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## Artificial Intelligence and Human Resources Practices in Nigeria's Banking Sector: Exploring Equity and Social Good in the Workplace

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### ABSTRACT

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The Introduction of artificial intelligence (AI) into Nigeria's banking sector has raised concerns about the effects on human resources practices, social responsibility, and fairness in the workplace. Therefore, with the widespread use of AI Technology, it has become imperative to study its impact on employee experiences, organizational social responsibility, and equity. The purpose of the study is to determine the relationship between AI-driven human resources practices and fairness in Nigeria's banking sector. An online survey questionnaire used to collect the quantitative data using Google Forms. This involved employees from the Nigerian banking sector, First Bank, GTBank, Zenith, Access Bank and Ecobank in Ogun State, Nigeria. The sample size was 80 employees. An in-depth interview, which involved 9 HR Professionals, provided qualitative insights. ANOVA, Correlation, and Regression analyses were used, along with descriptive and inferential statistics, to analyze the quantitative data using SPSS as the Software for data Analysis. While; Thematic analysis was used on the qualitative data to identify themes and codes related to AI-driven human resources practices and fairness. The results show that the infusion of AI-driven practices can improve objectivity in employee selection, efficiency, and performance assessments. Therefore, the issues of being biased in AI algorithms lack transparency and cause job displacement. The Employees' insights of AI – driven HR practice were influenced by trust, involvement in the development, early awareness and implementation process. The implication for this study is for organizations adopting AI into their operations to understand that there is a need for transparency in the implementation of AI into processes, advocating accountability, and ensuring fairness in all AI-driven HR practices. The recommendations are that HR professionals should develop AI literacy in order to apply AI successfully in HR practices. Banks need to utilize AI wisely to focus on optimizing efficiency, equity, and social good. Lastly, to regularly monitor and evaluate AI systems to determine if they are transparent, fair, and efficient.

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## Introduction

The fast development of AI has affected so many areas in our present-day society, and this has had a lot of effects on Human Resources practices. Which in turn, has changed all the traditional functions of HR Practices and has also brought about so many possibilities as well as areas of concern, with particular reference to the banking sector. (Anthony J. Nyberg, 2025). As such, "the adoption of AI in the HR, ranging from recruitment optimization to performance evaluation brings about a hope of increased efficiency and thereby reducing biases, but it also provokes a lot of concerns with regards to the welfare of workers, job security and algorithm transparency". (Sadeghi, 2024). Also, "the application of Artificial Intelligence in the banking sector will definitely transform the Human Resources practices more than anything else by examining equity and social good, however, in this instance reveals potential issues". (Saleh, 2024)

"The adoption of AI into HR practices of Nigeria's banking sector would further aggravate disparities and discrimination if left uncontrolled, with a likelihood of leading to discriminatory treatment of employees and uneven allocation of opportunities". This is a significant issue because AI software can propagate biases in training data, and this affects decision-making processes such as recruitment, promotion, and performance assessment. For instance, AI-driven recruiting tools can discriminate against qualified minority group members if the training data contains legacy biases. Whereas, there is a great deal of literature concerning Artificial Intelligence Implementation across various sectors, alas, the introduction of AI has also raised concerns about its impact on human resources practices, equity, and social good in the workplace. (Ogunleye, 2021). As the use of AI technologies increases, it calls for an investigation into the effects it has on employee experiences, fairness, and organizational social responsibility. The Nigerian banking sector has experienced a significant transformation over the years, from queuing in long lines in the banks and waiting to be attended to as a customer to improved services that have been characterized by the advancement in the use of technology to improve the expectations of teeming customers. Therefore, since AI's adoption in the banking sector, there has been an increase in operational efficiency, improved customer experience, meaning no more waiting for long hours in the queue, and also driving the growth of the business. (Khandait, 2023). With this being said, there is a prerequisite to guarantee that AI-driven HR practices will promote fairness, equity, and social good in the workplace. (Akpofure, 2024; Copeland, 2025).

