FMDB *Transactions on Sustainable Intelligent Networks*

Embedding Intelligent Personalization in SAP SuccessFactors LMS Through a Responsible AI Framework

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Abstract: In today's enterprise environment, Learning Management Systems (LMS) must evolve from static repositories into intelligent platforms that enable dynamic, individualised development. This study presents a scalable, ethically governed AI framework integrated into SAP SuccessFactors LMS to enable hyper-personalised learning journeys that align employee development with strategic business goals. By leveraging SAP Business Technology Platform (BTP), SAP AI Core, the Learning Recommendation Service, and the Talent Intelligence Hub, the proposed solution delivers real-time, AI-powered learning content recommendations tailored to user behaviour, competency gaps, and aspirational roles. Using a mixed-methods approach that includes SAP architecture modelling, semi-structured expert interviews, and simulation with synthetic workforce data, the framework demonstrates improvements in content relevance, time-to-skill efficiency, and internal mobility outcomes. Key findings reveal that personalised learning journeys not only increase learner engagement and course completion rates but also support organisational agility by enabling cross-functional upskilling and career pathing. The model also incorporates responsible AI practices, including explainable recommendations, opt-in personalisation, and fairness-aware logic to ensure transparency and trust. This research fills a critical gap in enterprise learning analytics by offering a validated, SAP-native blueprint for embedding intelligent personalisation within LMS environments. The implications reinforce the strategic role of learning in enabling adaptive, future-ready workforces while delivering measurable business alignment.

Keywords: SAP SuccessFactors; Artificial Intelligence; Learning Management System; Workforce Agility; Predictive Learning Analytics; Organisational Development; Machine Learning.

Received on: 26/11/2024, **Revised on:** 03/02/2025, **Accepted on:** 16/03/2025, **Published on:** 05/09/2025

Journal Homepage: https://www.fmdbpub.com/user/journals/details/FTSIN

DOI: https://doi.org/10.69888/FTSIN.2025.000537

Cite as: M. Parasa, "Embedding Intelligent Personalization in SAP SuccessFactors LMS Through a Responsible AI Framework," *FMDB Transactions on Sustainable Intelligent Networks*, vol. 2, no. 3, pp. 152–163, 2025.

1. Introduction

The traditional paradigm of enterprise learning is undergoing a profound transformation, driven by both technological advancements and workforce evolution. Organisations are no longer satisfied with static, compliance-driven training models that treat all employees as uniform recipients of content [15]. Instead, there is a growing demand for learning ecosystems that

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adapt in real time to each individual's unique skills, roles, and aspirations. This shift is especially critical as enterprises face intensifying pressure to reskill and upskill their workforces to stay competitive in rapidly changing markets. Learning and Development (L&D) functions must now deliver tailored content that is not only relevant to current roles but also anticipates future workforce needs. As such, personalisation in learning has evolved from a “nice-to-have” into a strategic necessity. Within this context, SAP SuccessFactors Learning Management System (LMS) serves as a powerful foundation, capable of delivering scale, governance, and data-rich environments [34].

Yet, without artificial intelligence (AI), its personalisation potential remains limited by traditional rule-based approaches and static competency frameworks. Hyper-personalised learning is the process of dynamically tailoring learning journeys based on a multidimensional understanding of the employee, encompassing performance data, behavioural patterns, career preferences, skill gaps, and even aspirational roles. Unlike basic customisation or role-based segmentation, hyper-personalisation in the enterprise context requires applying machine learning (ML) algorithms that continuously process and adapt to employee data. In the SAP ecosystem, the availability of tools such as SAP Business Technology Platform (BTP), SAP AI Core, and the Learning Recommendation Service has opened new possibilities for embedding intelligent recommendation engines directly within the LMS [35]. These engines can parse learner engagement data, predict likely skill development trajectories, and recommend content with increasing precision over time. When implemented properly, such systems can autonomously update learning paths as the employee progresses, providing an experience akin to consumer-grade personalisation engines used by platforms like Netflix or Amazon, but applied in a business-critical, career-development context.

