

Narrative Review: Optimization of AI-Based HR Management System for Remuneration and Performance Equity in Hospitals

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ABSTRACT

Human resource management (HRM) in Indonesian hospitals faces significant challenges in ensuring fairness, transparency, and objectivity in performance evaluation and remuneration systems. These issues contribute to income disparities between medical and managerial staff, leading to lowered morale and reduced quality of healthcare services. This study aims to provide an existing performance appraisal system, identify remuneration inequities, and propose an AI-based meritocracy model to improve transparency and accountability. Through a systematic literature review of global and local sources, the study identifies objective key performance indicators (KPIs) and develops an AI-based conceptual framework for equitable distribution of remuneration, drawing on successful practices from countries such as the UK and Singapore. The proposed model integrates AI technologies such as machine learning and predictive analytics to optimize recruitment, performance monitoring, and incentive allocation while addressing ethical concerns such as algorithmic bias and data privacy. This AI-based approach aims to increase healthcare worker motivation, reduce turnover, and improve service quality in Indonesian hospitals, with recommendations for phased implementation and strong governance to ensure ethical implementation.

Keywords: Artificial Intelligence; KPIs; Meritocracy; Remuneration; Performance Evaluation



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INTRODUCTION

Health is the basic right of every individual, and the provision of quality health services is the main responsibility of health care institutions such as hospitals. In this context, hospitals are not only places of healing, but also institutions that require complex organizational management. One important aspect that determines the success of hospital services is the management of human resources (HR) effectively and fairly. Hospital human resources include medical personnel such as doctors, nurses, and other medical technical personnel, as well as managerial and administrative personnel (Greatavia *et al.*, 2025). In practice, inequality of treatment between these labor groups remains a crucial issue. Inequities in remuneration and performance evaluation systems often create horizontal and vertical conflicts, affecting overall workforce morale and performance, and ultimately negatively impacting the quality of patient care.

In Indonesia, hospital HR management is governed by a number of regulations, such as Regulation of the Minister of Health of the Republic of Indonesia Number 3 of 2020 concerning Hospital Classification and Licensing, which emphasizes the importance of service standards and management of health personnel. In addition, Law No. 44/2009 on Hospitals mandates hospitals to ensure service quality through effective HR management. However, the implementation of these regulations is often constrained by suboptimal management systems, including in terms of performance evaluation and remuneration.

The condition of the performance evaluation and remuneration system in most Indonesian hospitals still relies on the subjective opinions of direct supervisors. Performance indicators are often poorly documented or not linked to service outcomes. This leads to low trust of medical personnel in the evaluation and reward system. Identification of inequities reveals disparities in remuneration between hospital management and medical staff, even when the direct contribution to patients is greater for health workers. Nurses and junior doctors often do not receive incentives commensurate with their workload.

In addition to remuneration inequality, toxic organizational culture, feudalism, and potential corruption in hospital HR management also worsen the situation. Toxic cultures, such as favouritism and lack of accountability, often hamper objectivity in performance evaluation. The practice of feudalism, where rigid hierarchies dominate decision-making, reinforces inequities in incentive distribution. In addition, systems prone to corruption, such as abuse of power in HR budget allocation, further undermine health workers' trust in hospital management.

Many hospitals in Indonesia still use conventional HR management systems that are not data-driven, prone to subjective bias, and lack transparency (Greatavia *et al.*, 2025). Performance evaluation is based on the personal judgment of direct supervisors without clear indicators, while the incentive system does not always reflect the real contribution of medical personnel (Koleangan *et al.*, 2024). This creates a structural gap that is difficult to address without systemic change. In the digital age and healthcare transformation, information technology and artificial intelligence (AI) have opened up great opportunities to reform HRM. The use of AI in performance evaluation and remuneration distribution systems can deliver more objective, data-driven, and real-time assessments. The system allows hospitals to measure outputs and outcomes in a standardized manner, reduce subjectivity, and create incentives commensurate with each individual's contribution. However, the application of AI must also pay attention to ethical aspects, such as data privacy and transparency (Koleangan *et al.*, 2024).