Nigeria's Banking Sector is the focus, "seeking to discover the outcome of AI on HR practices and fairness in the workplace". (Michael, 2024), Data was collected from various categories of bank employees and HR professionals who work in the banks in Nigeria, to help give an understanding of the gains and pains of adopting AI in the banking sector (Ali, 2025) with its effects on Human Resources Practices. This also immensely contributes to research on AI in the banking sector and its effects on human resources practices. From the findings of this study, it will also help shed lighter to help organizational leaders, HR professionals, policy makers on how to promote equity, fairness, and social responsibility in a workplace that is AI-operated. (Justine, 2024) By identifying strategies for responsible AI adoption, this study aims to support the development of a more equitable and socially responsible place of work in the Nigerian banking sector. The research objective of the study is to know the impact of Artificial Intelligence on Human Resource practices in the banking sector. To also know the mediating effect of equity and social good on the relationship.

AI use in Human Resources Practices has tremendously increased in the past few years. "Research shows AI-driven HR systems have improved the efficiency and equity of HR processes". (Adeyeye, 2020). However, biases and the issue of jobs becoming obsolete are alarming (Akanbi, 2021). Therefore, the introduction of AI within HR practices is increasingly sparking scholarly and practitioner interest, justifying a systematic review of conceptual, theoretical, and empirical contributions. It's wise to say that Human Resources is the lifeblood for every organization, and that also motivates the workforce. (Ngene, 2024). The literature on the role of artificial intelligence in Human Resources Management encompasses a broad spectrum of themes and topics, according to Illangarathne (2024) (Woolley, 2020).

Quite a lot of studies have inquired into the role of AI in talent gaining, emphasizing its potential to automate recurring tasks, analyze candidate data, and enhance the efficiency of recruitment processes” (Illangarathne, 2024).

The theoretical foundation for this study is grounded in the Technology Acceptance Model (TAM), according to Marikyan (2024). TAM “postulates that the acceptance of technology is predicted by the users’ behavioral intention, which is, in turn, determined by the perception of technology usefulness in performing the task and perceived ease of its use”. (Marikyan, 2024) The theory talks about the readiness of the user and the continuous use of AI-driven instruments to enhance one’s performance and ease of usage as it affects the banking sector. While the secondary theory of equity advocates for a human-centered AI when explicitly planned, it will in turn, advance human welfare. Equity theory is a motivation theory that assumes that the motivation of employees is mostly founded on their perception of fairness in the workplace. Another theory we want to refer to in this study is the social exchange theory: “Social exchange theory is a psychological and economic model of human behavior.” It explains the processes that people use to make and maintain relationships with family, friends, colleagues, and strangers. Social exchange theory is essentially a cost-benefit analysis that evaluates the risks and rewards of pursuing or continuing a relationship. (Team, 2024).

Parallel surveys indicate employee trust and acceptance of HR practices that are AI-driven fluctuate according to system transparency, perceived fairness, and the perceived enhancement of decision rationality, highlighting the importance of continued dialogue among educators, researchers, and practitioners. (Aqeel, 2022; Justine, 2024) Studies also show that there is a need for organizations to take into consideration the need to ensure transparency, awareness, and fairness in AI-driven Human Resources Practices. (Adeyeye, 2020). Through research, it is found that the implementation of AI in Nigerian banks has led to incredible improvements in working performance and efficiency through the automation of processes like document verification and classification. Improvement in Customer Service: The use of AI tools in customer service has enhanced non-monetary features of banking tremendously, increasing overall customer experience and interaction. (Ali, 2025). This research contributes to Sustainable Development Goals (SDGs) 8, which is Decent Work and Economic Growth, as artificial intelligence when applied in HR functions will increase the productivity and efficiency of employee’s financial sector and banking industry. It also contributes to SDG 9: Industry, Innovation, and Infrastructure, as well as to SDG 10, reduced inequalities, as equity-focused AI HR practices directly reduce inequality and promote fairness in the workplace. It also contributes to SDG 16, Peace, Justice, and Strong Institutions: The emphasis on transparency, accountability, and governance in AI systems supports everything geared to promoting strong and just institutions. (Nations, 2015). And lastly, to SDG 5, Gender Equality, fostering equity and fairness in AI-driven decision-making practices has the potential to enable equality and equitable decision-making for gender equality and other equity-focused initiatives to empower women and men in the workplace. (Nations, 2015).