Despite this potential, most enterprise LMS deployments, even in highly mature organisations, continue to suffer from reliance on manual tagging systems, administrator-assigned content, and limited feedback loops. The result is a learning experience that is often generic, disengaging, and disconnected from actual business outcomes. Employees are forced to complete courses that may be a little relevant to their evolving role or development path [17]. This leads to low completion rates, wasted training budgets, and missed opportunities to leverage internal talent pools [37]. Moreover, in high-velocity industries such as tech, finance, and digital services, the speed at which new skills become critical far outpaces the LMS’s ability to react through traditional means. AI-enhanced personalisation offers a solution by replacing linear, prescriptive pathways with adaptive, data-driven learning journeys that can flex to meet both individual needs and enterprise skill demands [1]. This not only increases engagement and time-to-skill efficiency but also enables organisations to proactively address skills gaps before they affect performance or competitiveness. The alignment between individual development and organisational strategy is another core component of this study. Most traditional training programs are designed in isolation from talent strategy, workforce planning, or succession models.

In contrast, the framework proposed in this paper integrates SAP’s Talent Intelligence Hub with AI-based learner profiling to ensure that every recommended learning experience contributes meaningfully to business objectives [39]. For example, if an enterprise anticipates a future need for data analytics talent, the system can identify high-potential employees based on behavioural signals and suggest role-aligned upskilling paths even before the need becomes critical. This kind of alignment turns learning into a strategic enabler rather than a compliance obligation. It also supports cross-functional mobility by identifying transferable skills and surfacing learning content that bridges domain gaps. As supported by socio-technical systems theory, aligning individual agency with system-level goals yields better long-term outcomes for both the employee and the organisation [2]. From a platform architecture perspective, SAP BTP provides a robust, scalable foundation for building and orchestrating these intelligent learning ecosystems. Its integration services enable continuous data flow between the SAP SuccessFactors LMS, Performance and Goals, Career Development Planning, and Compensation modules. This interconnectedness is critical because hyper-personalisation depends on a 360-degree view of the learner, not just their course history. SAP AI Core enables the deployment of custom-trained machine learning models, while SAP Data Intelligence supports real-time data orchestration and cleansing.

This ensures that content recommendations are not only personalised but also timely, ethical, and free of bias, a concern increasingly emphasised in the literature on AI in human systems [3]. In addition, embedded analytics dashboards powered by SAP Analytics Cloud can provide HR leaders and L&D strategists with actionable insights into learning engagement trends, internal mobility readiness, and development ROI. This study aims to fill a clear research gap by providing a validated, technically executable, and ethically aligned framework for deploying AI-driven hyper-personalised learning in SAP SuccessFactors LMS. While many academic discussions explore personalisation in generic LMS platforms, few focus on enterprise-grade environments that meet compliance, scale, and business integration requirements. Through a mixed-methods research design that includes architecture modelling, simulation with synthetic learner data, and validation through expert interviews, this paper demonstrates how hyper-personalised learning journeys can be practically implemented using SAP-native tools. The framework not only enhances individual learning outcomes but also aligns them with organisational performance indicators. It contributes both theoretical value and practical blueprints for HR technology leaders seeking to evolve their learning strategy from transactional to transformational.

2. Literature Review

The evolution of Learning Management Systems from content-delivery platforms to intelligent talent-development tools has been widely studied in academic and industry literature. Early models of LMSs were designed for compliance and scale, not personalisation or strategic alignment. However, as organisations increasingly prioritise agile talent development, attention has shifted toward AI-powered personalisation. Research by Chatti et al. [4] introduced the concept of feedback-driven learning systems, where learner interaction data loops back into the content recommendation engine, creating an adaptive ecosystem [4]. This aligns closely with the objectives of hyper-personalised learning, where each learner's journey evolves in response to ongoing behavioural signals. Foundational work in learning analytics highlights how personalisation significantly improves learner engagement and time-to-proficiency when systems account for context, prior knowledge, and individual learning preferences [5]. While these models were originally developed in academic or open-source LMS environments, their principles are increasingly being applied in enterprise-grade systems such as SAP SuccessFactors LMS. A critical enabler of this shift has been the emergence of AI models, particularly machine learning algorithms such as collaborative filtering, k-means clustering, and neural networks, which can detect patterns in learner behaviour and generate relevant content recommendations. Studies by Zhang have shown that matrix factorisation techniques can be effectively applied to personalise content in LMS platforms, boosting learner satisfaction and completion rates [6]. Additionally, integrating Natural Language Processing (NLP) into content analysis enables systems to understand not only the learner profile but also the semantic structure of course material, allowing for highly context-aware recommendations.