Developed countries such as the UK, South Korea, and Singapore have adopted a technology-based meritocracy system in the management of medical personnel, which is

proven to improve work efficiency, staff satisfaction, and service quality (Sunaryo & Cicellia, 2014). Meanwhile, in Indonesia, the adoption of a similar system is still very limited and has not yet become part of the hospital management policy at large. Therefore, an in-depth study is needed to understand the opportunities, challenges, and implementation models that are relevant for the local context (Budiarto & Ridwan, 2024).

This research aims to address the challenges in human resource management (HRM) in hospitals through a comprehensive literature review. The main focus of the research includes analyzing the HR management system, performance evaluation and remuneration practices, and exploring the role of artificial intelligence (AI) technology in building a fair and accountable meritocracy system. Specifically, this research aims to: (1) analyze the performance appraisal system of health workers in Indonesian hospitals, (2) evaluate the potential use of AI in creating a transparent meritocracy system, (3) examine the impact of income inequality on work motivation and quality of health services, (4) identify objective key performance indicators (KPIs) as the basis for performance appraisal, and (5) examine the implementation of a remuneration system as part of an ideal performance-based HR transformation.

RESEARCH METHOD

This study used a qualitative approach through a narrative literature review, which is a systematic review of various academic literature sources, research reports, and policy documents regarding AI-based HR management systems in hospitals. The data collection process involved systematically searching documents using targeted keywords such as “hospital HR management”, “performance evaluation”, “remuneration system”, “AI-based meritocracy” and “HR implementation”. Data sources were obtained from national and international journals, government publications, and academic repositories such as Google Scholar, PubMed, Scopus, ScienceDirect, ResearchGate, and Garuda Portal. The literature reviewed was selected based on relevance to the research theme, particularly those addressing performance evaluation practices and remuneration distribution in the health sector. Data were classified and analyzed to identify patterns, key challenges, and potential technology-based solutions. A qualitative approach was used to construct a narrative and develop a conceptual model of AI-based meritocracy.

RESEARCH RESULT

For analysis, content analysis was used to extract and categorize key themes from the selected literature. Each source was examined to identify concepts and discussions related to hospital HR management, performance evaluation, and remuneration systems and their implementation towards system transformation. The findings were then thematically organized and compared to detect recurring patterns, research gaps, and theoretical or practical insights that contribute to human resource development in the health sector. To ensure data validity and reliability, source triangulation was applied by comparing insights from different types of literature and references. In addition, content validity was upheld by limiting the review to academic sources indexed in reputable databases, thus ensuring that the analysis was based on credible and authoritative evidence. This study revealed several key findings related to the current challenges and potential of implementing AI-based HR systems in Indonesian hospitals: 1) Performance Evaluation Practices, 2) Remuneration Inequities, 3) Standardized Performance Appraisal Systems, 4) AI-Based HR Ecosystem Potential, 5) Impact on Work Motivation, 6) Implementation Challenges and Ethical Concerns. These findings emphasize that AI-driven HR

transformation can improve equity, motivation, and service quality if implemented thoughtfully and ethically.

NARRATIVE REVIEW

This narrative overview examines strategic approaches to human resource development in hospitals, focusing on three key areas, namely on the evaluation of HR management systems in hospitals, particularly in Indonesia, and the role of AI in creating a fair meritocracy system. The given paper offers insights into the transformative potential of AI in HR management, highlighting its ability to improve performance evaluation systems by increasing objectivity, efficiency, and fairness. The integration of AI into HR practices can address income inequality and motivate employees by providing transparent and data-driven performance appraisals. The following sections delve into key aspects of this research question. The analysis is based on insights drawn from fifteen selected research journals, as presented in Table 1. These studies were selected for their relevance to the transformation of HR systems towards performance appraisal using AI.