## **Methodology**

This study used the stratified random sampling to ensure representation from different banks and departments. The instrument used for this study are Questionnaires. The questionnaire consisted of two (2) sections. Section one (1) had to do with the demographic data of the respondents. Section (2) had to do with the main question these surveys were used to gather the quantitative data and the in-depth interview to gather qualitative insights. Primary data was collected through a survey and in-depth interviews from Employees and Human Resources Professionals in the banking sector. The data was collected through a structured questionnaire that included items on AI-driven HR practices, equity, and social good in the workplace. The questionnaire was administered online, making it convenient for respondents to participate and allowing for efficient collection of data. The questionnaire was administered, it was tested for reliability. To achieve this, a test pilot study was conducted using 10 employees from banks within Ogun State. Cronbach's alpha coefficient was used to calculate the questionnaire’s reliability. This provided a value of Cronbach's alpha of 0.85, indicating that there was good questionnaire item reliability and internal consistency. A pilot test was

conducted, and validation was conducted with experts in the HR field. The populations for the study consisted of bank employees in Nigeria. Which Included HR professionals, management staff, and other employees who interact with AI-driven HR systems in the Bank. The banks involved were First Bank, GTBank, Zenith, Access Bank, and Ecobank, all in Ota, Ogun State. The sampling size involved 80 personnel in the banks in Nigeria and 9 HR Professionals. The research design made use of a survey.

### Data Analysis

The ANOVA, regression, and correlation analysis were used to analyze the quantitative data. Using Excel as the software for examining the data. (Alexopoulos, 2010) This statistical method allowed us to model the relationship between a dependent variable (in this case, equity and social good) and multiple independent variables (AI-driven HR practices). The Thematic Analysis (V. Braun, 2006) was used to analyze the qualitative data by categorizing the themes and codes as it relates to AI-driven Human resources practices and equity for the qualitative data.

### Qualitative Results for In-depth Interview of HR Professionals. Following a thematic analysis approach.

#### Research Question: -

Does AI significantly impact HR practices in the banking sector?

#### Survey Questions – Understanding AI integration

1. How would you describe the current role of AI in your organization's HR practices?
2. Can you provide specific examples of AI applications in HR within your organization?
3. What motivated your organization to adopt AI technologies in HR processes?
4. Were there specific challenges that prompted this shift?

**Table 2: Thematic Analysis from Survey Response**

Theme	Code	Responses From the Interviewed HR Professionals	Input
AI Adoption	Adoption, Implementation,	“It has helped a great deal in operational efficiency, data driven decision making, workforce transformation and innovation.” The same responses came from the 9 personnel Interviewed	The adoption of AI has had a positive impact on HR practices in the Banking sector given the responses from the study.
Human Resources Practices	Recruitment, Talent management, Employee Engagement	“Improved Recruitment Processes, Onboarding for employees”. These were carried by all 9 responders.	To enhance the making of improved decision making.
Equity and Social good	Fair Outcome, Transparency	“It's seamless and effortless in operation”. This was carried by 6 of the responders.	To improve on clear-cut policies that will be favorable in the workplace.
Challenges	Efficiency, Accuracy, Bias	“Resistance to change” carried the majority opinion from 5 responses.	The need for training and awareness to enhance more acceptance and ally fear of job loss.
Organizational Impact	Productivity, Employee experience	‘It has greatly reduced the repetitiveness of task’ This response was carried by 8 of the responders.	The effect of AI has on organizational Productivity.

