Integrating Behavioral and Cognitive Psychological Theories with AI for Employee Performance Evaluation

Shahdad Vosoughzadeh[1]*

[1] Department of Management, Qazvin Branch, Islamic Azad University, Qazvin, Iran

* Corresponding author email address: shahdad.vosoughzadeh11@gmail.com

E d i t o r	R e v i e w e r s
Ismail Dergaa	Reviewer 1: Masoud Mirmoezi
Primary Health Care Corporation (PHCC), Doha, Qatar	Department of Physical Education and Sport Sciences, Islamic Azad University, Central Tehran Branch, Tehran, Iran. Email: massoudmirmoezi@live.com
phd.dergaa@gmail.com	Reviewer 2: Hooman Namvar
	Assisstant Professor, Department of Psychology, Saveh Branch, Islamic Azad University, Saveh, Iran. Email: hnamvar@iau-saveh.ac.ir

1. Round 1

1.1 Reviewer 1

Reviewer:

In the Introduction paragraph 3, where you state "AI-based systems promise to alleviate some of these issues by delivering more consistent, data-driven metrics," consider adding empirical or literature-based evidence supporting this claim for rigor.

The sentence in the Introduction noting "Behavioral psychology, with its emphasis on motivation, reinforcement, and social learning..." could benefit from citing seminal works or key contemporary sources to strengthen theoretical grounding.

In the paragraph discussing cognitive psychology in the Introduction, the discussion of cognitive biases (confirmation, anchoring) would be stronger if tied explicitly to AI evaluation studies rather than general cognitive literature.

In the Behavioral Psychological Factors section, the quote "When I know a machine is evaluating me, I feel less connected to my work..." might be further contextualized—was this sentiment common or exceptional among participants?

The Emotional Regulation section presents the quote on impersonal AI feedback; consider linking this to known frameworks or models of emotional labor to deepen theoretical contribution.

In Cognitive Psychological Factors, the theme of Cognitive Load would be strengthened by quantitative context—e.g., frequency or prevalence of this concern across participants.

The Problem-Solving Strategies subsection in Cognitive Factors asserts that AI might limit creative thinking; however, the evidence relies on a single quote—consider adding supporting data or literature.

The Discussion section highlights concerns about fairness and accuracy; consider proposing specific design or policy interventions that could address these concerns rather than stating them generally.

In the paragraph on cognitive load in the Discussion, the term "cognitive strain" is introduced; consider defining or operationalizing this construct within the study context.

Author revised the manuscript and uploaded the updated document.

1.2   Reviewer 2

Reviewer:

In the Methods section, it states interviews were conducted until theoretical saturation; consider specifying how saturation was operationalized and determined.

The Data Collection section mentions expert consultation in developing the interview guide; it would improve transparency to briefly describe these experts' backgrounds and fields.

In the Data Analysis section, mention that thematic coding was reviewed through peer review—consider elaborating on how inter-coder reliability was assessed to enhance methodological rigor.

Under Findings, where demographic data are presented, consider discussing how this demographic spread might impact generalizability or interpretation of themes.

In Table 1, the subcategory "Work Ethics" could be expanded with more detailed subcodes or illustrative quotes to substantiate the qualitative depth.

In the Ethical Concerns theme under AI Integration, the quote "I'm always concerned about who has access to my data..." could be contextualized with literature on privacy fears in AI HR systems.

In the Employee Perceptions section, you discuss trust and acceptance; it would be valuable to report whether these varied by demographic factors such as age, gender, or sector.

The Discussion section references prior studies by Bhattacharjee (2024) and Durairaj (2024) on motivation; consider explicitly comparing how your findings converge/diverge to increase critical depth.

Author revised the manuscript and uploaded the updated document.

2.   Revised

Editor's decision after revisions: Accepted.
Editor in Chief's decision: Accepted.