Table 1. Literature search results related to AI-based HR Management for remuneration equity and performance in hospitals

No	Author(s) & Year	Title of Study	Insights	Research Outputs
1	(Dwianto & Kusuma, 2024)	Artificial Intelligence in Performance Evaluation (Case Study of PT. Pos Indonesia Employees)	Evaluate AI performance, focus on algorithm bias and metric relevance, emphasize transparency and fairness.	Framework for mitigating algorithmic bias in AI-based performance evaluations, applicable to non-healthcare settings.
2	(Repullo & Campo, 2024)	Evaluación del rendimiento y compensación en centros sanitarios de gestión directa. Parte 1: marco general. Informe SESPAS 2024	Highlights that performance assessment in public health services is complex and often ineffective, with weak incentives.	General framework for performance and compensation evaluation in public healthcare, highlighting inefficiencies.
3	(Darmizal, 2024)	Design and Development Performance Assessment System for Medical Staff Implementing the Regulations of the Indonesian Ministry of Health	Discuss the standardization of performance appraisal for medical staff at Arifin Achmad Hospital by utilizing objective indicators and information systems.	Standardized performance assessment system aligned with Indonesian Ministry of Health regulations, implemented at Arifin Achmad Hospital.
4	(Chen <i>et al.</i> , 2010)	Design and implement of performance management system for hospital staff based on BSC	Contains performance evaluations in hospitals often lack objectivity and factual data, leading to unclear assessments.	Balanced Scorecard (BSC)-based performance management system for hospitals, improving objectivity in evaluations.
5	(Hendryani, 2017)	Rancang Bangun Sistem Informasi	Highlighting the remuneration system	Information system for remuneration at RSUD

		Remunerasi Jasa Pelayanan RSUD Kepahiang Bengkulu Menggunakan Metode FAST	at RSUD Kepahiang, he emphasized the need for performance evaluation and accurate reporting.	Kepahiang, and transparency in performance reporting.
6	(Pourmohammadi <i>et al.</i> , 2018)	A comprehensive map of the evidence on the performance evaluation indicators of public hospitals: a scoping study and best fit framework synthesis.	Emphasizes that hospital performance management is multi-dimensional, with indicators depending on the evaluation model and objectives.	Comprehensive framework of performance evaluation indicators for public hospitals, adaptable to various contexts
7	(Niaksu & Zaptorius, 2014)	Applying Operational Research and Data Mining to Performance Based Medical Personnel Motivation System	Discussing performance-related remuneration systems in healthcare, and weighting performance indicators, including data mining methods.	Data mining-based approach for performance-based remuneration, enhancing motivation systems in healthcare.
8	(Rahmadani <i>et al.</i> , 2024)	Pengaruh Remunerasi Terhadap Motivasi Kerja Pegawai Rumah Sakit : Literatur Review	Highlighting that remuneration affects work motivation and job satisfaction in hospitals.	Evidence synthesis linking remuneration to employee motivation and job satisfaction in hospitals.
9	(Abu Jaber & Nashwan, 2022)	Balanced Scorecard-Based Hospital Performance Measurement Framework: A Performance Construct Development Approach	Implementation of Balanced Scorecard in hospitals by emphasizing a comprehensive performance measurement system.	Comprehensive performance measurement framework using Balanced Scorecard for hospital settings.
10	(Carayon <i>et al.</i> , 2014)	Building a Performance Management System for Hospitals Based on Diagnosis-Related Group (DRG) Payment	The chapter highlights performance evaluation as key to improving employee performance, motivation, and alignment with organizational goals through goal setting, feedback, and follow-up.	Performance management system aligned with DRG payment, improving employee motivation and organizational alignment.
11.	(Sampath <i>et al.</i> , 2024)	AI-Powered Employee Performance Evaluation Systems in HR Management	Focuses on AI-powered employee performance evaluation systems in HR management.	AI-driven performance evaluation system, enhancing objectivity and efficiency in HR management.
12.	(Aini <i>et al.</i> , 2024)	Assessing the Influence of Artificial Intelligence on Human	Focuses on the broader impact of AI on HRM practices, including	Framework for integrating AI into recruitment, performance

		Resource Management Practices	recruitment, performance evaluation, and employee development.	evaluation, and employee development in HRM.
13.	(Joshi <i>et al.</i> , 2024)	Strategic Adoption of Artificial Intelligence for Human Resource Management Practices Transforming Healthcare Sector	Focuses on the strategic adoption of AI in HRM within the healthcare sector, emphasizing its role in recruitment, talent management, and employee well-being.	Strategic model for AI adoption in healthcare HRM, focusing on recruitment, talent management, and employee well-being.
14.	(Shouran & Ali, 2024)	The Implementation of Artificial Intelligence in Human Resources Management	Focuses on the implementation of AI in HRM functions such as recruitment, training, and performance management.	Practical guidelines for implementing AI in HRM functions, including recruitment, training, and performance management.
15.	(Monica <i>et al.</i> , 2024)	Promoting Fairness and Ethical Practices in AI-Based Performance Management Systems	This journal focuses on AI-based performance management systems in HR, emphasizing the need for fairness, transparency, and ethical practices.	Ethical framework for AI-based performance management systems, emphasizing fairness and transparency.