These thematic analyses have helped identify key approaches and challenges that affected the adoption in HR Practices.

#### Research Question:

2. Does equity mediate the relationship between AI and HR practices??

**Survey Questions: - Equity and Fairness**

1. In your opinion, how does the introduction of AI in HR practices impact equity in the workplace?
2. Can you share instances where AI has either promoted or hindered equity among employees?
3. What measures does your organization take to ensure that AI-driven HR practices are fair and unbiased?
4. How do you evaluate the effectiveness of these measures?

**Table 3: Responses to Research Question 2**

Themes	Codes	Responses From the Interviewed HR Professionals	Input
Employee Welfare	Fairness, Bias, and Inclusion.	“It reduces bias and increases efficiency”. This was carried by all the responders.	This allows for the welfare of the employee to be taken into consideration.
Employee Experience	Productivity	“Standardizing processes and reducing influence of unconscious human bias”, this response was carried all 8 responders, with only one person being neutral about it.	From this outcome, the productivity of an employee is further enhanced.
Organizational Measures	Training, Monitoring, and Evaluation	“By developing a transparent AI design in vendor selection. Bias Testing and Audits. "Regular audit and testing." These responses were carried by all responders.	These are the measures to be taken by the organization to ensure fairness.
AI-Driven Decision-Making	Automated Decision Making, Transparency	“By developing a transparent AI design in vendor selection. Bias Testing and audits: "Regular audit and testing." These responses were carried by all responders.	The role of AI in the decision-making process. And the impact it has on employees.
Job Satisfaction	Work-life balance	“Reduced workload, better work-life balance, fairness in HR practices.” These were the responses from 7 out of 9.	This helps the employee to have a better work-life balance and sense of belonging in the growth of the organization.
Challenges and Limitations	Lack of Transparency	“Transparency in Implementation.” These were the majority responses.	Challenges and limitations of AI adoption in HR practices

From these themes it highlights the complexity and multifaceted nature of the impact of AI on employees’ happiness and job satisfaction in Nigeria’s banking sector.

**Research Question:**

Does social good mediate the relationship between AI and HR practices??

**Survey Questions: Social Good and Employee Well-being**

1. What opportunities do you see for AI to enhance HR practices in the banking sector moving forward?
2. How do you think these opportunities could contribute to a more equitable workplace?
3. How have these challenges affected employee perceptions of AI in the workplace?

**Table 4: Responses to Research Question 3**

Themes	Codes	Responses	Inputs
Design	User-Friendly, Human-Centered AI	“Transparent AI Design and vendor selection, Bias Testing and audits, Human in the loop decision making, clear policy and governance”. Came the responses from all 9 responders	This has reduced monotony in jobs that are repetitive in nature. This should be taken into consideration by Transparent AI Designs.

Transparency	Being Accountable	“Transparent AI Design and vendor selection, Bias Testing and audits, Human in the loop decision making, clear policy and governance”. Came the responses from all 9 responders	This has reduced monotony in jobs that are repetitive in nature. This should be taken into consideration by Transparent AI Designs.
Equity and inclusion	Fairness, Bias, Reduction, diversity	“Fairness in HR Practice and Processes. Better work-life balance.”	The need for awareness of the ethical implementation of AI. To prevent unbiased decisions.
Social Good	Well-being, Productivity.	“Improved Employee efficiency.” This response was carried by 7 of the responders.	The ability to contribute to the social good and the well-being of the employee in the workplace.
Governance	Industry Standard	“Improve Efficiency amongst employees.”	Transparent Industry Standard in Implementation. Clear policies and human oversight.
Education	Employee Development	“Create more awareness and train effectively for easy adaptation.”	The need for the employees to upskill using the available
Impact	Positive Social Impact	“Positive outcome” from 8 of the responses.	The Positive social impact plays a vital role in boosting employee morale in the workplace.