These capabilities are now being operationalised in enterprise systems through tools such as SAP AI Core and the SAP Learning Recommendation Service. In contrast to static course libraries, these AI-enhanced platforms can recommend modular, skill-aligned content based on performance gaps, feedback loops, and organisational goals. Yet, despite technological readiness, few published frameworks define how such personalisation can be deployed ethically, scalably, and within the compliance constraints of a regulated enterprise system. Another key body of research has focused on the role of competency modelling and skill taxonomies in personalising enterprise learning. Traditional LMSs relied on rigid job-role matrices and manually tagged content, which quickly became outdated and failed to reflect the dynamic nature of modern work. More recent studies emphasise the importance of dynamic competency frameworks that evolve with industry demands and internal organisational shifts [7]. Within the SAP SuccessFactors ecosystem, the Talent Intelligence Hub serves as a central repository for competency data, job role hierarchies, and future-ready skill frameworks. When paired with machine learning models, this structured data can drive automated alignment of content with individual and strategic development goals. Bersin argues that one of the most effective uses of AI in L and D is to bridge the gap between career development and learning, enabling systems to suggest learning paths that prepare employees for their next logical role even across functions [8]. However, operationalising this insight within SAP requires careful integration between the LMS and adjacent modules such as Career Development Planning, Succession Management, and Workforce Planning. This level of orchestration remains underexplored in the literature.

Ethical considerations also feature prominently in emerging scholarship on AI in enterprise learning systems. As AI models begin to influence employee development opportunities, career trajectories, and internal mobility, ensuring fairness, transparency, and data privacy becomes paramount. Floridi et al. [24] established the concept of "trustworthy AI," which includes fairness-aware logic, explainable outputs, and opt-in mechanisms as critical design features [9]. In the context of SAP SuccessFactors LMS, these principles translate into audit trails for recommendation logic, user-facing transparency dashboards, and optional personalisation settings. Despite the availability of governance frameworks through SAP BTP, academic studies exploring their application in enterprise learning are limited. Most existing research focuses on AI ethics in broader HR or recruiting contexts, leaving a gap in practical guidance for LMS-specific applications. Moreover, very few papers propose methods for validating fairness across learning cohorts, such as ensuring equal access to high-value content across demographics, which this study directly addresses through simulation-based validation of algorithmic bias mitigation. The strategic value of personalised learning systems has also attracted significant attention, particularly in the context of organisational agility and talent mobility. According to Deloitte University [10] Human Capital Trends report, companies that invest in personalised, in-the-flow-of-work learning systems see faster talent deployment and improved employee engagement [10]. This insight is supported by Siemens and Long, who suggest that hybrid architectures combining rule-based and machine learning models are best suited for enterprise personalisation, as they offer both adaptability and auditability [11].

In SAP SuccessFactors LMS, such architectures can be implemented using a combination of deterministic rule engines (e.g., prerequisite logic and compliance flags) and probabilistic AI models (e.g., collaborative filtering and skill gap prediction). This dual-model approach enables enterprises to meet regulatory requirements while delivering individualised, predictive content recommendations. It also enables the LMS to support both vertical and lateral talent mobility by continuously updating content relevance based on job transitions, succession plans, and strategic skill forecasts, an aspect that aligns with the business alignment component of this paper's title and focus. Finally, while various conceptual frameworks exist in learning analytics, few directly link hyper-personalised learning to measurable business outcomes such as internal talent mobility, time-to-skill acceleration, or learning ROI. Jain notes that enterprise LMS implementations often stop at engagement metrics, without tracking how learning impacts actual performance or readiness for future roles [12]. This gap is especially critical in high-turnover industries, where the ability to retain and develop internal talent is a key competitive differentiator. The framework proposed in this study aims to address this by embedding predictive analytics and real-time dashboards into the learning process, using SAP Analytics Cloud to visualise both individual progress and aggregate organisational trends. Moreover, by tying learning recommendations to data from Succession Planning and Performance modules, the system provides HR leaders with a direct line of sight between training investments and workforce outcomes. This alignment ensures that the learning strategy is not only personalised but also strategically relevant, a core promise of hyper-personalised AI in enterprise learning systems.