DISCUSSION

Current State of Performance Evaluation and Remuneration System

Human resource management in relation to the remuneration system has an important role in improving quality and service. Moreover, the transformation of AI-based HR systems can provide fairness in remuneration and evaluation of performance in the hospital environment. Remuneration is one of the tools to motivate and improve the performance of health workers. The implementation of performance-based remuneration systems in several hospitals has shown a positive impact on the motivation and job satisfaction of health workers. The effectiveness of the remuneration system is influenced by the match between workload and incentives received. Some studies propose the application of a more objective and systematic evaluation framework.

1. Standardization of Performance Appraisal

Arifin Achmad General Hospital has implemented a performance appraisal system based on Individual Work Indicators (IKI) and Minimum Service Standards (MSS) to improve objectivity in performance evaluation (Darmizal, 2024). This process is supported by the developed Balanced Scorecard (BSC)-based performance management system, which enables automatic collection of performance indicators, thus improving the accuracy and efficiency of evaluation (Chen *et al.*, 2010). In addition, research shows that adequate remuneration plays an important role in improving the motivation and job satisfaction of hospital staff, which in turn has a positive impact on performance quality (Rahmadani *et al.*, 2024).

Reforms to performance-based salary distribution systems have also proven effective in improving staff enthusiasm, patient satisfaction, and operational efficiency (Zhao *et al.*, 2022). On the other hand, the "Dual Balance" performance management approach integrates quantitative and qualitative measures, creating a more holistic evaluation that aligns with modern healthcare reforms and ensures a more objective and integrated evaluation (Zhao *et al.*, 2022; Abu Jaber & Nashwan, 2022). However, challenges still arise due to the reliance on subjective evaluations, meaning that further reforms are needed to optimize the potential of performance management systems in Indonesian hospitals. Thus, a combination of data-driven approaches, fair remuneration, and balanced integration of performance measures is key to improving the quality of healthcare in Indonesia.

Remuneration information systems based on the FAST method, such as the one developed at RSUD Kepahiang, allow for more accurate and transparent performance reporting, which supports the distribution of incentives aligned with the contribution of health workers (Hendryani, 2017). In addition, the use of standardized performance indicators, regarding hospital performance evaluation indicators, shows that a multidimensional performance management system can improve evaluation effectiveness by considering organizational goals (Pourmohammadi *et al.*, 2018).

2. Identifying Inequities in Remuneration

Disparities in incentives between different groups of health workers and hospital management constitute inequities in the remuneration system. The literature suggests an imbalance in the distribution of remuneration, with hospital management receiving significantly higher incentives or salaries than medical personnel, despite the greater direct contribution of medical personnel to patient care (Labrador & Campo, 2024). Perceived unfair compensation negatively impacts job satisfaction and organizational commitment among healthcare professionals (Shah *et al.*, 2024). Inequity contributes to higher burnout rates, especially among underrepresented groups, which may lead to increased healthcare workforce turnover. To address these issues, Indonesian hospitals need to adopt a more transparent and data-driven approach in their performance evaluation and remuneration systems. Some recommendations include:

- **Development of Clear Performance Indicators**
Performance indicators should be well-documented, measurable, and directly linked to service outcomes, such as patient satisfaction levels, waiting times, or patient safety.
- **Performance-Based Remuneration System**
Implementation of a remuneration system that links incentives to productivity and service quality can increase the motivation of health workers.
- **Reducing Disparities**
Hospitals need to re-evaluate the distribution of incentives to ensure that nurses and junior doctors are fairly compensated according to their workload.
- **Transparency and Communication**
Evaluation and remuneration systems should be transparent, with clear communication to health workers regarding criteria and decision-making processes. While these discrepancies highlight systemic problems in healthcare compensation, some argue that performance-based payment models can incentivize better outcomes.

