

BÖLÜM 7

YAPAY ZEKA DESTEKLİ İNSAN KAYNAKLARI YÖNETİMİ SÜREÇLERİNDE ETİK VE GÜVENLİK BOYUTLARI: BİR ÇERÇEVE ÖNERİSİ

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GİRİŞ

İnsan Kaynakları Yönetimi Ortamı, Yapay Zekâ alanındaki gelişmeler nedeniyle hızla dönüşmektedir. Makine öğrenimi, Doğal Dil İşleme ve tahmine dayalı analitiği kapsayan yapay zeka, yetenek kazanımı, çalışan gelişimi, performans yönetimi ve elde tutmayı yeniden şekillendirmektedir (Hayes, Downie, 2025). Bu entegrasyon verimlilik, gelişmiş karar verme ve kişiselleştirilmiş çalışan deneyimleri vaat etmektedir (IMD, 2025). Tarihsel olarak, İnsan Kaynakları işlevleri emek yoğun ve öznel bir özellik arz eder. Yapay Zekâ, İnsan Kaynakları süreçlerindeki tekrar eden görevleri otomatikleştirir, geniş veri kümelerini analiz eder ve İnsan Kaynakları profesyonellerinin stratejik girişimlere odaklanmasına olanak tanıyan öngörüselsel içgörüler sağlar (Schmelzer, 2025). Örneğin, yapay zekâ güdümlü başvuru takip sistemleri (ATS), özgeçmişleri tarayarak ve uygun adayları belirleyerek işe alımları hızlandırmaktadır. Yapay zekâ araçları günümüzde ayrıca işe alım, performans geri bildirimi ve işgücü planlaması için de kullanılmaktadır.

İnsan Kaynakları Yönetiminde yapay zeka entegrasyonu, potansiyeline rağmen karmaşık etik ve güvenlik zorluklarını beraberinde getirmektedir. İnsan Kaynakları verilerinin son derece hassas olması, bu endişeleri daha da artırmaktadır. Etik ikilemler, yapay zekâ algoritmalarının potansiyel olarak önyargıları sürdürmesinden kaynaklanmakta, işe alma ve terfide ayrımcı sonuçlara yol açabilmektedir (Bhandari, 2024). Birçok yapay zekâ sistemindeki “kara kutu” sorunu veya şeffaflık eksikliği, hesap verebilirliği ve güveni daha da karmaşık hale getirerek yapay zekâ odaklı kararların anlaşılmasını zorlaştırmaktadır (Grensing-Pophal, 2024).

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