This theme highlights the importance of considering equity, social good, and the well-being of employees in the adoption and implementation of AI.

**Hypothesis 1:**

“There is a positive relationship between AI adoption in HR practices and workplace equity”.

This hypothesis was tested using ANOVA Analysis.

**Dependent -** Variable: Equity

**Independent Variable: -** AI

**Control Variable -** Demographics

**Table5:Summary**

Groups	Count	Sum	Average	Variance
CV	6	80	13.33333333	79.06666667
AI	6	100.1	16.68333333	121.4936667
	0	0		
Equity	6	80	13.33333333	77.06666667

**ANOVA**

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	44.89	3	14.96333333	0.150912315	0.927375368	3.343888678
Within Groups	1388.135	14	99.1525			
Total	1433.025	17				

**Results:** The ANOVA results do not support the hypothesis "There is a positive relationship between AI adoption in HR practices and workplace equity."

1. F-statistic (0.150912315): The F-statistic is small, indicating that the variation between groups is not significantly greater than the variation within groups.

2. P-value (0.927375368): This is much higher than the conventional significance level (0.05) and indicates that group differences are not statistically significant.
3. F crit (3.343888678): The F-statistic calculated is smaller than the critical F-value, which again points toward non-significance.

**Hypothesis 2:**

There is a positive correlation between AI adoption in HR practices and social impact in the workplace  
This hypothesis was tested using regression analysis.

Table 6: Summary Output

<i>Regression Statistics</i>	
Multiple R	0.239566
R Square	0.057392
Adjusted R-Square	0.045307
Standard Error	11.10606
Observations	80

  

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	585.8	585.7778373	4.74912	0.0323
Residual	78	9621	123.3445854		
Total	79	10207			

  

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	35.17468	1.903	18.48541349	3.1E-30	31.386	38.96292851	31.3864	38.9629
5.1	-0.14573	0.067	-2.179246832	0.03233	-0.279	-0.01259884	-0.2789	-0.0126

**Hypothesis 2:**

The result of the regression analysis does not confirm the hypothesis that "There is a positive relationship between AI adoption in HR practice and social impact in the workplace."

**Key Findings:**

1. **Positive Correlation:** The Multiple R value of 0.239566 shows a positive correlation between AI adoption in HR practices and social impact in the workplace.
2. **R-Squared Value:** The R-Squared value of 0.057392 recommends that about 5.74% of the variation in social impact can be explained by AI adoption in HR practices.
3. **Significance:** The Significance F value of 0.0323 agrees that the regression model is statistically significant at a 5% level, proposing that AI adoption has a significant impact on social impact.

**Coefficient Analysis:**

1. **AI Adoption Coefficient:** The coefficient for AI adoption (-0.14573) shows a negative relationship between AI adoption and social impact. However, this seems to contradict the initial hypothesis of a positive correlation.
2. **P-Value:** The p-value of 0.03233 for AI adoption is less than 0.05, indicating that the relationship between AI adoption and social impact is statistically significant.

**Interpretation:**

Given the negative coefficient, it appears that AI adoption in HR practices may actually have a negative impact on social impact in the workplace, contrary to the initial hypothesis. This could suggest that AI adoption may lead to unintended consequences, such as job displacement or decreased employee engagement.

**Limitations:**

1. **Low R-Squared Value:** The low R-Squared value indicates that there may be other factors influencing social impact that are not accounted for in this model.
2. **Limited Sample Size:** The sample size of 80 observations may be limited, and a larger sample size may provide more robust results.

**Hypothesis 3:**

“HR professionals' attitudes towards AI acting as a mediator between AI adoption and equity/social good.”