3. Comprehensive AI-Driven HR Ecosystem for Hospital Workforce Management

To tackle subjectivity, inequity, and inefficiency in hospital HR management, a Comprehensive AI-Driven HR Ecosystem is proposed, integrating advanced AI technologies like machine learning, natural language processing (NLP), and predictive analytics to create a cohesive, data-driven approach. This ecosystem encompasses recruitment, performance monitoring, remuneration, employee well-being, and organizational culture, ensuring objectivity, fairness, and alignment with hospital goals.

The AI-powered recruitment module uses machine learning to match candidate profiles to hospital needs, with NLP screening resumes to reduce bias and predictive analytics forecasting candidate success (Kuźniarska & Stańczyk, 2024). Real-time performance monitoring leverages objective KPIs, wearable devices, and EHR integrations to track workload and provide continuous feedback, promoting accountability and addressing performance gaps (Sampath *et al.*, 2024). The dynamic remuneration module allocates incentives based on performance, workload, and patient care contributions, ensuring equitable distribution and transparency through employee dashboards (Shouran & Ali, 2024).

Employee well-being is enhanced by AI tools analyzing workload and sentiment to detect burnout, recommending personalized interventions like adjusted schedules (Joshi *et al.*, 2024). The system fosters a meritocratic culture by identifying unfair treatment or toxic behaviors and facilitating open communication via AI-driven chatbots (Monica *et al.*, 2024). Ethical governance ensures transparency, data privacy, and bias mitigation, with regular AI audits and compliance with regulations like Indonesia's UU No. 27 Tahun 2022 (Dwianto & Kusuma, 2024). By integrating these components, the ecosystem transforms hospital HR management, promoting fairness, transparency, and motivation. Indonesian hospitals can adopt this system in phases, starting with AI-based performance or recruitment modules, to build a modern, meritocratic HR framework that enhances healthcare quality.

4. Impact on Income Inequality and Motivation

The integration of artificial intelligence (AI) in performance evaluation has the potential to reduce income inequality by ensuring a fair and merit-based remuneration system, thereby improving work motivation and service quality. This data-driven approach allows contributing health workers to be compensated proportionally, promoting a more meritocratic and accountable work environment (Aini *et al.*, 2024).

The role of AI also supports transparent compensation systems, increases employee satisfaction and retention, and promotes targeted individual development (Manoharan & Rajoli, 2024; Nyathani, 2023). Thus, AI not only closes the income gap but also creates a more motivated and quality service-oriented workforce (Sampath *et al.*, 2024). However, the application of AI also poses new challenges, such as the potential increase in the gap between high- and low-skilled workers, thus demanding adaptive and inclusive policies (Manoharan & Rajoli, 2024). These challenges and impacts include:

- **Income Inequality**
Artificial intelligence is automating low-skilled jobs, such as in the manufacturing and administrative sectors, causing job losses that have a large impact on low-income workers (Suhraab *et al.*, 2024; Liang, 2024). And the increasing demand for skilled labor widens the income gap, as AI favors high-skilled workers (Cheng *et al.*, 2024; Liu, 2024). In addition, AI can also increase economic mobility through education and training initiatives that promote fair opportunities if properly utilized (Agrawal *et al.*, 2023).
- **Workforce Motivation and Adaptation**

Artificial intelligence encourages workers to develop new skills and collaborate with AI systems, opening up employment opportunities in new and emerging fields (Liang, 2024). A focus on labor augmentation, not just automation, increases productivity and motivation, enabling low-wage workers to perform at higher levels (Agrawal *et al.*, 2023).

The rapid pace of change in AI technologies risks leaving many workers, especially low-skilled ones, behind, requiring policy interventions to ensure equitable access to AI benefits (Suhra *et al.*, 2024).

5. Implementation of Artificial Intelligence in HR Transformation and Remuneration Performance Evaluation

The integration of Artificial Intelligence (AI) in human resource management (HRM) in hospitals has led to transformative innovations, especially in recruitment, training, and performance evaluation. AI streamlines these processes, increasing efficiency and objectivity by addressing the complexities of workforce management.

