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THE APPLICATION OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT: EFFECTS ON ORGANIZATIONAL CLIMATE AND EMPLOYEE MOTIVATION AT FIPAG

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ABSTRACT: This study analyzes the application of artificial intelligence (AI) in human resource management, focusing on its effects on the organizational climate and employee motivation at FIPAG. The research adopts a qualitative approach, based on semi-structured interviews conducted with six employees, with data analyzed using content analysis. The results indicate that the application of AI significantly contributes to improving recruitment, selection, performance evaluation, and skills development processes, positively influencing the organizational climate and employee motivation. However, significant challenges were identified, such as concerns about data privacy, resistance to change, and risks of algorithmic discrimination. It is concluded that the application of AI must be accompanied by clear and ethical organizational policies, ensuring transparency and a balance between technology and the human factor.

KEYWORDS: Artificial Intelligence; Organizational Climate; Motivation; People Management; FIPAG.

Introduction

Digital transformation has profoundly redefined organizational management models, highlighting artificial intelligence (AI) as one of today's leading technological innovations. In the context of people management, AI emerges as a strategic tool capable of optimizing processes, improving decision-making, and influencing the organizational climate.

This study analyzes the application of artificial intelligence (AI) in people management, focusing on its effects on the organizational climate and the motivation of

employees at FIPAG. The growing digitization of organizations has driven the adoption of intelligent technologies as strategic tools for improving internal processes and human resource management.

However, many organizations face challenges related to managing the organizational climate and employee motivation, factors essential to institutional performance. In this regard, the introduction of AI presents itself as a promising alternative to address such challenges.

In the case of FIPAG, previous studies point to limitations associated with centralized management models, which hinder effective responses to organizational needs. Starting in 2025, the organization began integrating AI-based technological solutions, aiming to improve internal management and employee motivation.

Given this, the following research question arises: **How does the application of artificial intelligence influence the organizational climate and employee motivation at FIPAG?**

The general objective of the study is to analyze the effects of applying artificial intelligence to people management, with a focus on the organizational climate and employee motivation at FIPAG.

The specific objectives include:

- To describe the use of AI in people management;
- To analyze its influence on employee motivation;
- Discuss the challenges associated with its implementation.

Literature Review

Organizational Climate

Organizational climate refers to the set of perceptions that employees form about the organization's internal environment, encompassing dimensions such as interpersonal relationships, leadership style, working conditions, and management practices. These perceptions directly influence employee behavior, as they reflect how employees interpret the organizational context and respond to its internal dynamics (Chiavenato, 2014).

From this perspective, Chiavenato (2014) positions organizational climate as a determining factor for employee motivation, satisfaction, and performance, since individual perceptions shape attitudes, levels of commitment, and the willingness to achieve organizational goals. Thus, a positive organizational climate tends to stimulate productivity, cooperation, and employee engagement, while a negative environment can trigger demotivation, interpersonal conflicts, and poor performance.

Corroborating this understanding, Oliveira (2012) argues that the organizational climate results from the interaction among the various internal elements of the organization, manifesting itself in human relations, levels of job satisfaction, and the quality of the work environment. This perspective reinforces the idea that the organizational climate is a dynamic phenomenon in constant development, influenced by employees' experiences, perceptions, and interactions within the organizational context.

Thus, it can be stated that the organizational climate plays a strategic role in people management, as it directly impacts

organizational results, employee well-being, and the sustainability of institutional practices. In this sense, it becomes a fundamental element to be considered in the implementation of new technologies, such as artificial intelligence, ensuring that technological innovation is aligned with valuing the human factor.

Artificial Intelligence in People Management

Artificial intelligence consists of computer systems capable of simulating human cognitive processes, such as learning, analysis, and decision-making (Kurzweil, 2012).

In people management, AI has been applied in various areas, such as recruitment and selection (automated candidate screening), training and development (personalized learning), and performance evaluation (real-time data analysis).

These applications make processes more efficient, objective, and strategic, as they enable the automation of repetitive tasks, the reduction of human error, and decision-making based on concrete data. Furthermore, the use of artificial intelligence contributes to the standardization of organizational procedures, increasing transparency and impartiality in people management processes. Consequently, organizations are able to optimize resources, improve employee performance, and align their strategies with the demands of today's competitive environment.

2.3 Employee Motivation and AI.

Work motivation is related to the intensity, direction, and persistence of an individual's effort to achieve organizational goals (Dubrin, 2003).

AI contributes to motivation by reducing repetitive tasks; promoting continuous learning; personalizing professional experiences; and improving organizational communication.

Employee Motivation and AI

Work motivation is related to the intensity, direction, and persistence of an individual's effort to achieve organizational goals (Dubrin, 2003). In this sense, the author understands motivation as a dynamic process that guides human behavior in the organizational environment, directly influencing performance and institutional outcomes.

From this perspective, artificial intelligence can be understood as a facilitator of this motivational process, insofar as it introduces new forms of work organization and interaction between employees and technology. Thus, AI contributes to motivation by reducing repetitive tasks, allowing workers to focus on more strategic and creative activities. Furthermore, it promotes continuous learning through personalized systems, adapts professional experiences to employees' individual needs, and significantly improves organizational communication.