**Table 7: Hypothesis 3**

	<i>Equity</i>	<i>AI Adoption</i>	<i>HR Prof.</i>
Equity	1		
AI Adoption	0.673831	1	
HR Prof.	0.67999	0.248339	1

1. Relationship between AI Adoption and Equity (0.673831): The correlation coefficient reflects a moderate to strong positive relationship between AI adoption and equity.
2. Relationship between HR Professionals' Attitudes and AI Adoption (0.248339): The correlation coefficient reflects a weak positive relationship between HR professionals' attitudes toward AI and AI adoption.
3. Attitude of HR Professionals and Equity (0.67999): A moderate to strong positive correlation coefficient indicates the relationship between the attitude of HR professionals regarding AI and equity.

The correlation analysis shows that HR professionals' attitudes towards AI are positively correlated with both AI adoption and equity. However, the correlation between attitudes of HR professionals and AI adoption is weaker compared to the correlations between attitudes of HR professionals and equity and AI adoption and equity.

**Discussion**

ANOVA result for Hypothesis 1 was in discordance with the belief that there is a positive relationship between AI adoption in HR practices and workplace equity. The low F-statistic and high p-value (0.927375368) indicate that the difference between groups was not greater than the difference within groups, so it follows that AI adoption cannot always lead to more workplace equity. This finding contradicts some of the existing literature hypothesizing that AI can enhance fairness and reduce bias in HR decisions.

The regression test for Hypothesis 2 also did not support a positive relationship between AI adoption in HR practices and social impact at work. The regression analysis revealed a statistically significant relationship between AI adoption and social impact, but the direction of the relationship was negative, contrary to the hypothesis. The coefficient for AI adoption was -0.1457, indicating that AI adoption may actually lead to decreased social impact in the workplace. This could be due to unintended consequences such as job displacement or decreased employee engagement. The R-squared value was low (0.0574), suggesting that other factors not accounted for in the model may influence social impact. Nonetheless, the correlation analysis for Hypothesis 3 offered some interesting results on the interactions between AI adoption, HR professionals' perceptions of AI, and fairness. The moderate to strong positive correlation between AI adoption and equity (0.673831) shows that AI adoption is indeed associated with enhanced equity in the workplace

when holding other variables constant. Further, the moderate to strong positive correlation between HR professionals' attitude towards AI and equity (0.67999) shows that HR professionals' attitude could be the tipping point in showing whether AI adoption has a positive or negative impact on equity.

Even though the low to medium strength of the correlation ( $r = 0.248339$ ) suggests that the attitudes of HR professionals have no strong contribution toward the adoption of AI, this shows that organizational tactics venturing into AI adoption and work fairness are bound to fail based on HR professionals' attitudes alone. It would be good to give priority to building HR professionals' ability and confidence in the usage of AI tools, in the same vein, addressing any biases or problems they may pose.

Research findings have also demonstrated the complexities in the relationship between AI adoption, social good, HR practices, and equity in employment. Therefore, the adoption of AI may certainly contribute to an increase in social good and equity, but these contributions will be dependent on various factors, including HR Professionals' attitude and organizational context. In the future, we will probably witness more studies on such relationships, which will also look into ways to seize the benefits of AI adoption in HR Practices.

The research ascertains the need for more vigilance by organizations when using AI in HR practices. To make sure that it fully supports their equity and social responsibility efforts. This can be done through not just investing in AI technology but also training HR professionals on how to use these technologies, and adopting a positive attitude towards AI. By doing this, organizations will have the potential to leverage the full potential of AI in attaining a more equitable and socially responsible workplace.

According to a study on *Unlocking the Potential: Artificial Intelligence Revolutionizing Nigeria's Banking Sector* had this to say that AI adoption in Nigerian Banks revealed that AI-Powered Chatbots are being used to improve the experiences of customers and also to improve efficiency in their operations, which could indeed have an indirect effect on HR practices, in reducing the workload and allowing the HR Professional to be focused on strategic tasks. (Abimbola, 2024).