- **Recruitment Improvement**
AI automates applicant screening, enabling faster and more objective evaluations based on predefined criteria, thereby reducing human bias (Kuźniarska & Stańczyk, 2024). Tools such as candidate screening algorithms improve hiring accuracy and decision-making efficiency (Venugopal *et al.*, 2024)
- **Personalized Training Programs**
AI designs customized training programs that adapt to employees' individual needs and skill levels, improving learning outcomes (Kuźniarska & Stańczyk, 2024) in skill development.
- **Improved Performance Evaluation**
AI facilitates real-time data-driven performance appraisals, promoting transparency and accuracy in evaluations. The use of AI in performance management shifts HR from a reactive to a proactive role, aligning with long-term organizational goals (Venugopal *et al.*, 2024).

Despite these advancements, ethical challenges such as data privacy, algorithmic bias, and the need for transparency remain a concern. Addressing these issues through a robust governance framework is essential to ensure the responsible use of AI in HRM. Balancing innovation with ethical considerations is essential to maximize the benefits of AI while mitigating potential risks (Shouran & Ali, 2024).

6. AI as an Effort to Improve Organizational Culture in Hospitals

The application of artificial intelligence (AI) is not only limited to performance evaluation and remuneration, but also has the potential to reform organizational culture in hospitals. A healthy organizational culture supports productivity, collaboration, and well-being of healthcare workers, which ultimately improves the quality of patient care. AI can contribute in the following aspects:

- 1) **Workload**
AI can analyze real-time workload data of healthcare workers, such as the number of patients treated or hours worked, to distribute tasks fairly and prevent burnout. For example, AI-based scheduling algorithms can optimize work shifts based on patient needs and staff capacity (Joshi *et al.*, 2024).
- 2) **Clinical Effectiveness**
AI can monitor clinical effectiveness indicators, such as procedure success rates or adherence to medical protocols, to provide objective feedback to healthcare workers (Pourmohammadi *et al.*, 2018).

3) Error and Incident Honesty Reporting

AI systems can create an anonymous platform for medical error or incident reporting, increasing transparency and a culture of honesty without fear of punishment (Monica *et al.*, 2024).

4) Job Description Participation

AI can help design clear and dynamic job descriptions based on performance data analysis, ensuring that duties and responsibilities are aligned with organizational needs (Aini *et al.*, 2024).

5) Innovation

AI encourages a culture of innovation by analyzing data trends to identify opportunities for process improvements, such as the development of new protocols or operational efficiencies (Shouran & Ali, 2024).

6) Communication

AI systems based on chatbots or communication platforms can facilitate more effective inter-team communication, reduce miscommunication, and strengthen collaboration across departments (Sampath *et al.*, 2024).

The application of AI in hospital organizational culture can create a more equitable, transparent, and innovative work environment. By addressing unequal workloads, encouraging honesty in incident reporting, and facilitating effective communication, AI can transform toxic and feudal cultures into meritocratic environments that support the well-being of healthcare workers and the quality of patient care. Hospitals in Indonesia can adopt this model by starting small pilots, such as an AI scheduling system or incident reporting platform, before expansion to the entire organization

CONCLUSIONS

This study underscores that HR management in Indonesian hospitals is hampered by subjective performance evaluation and unfair remuneration, leading to income disparity, reduced motivation, and decreased healthcare quality. The proposed AI-based meritocracy model leverages objective KPIs, machine learning, and predictive analysis to improve transparency, fairness, and efficiency in performance evaluation and remuneration distribution. With reference to best practices from developed countries and local hospitals such as RSUD Kepahiang and RSUD Arifin Achmad, the model shows potential to improve objectivity and staff satisfaction. However, ethical challenges, including algorithmic bias and data privacy, require a strong governance framework. Gradually implementing this AI-based system, starting with a performance or recruitment module, could transform hospital HR management, foster a culture of meritocracy, improve health worker motivation and retention, and ultimately improve service quality. Further research is needed to conduct field trials and develop AI software tailored to hospital systems.

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