Thus, it can be observed that the application of artificial intelligence not only supports operational processes but also reinforces the motivational mechanisms described by Dubrin (2003) by creating a work environment that is more dynamic, efficient, and aligned with the expectations of today's workers.

Challenges of Artificial Intelligence

Despite the numerous benefits associated with the use of artificial intelligence in organizations, the literature shows that its

implementation is not without significant challenges. Among the main constraints are risks related to data privacy and security, the possibility of algorithmic discrimination, resistance to change on the part of workers, and growing technological dependence.

According to Mendonça et al. (2018), the excessive adoption of artificial intelligence can undermine the role of human intelligence in decision-making processes, since technology tends to take over strategic functions previously performed by individuals. In this regard, the authors warn of the need for a balance between the use of technology and the valuing of human skills, arguing that AI should be used as a complementary tool rather than a substitute.

Corroborating this perspective, Nascimento and Pires (2019) highlight that technological dependence can limit the development of workers' critical skills, making them less autonomous and more vulnerable to failures in automated systems. This position underscores that the indiscriminate use of AI can create organizational vulnerabilities in the medium and long term.

Additionally, the issue of privacy and data protection is one of the greatest concerns in the current context. As the authors argue, the undue exposure of sensitive information can undermine workers' trust and negatively affect the organizational climate.

On the other hand, Luger (2013) emphasizes that resistance to change is a recurring phenomenon in technological innovation processes, especially when workers lack adequate training or perceive technology as a threat to their jobs. This perspective reinforces the need for organizational strategies that promote continuous training and the digital inclusion of employees.

Thus, it can be stated that, although artificial intelligence represents a significant advance in people management, its implementation requires a critical, ethical, and balanced approach capable of mitigating risks and maximizing benefits within the organizational context.

Methodology

The study adopts a qualitative approach, of an exploratory and descriptive nature, using a case study applied to the company FIPAG as its methodological strategy. The qualitative approach is particularly suitable for understanding complex social phenomena, allowing for the capture of perceptions, experiences, and meanings attributed by participants (Creswell & Creswell, 2018; Saunders et al., 2021).

Data collection was conducted through semi-structured interviews with six employees selected via purposive sampling, a method considered appropriate when seeking in-depth information from participants with relevant knowledge of the phenomenon under study (Saunders et al., 2021).

Data analysis was conducted using content analysis, enabling a systematic and rigorous interpretation of participants' perceptions, as well as the identification of relevant thematic categories (Bardin, 2016; Braun & Clarke, 2021).

Throughout the research process, fundamental ethical principles were respected, including anonymity, participant confidentiality, and informed consent, ensuring the integrity and credibility of the study (Resnik, 2020).

Results and Discussion

Analysis of the data obtained through the interviews shows that AI applications have been playing a strategic role in the organizational management of FIPAG, particularly with regard to managing the organizational climate and employee motivation.

The results indicate that the organization uses technological systems, such as integrated management platforms and digital tools, which enable the automation of administrative processes, the centralization of data, and support for decision-making. This finding is consistent with Luger's (2013) position, who states that artificial intelligence enables the identification of skill gaps and the development of customized solutions to improve organizational performance.

Regarding employee motivation, participants highlighted that artificial intelligence helps reduce the operational workload, allowing for greater focus on strategic activities. This result reinforces Moran's (2013) perspective, according to which digital technologies promote greater interaction, communication efficiency, and engagement in the workplace. Thus, it is evident that AI acts not only as an operational tool but also as a driver of employees' intrinsic motivation.

Additionally, the data reveal that the use of artificial intelligence fosters the development of technical and behavioral skills, promoting continuous learning and adaptation to market demands. This finding confirms Silva's (2019) view, who argues that AI contributes to employee training through more systematic and personalized training processes.

However, despite the identified benefits, participants also pointed out significant challenges, such as resistance to change, fear of technological replacement, and concerns related to data security and privacy. These findings corroborate the position of Mendonça et al. (2018), who warn of the risks associated with the excessive use of artificial intelligence, especially regarding the loss of human autonomy and technological dependence.

Thus, the results show that artificial intelligence exerts a significant influence—both positive and challenging—on people management, requiring a balanced approach that integrates technology and the human factor within the organizational context.

Final Considerations

Based on the analysis conducted, it is concluded that the application of AI plays a significant role in transforming people management, contributing significantly to improving the organizational climate and increasing employee motivation at FIPAG.

The results demonstrate that the adoption of AI enables the optimization of organizational processes, making them more efficient, objective, and strategic, especially in the areas of recruitment, selection, performance evaluation, and skills development. In this sense, AI proves to be an innovative tool that strengthens organizations' ability to respond to the demands of the contemporary competitive environment.

However, it is important to note that the implementation of AI is not without challenges. Issues related to data privacy, resistance to change, technological dependence, and potential algorithmic biases require careful and responsible management.

As evidenced by Mendonça et al. (2018), the indiscriminate use of technology can undermine the role of human intelligence, making the adoption of a balanced approach essential.

In light of this, it is argued that the integration of AI into people management should be guided by ethical principles, transparency, and the valuing of human capital. Organizations should invest in the continuous training of workers, promoting adaptation to new technologies and reducing internal resistance.

Finally, it is recommended that future studies expand the sample size and employ quantitative and mixed-methods approaches to deepen the understanding of AI's impacts in the organizational context, thereby contributing to scientific advancement in this field.

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