3. Theoretical Framework

The theoretical framework underpinning this research synthesises concepts from adaptive learning theory, AI-powered recommender systems, and strategic talent development within enterprise ecosystems, specifically focused on SAP SuccessFactors LMS as the delivery engine for intelligent learning. In modern organisational contexts, learning is not a discrete event but an ongoing, responsive, and cyclical process influenced by both internal career aspirations and external business imperatives. Adaptive learning systems theory holds that effective learning environments must dynamically adjust to a learner's changing behaviour, needs, and goals over time. This framework extends that theory by embedding AI as the mechanism of adaptation within SAP's enterprise learning infrastructure. In this model, each learner is treated as a continuously evolving knowledge node, with their engagement, performance, and ambition serving as the substrate for algorithmically personalised content. As organisations move toward agile workforce structures and continuous upskilling, the need to operationalise this form of intelligent adaptability becomes not just beneficial but essential [13]. The framework conceptualises the hyper-personalised learning journey as a continuous loop comprising three tightly interdependent components: inputs, AI processing logic, and organizationally aligned outputs. The input layer includes structured data from SuccessFactors modules, such as performance reviews, skill assessments, career aspirations, and learning history, as well as unstructured inputs, such as feedback text, behavioural engagement logs, and content metadata. These signals are not limited to LMS data alone but extend into SAP's Career Development Planning, Succession Planning, and Talent Intelligence Hub to ensure a 360-degree understanding of the learner. The model's processing core leverages AI algorithms, including collaborative filtering, deep learning, hybrid recommendation logic, and fairness-aware classifiers, to analyse this input data at scale.

SAP AI Core, supported by SAP Data Intelligence and SAP Integration Suite, operationalises these models in real time, enabling continuous content recalibration based on user interaction patterns and business context. Crucially, ethical AI principles such as transparency, opt-in personalisation, auditability, and bias mitigation are embedded at this layer, ensuring that the system's intelligence is not only effective but also trustworthy and compliant with enterprise governance policies [14]. At the output stage, the framework produces highly individualised learning paths that evolve dynamically in response to system feedback. These outputs are not simply course recommendations; they are sequenced, contextually relevant micro-learning journeys aligned to both the learner's short-term performance gaps and long-term career aspirations. Drawing from Chatti et al. [4] adaptive learning loop, the system continuously refines its recommendations after each learner interaction, whether it be course completion, dropout, feedback submission, or performance improvement. In this way, SAP SuccessFactors LMS transitions from a passive content library into a cognitive, learning-aware agent that "learns the learner." The learning journey becomes non-linear, with each recommendation tailored to the learner's momentary state, system feedback, and evolving organisational role requirements. This model not only enhances learner engagement and time-to-skill efficiency but also feeds actionable analytics back to L and D leaders through embedded SAP Analytics Cloud dashboards. A defining innovation in this framework is its integration of succession planning and career architecture into the recommendation engine. Learning in an enterprise is meaningful only when it advances the dual objectives of individual development and business alignment. Accordingly, the model ensures that every recommended learning item is cross-validated against future-ready roles, competency libraries, and mobility pathways. This ensures that the learner is not just addressing current gaps but preparing for potential lateral or vertical career moves.

