness then to organisational trust and ultimately to perceived organisational performance. Ease of use increases usefulness perceptions which foster trust which in turn improves perceived organisational performance.

CONCLUSION

This study examined the influence of AI tools use in HRM and its effect on perceived organisational performance. The study used Technology Acceptance Model (TAM) through which perceived usefulness and perceived ease of use were linked with perceived organisational performance. Social Exchange Theory (SET) was to establish organisational trust as a mediating variable. The results indicates that ease of use significantly influences perceived usefulness and organisational trust. On the other hand, perceived usefulness influences perceived organisational performance primarily through trust. Organisational trust emerged as a critical explanatory mechanism that links technology perceptions to organisational performance.

The results indicate that technological acceptance as a standing alone variable is not sufficient to improve perceived organisational performance unless it translates into organisational trust. While ease of use has both direct and indirect effect to perceived organisational performance, usefulness exerts its impact mainly though organisational trust. The findings show the importance of integrating usability and trust-building strategies when AI is used in HRM.

Overall, this study extends beyond adoption behaviour of individuals by providing evidence that trust is one of key mediator in converting technology perceptions to perceived organisational performance

Overall, the study extends TAM beyond individual adoption behaviour and provides empirical evidence backing SET that trust plays a pivotal role in converting technology perceptions into perceived organisational performance.

POLICY IMPLICATIONS

The overarching policy implication of this study is that successful AI adoption in HRM requires a balanced approach that combines technological capability, user-friendliness and institutional trust. Policies that focus solely on acquiring AI technologies without addressing employee trust and usability concerns are unlikely to realise the full organisational performance benefits associated with AI-enabled HRM systems. Therefore, organisations and policymakers should adopt integrated AI governance frameworks that simultaneously promote usability, ethical practices, transparency and trust

PRACTICAL IMPLICATIONS

This study presents a number of practical implications for organisation in the use of AI in HRM systems.

When adopting AI tools in HRM organisations, HR professionals have to make usability their top priority. This is due to the fact that, perceived ease of use does not only enhance perceived usefulness, but it directly affects organisational performance.

Secondly, organisations should consider investing in building trust in HR tools that HR professionals use. Training, transparent communication about data usage and consistency in decision-making processes are important strategies for promoting trust in organisations.

More importantly, when organisations decide to use AI tools or encourage HR professionals to use them, their implementation strategies should focus on how beneficial they are and maximise ways of building trust to the users. Training programs should not only focus on teaching how to use AI tools in HRM but also providing clarification on their reliability and fairness, as well as how they align with organisational needs.

Acknowledgements

The authors deeply owe his gratitude to all the academic personnel that took part in this study. Colleagues and university administrators who gave guidance, feedback and support in data collection and analysis stages are also appreciated.

Authors' Contribution

Kelvin M Mwita: Conceptualisation, empirical review, data collection, analysis, and interpretation, manuscript writing and editing.

Erick Buberwa: Theoretical review, empirical review, data analysis, interpretation, manuscript writing and editing.

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