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From CVs to code: AI in employee selection

Abstract

The growing prominence of artificial intelligence, alongside the digitalization of processes, is transforming both the theoretical and practical approaches to human resource management. Algorithmic decision-support systems, machine learning-based recruitment tools, and predictive performance management applications are redefining the foundations of workforce-related decision-making. The starting point of this research is the recognition that artificial intelligence is reshaping human resource management not only in technological terms, but also in organizational and ethical dimensions; therefore, scientific investigation is needed to interpret its mechanisms of impact and its regulatory and managerial implications.

The aim of the research is to examine how artificial intelligence contributes to the development of the strategic functions of human resource management, particularly in the areas of data-driven decision-making, competence assessment, and work organization. It also raises the question of the extent to which the benefits provided by artificial intelligence (such as increased objectivity and efficiency) are realized in practice, and to what degree algorithmic decisions preserve the role of human factors in organizational decision-making.

Based on the literature review and semi-structured interviews conducted so far, it is becoming clear that the greatest challenges of AI integration stem from discrimination caused by data bias, the lack of transparency, and the difficulty of delineating ethical responsibility. The study also shows that although the application of artificial intelligence increases organizational efficiency and accelerates administrative processes, it simultaneously creates new competency requirements for human resource professionals.

In the further stages of the research, I will conduct an empirical analysis of AI-based HR processes in public administration, examining the extent to which technological adaptation can be aligned with the role of human resources. The expected results will contribute to the development of a theoretical and practical framework supporting the responsible integration of artificial intelligence, while strengthening data-driven human resource management practices