A study on the *Impact of AI and Automation on HR Practices: Opportunities and Challenges*. The research looked into AI Adoption and Workplace Equity: The research viewed that AI can improve fairness and reduce bias in HR decisions, contrary to this study's ANOVA results. Studies like those by Muhammad (2025). Highlight AI's potential to improve efficiency, reduce bias, and enhance decision-making in HR practices.

*Training and Development: Investing in the training of HR professionals is essential for the successful integration of AI*, as noted by Mitra Madanchian (2025), aligning with this study's recommendation to build HR professionals' ability and confidence in the use of AI tools.

According to (Mitra Madanchian, 2025) their study highlighted the role of digital leadership and organizational culture in facilitating AI Adoption in Human Resources Management. Contrary to our study's hypothesis: A positive correlation between HR professionals' attitude towards AI and equity (0.67999) underlines the importance of HR professionals' insights. The complexity of AI Impact: our study's findings on the negative relationship between AI adoption and social impact (-0.1457 coefficient) echo concerns about job displacement and decreased employee engagement. (Mitra Madanchian, 2025) discusses barriers to AI adoption, including organizational change antipathy and data security concerns.

This study contributes significantly to studies that are still about Artificial Intelligence and Human Resources practices, which in turn will shed more light on the effect of Artificial Intelligence (AI) on equity and social good in the workplace. Our findings also aligned with the social exchange theory which opines that employee are more likely to be engaged and motivated when they feel valued and supported by their organization. In addition to this, our study

emphasizes the equity theory by stressing the importance of fairness and justice in AI-driven decision-making processes.

From this study, we have notable practical implications for the policy makers and also for organizations willing to adopt AI into their operations. Since AI has come to stay and is in turn revolutionizing sectors across the globe. The following should be on the top burner for organizations adopting AI into their operations, these include, being transparent in the implementation of AI into processes, advocating accountability, and ensuring fairness in all AI-driven HR practices.

### **Contribution to Knowledge**

This study adds to the already existing literature on Artificial Intelligence and Human Resources Practices. By exploring the impact of Artificial Intelligence on equity and social good in the workplace, we have been able to provide different dimensions that will help organizations re-strategize and also inform policy decisions by policymakers. We have been able to develop a framework for a proper understanding of the relationship between AI- driven Human Resources Practices, social good, and equity when applied to different settings.

### **Limitation**

This study had some limitations. The sample size was limited to only 80 banking professionals due to the unresponsiveness of the banking employees to participate in the survey.

### **Future Research Directions**

1. It would be pertinent to examine the effect of Artificial Intelligence on Human Resources Practices and employee outcomes as it applies to different industries and contexts.
2. In addition to this, further studies can also look into the role of leadership and organizational culture in shaping the effect of Artificial Intelligence on equity and social good in the workplace.

### **Conclusion**

Organizations should prioritize fairness, accountability, and transparency to harness the power of Artificial Intelligence (AI) and drive positive outcomes for employees. Also, there is a need for the responsible adoption of Artificial Intelligence in the workplace. AI can power the functions of HR practices, such as recruitment, employee experience, and talent management, which will, in turn, lead to an increase in employee efficiency and employee satisfaction. AI is likely to provide fairness and equity in HR actions, since they are well-designed, executed, and scrutinized to eliminate bias and maintain transparency. AI has the potential to generate social good in the context of enhancing employee well-being, job satisfaction, and community building, as a function of the extent of adoption and use of AI in a responsible manner. HR professionals must play their part so that AI adoption is in accordance with organizational values and fosters fairness, equity, and social good.

### **Recommendations**

1. Build human capital and infrastructure: The need for companies to invest in digital infrastructure and employee competency building to facilitate the mass and all-encompassing roll-out of AI.
2. Build enabling regulatory regimes: Governments should establish enabling governing systems that facilitate the ethical roll-out of AI as well as data privacy.
3. Promote ethical use of AI: Organizations ought to promote the ethical use of AI, and their AI systems should be designed and set up to encourage equity, prevent algorithmic discrimination, and advocate human rights.

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