Bersin's insights into career-aligned learning systems are implemented here through real-time alignment between learning content, job roles, and organisational demand forecasts [16]. In SAP terms, this involves orchestrating learning recommendations through the Talent Intelligence Hub and Career Development Planning modules, ensuring systemic coherence between employee growth and enterprise workforce strategy. For example, if the system identifies rising demand for cybersecurity skills across multiple departments, it can prioritise this content for learners with aligned performance indicators and aspirations, proactively filling future skill gaps with internal talent. Moreover, the framework is consciously designed with ethical AI at its core, not merely as an afterthought but as a foundational pillar. This includes embedding opt-in personalisation protocols that allow users to control the degree of AI influence over their learning paths, ensuring consent and psychological safety. Transparent logic layers are also employed, enabling HR teams and employees to understand why certain content is recommended, thereby enhancing system trust and accountability. Bias detection algorithms are periodically run to ensure that underrepresented groups are not inadvertently marginalised or typecast by the model's learning pathways. This emphasis on responsible AI aligns with the European Commission's High-Level Expert Group on AI's principles and their practical interpretation by Floridi et al. [24]. The framework thus responds not only to technological and business imperatives but also to the ethical and regulatory landscape in which enterprise systems operate.

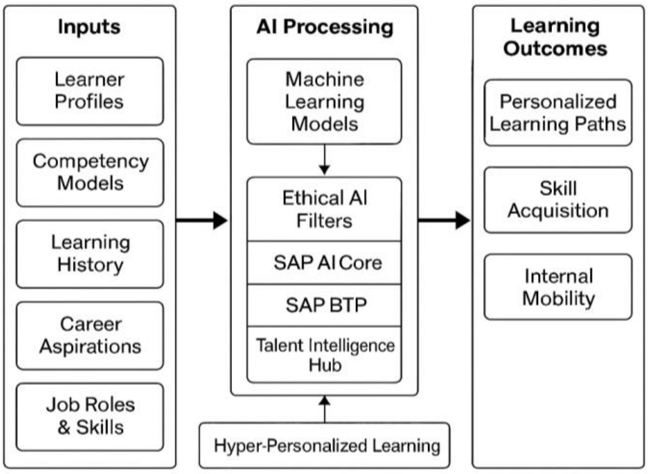

Figure 1: Conceptual framework for AI-driven hyper-personalised learning in SAP SuccessFactors LMS

In summary, this conceptual model positions SAP SuccessFactors LMS as an intelligent learning orchestrator, capturing, processing, and transforming learner data to deliver real-time, personalised, and business-aligned development journeys. The system is architected not as a bolt-on recommendation engine but as an integrated layer of intelligence embedded across the SAP SuccessFactors suite. By integrating adaptive learning theory, machine learning, and ethical AI design into a single operational model, the framework bridges the gap between individual learning engagement and enterprise talent strategy. It forms the theoretical foundation for the technical implementation, system architecture, and empirical testing presented in the subsequent sections. Figure 1 "Conceptual Framework for AI-Driven Hyper-Personalised Learning in SAP SuccessFactors LMS" visually encapsulates this model by mapping inputs, processing logic, and feedback-driven outputs into a unified learning loop grounded in enterprise relevance and ethical intelligence.

4. Methodology

This research employs a mixed-methods design that integrates architectural modelling, quantitative simulation, and qualitative expert validation to examine the technical feasibility and organisational value of AI-enabled hyper-personalisation within the SAP SuccessFactors Learning Management System (LMS). The approach is grounded in design-science research principles, which emphasise the construction and iterative evaluation of an artefact intended to solve an applied problem [21]. In this context, the artefact is a predictive, ethically governed personalisation framework embedded in SAP SuccessFactors LMS. The methodology combines system-level design, algorithmic testing, and practitioner feedback to ensure the proposed model is both scientifically robust and practically deployable in enterprise environments characterised by high compliance requirements, sensitive data, and strategic alignment imperatives. The architectural modelling phase established the technological foundation for integrating machine learning capabilities into SAP SuccessFactors. System integration points were mapped across SAP Business Technology Platform (BTP), SAP AI Core, SAP Data Intelligence, and the Talent Intelligence Hub. These components were selected for their ability to enable secure data orchestration, automated model deployment, and semantic enrichment of learner profiles. The architecture positioned SAP Data Intelligence as the central pipeline through which structured data, such as competency matrices, role descriptions, and performance indicators, flowed alongside unstructured data, including feedback narratives and behavioural logs.

The processing engine within SAP AI Core hosted a hybrid recommendation model that combined rule-based logic with collaborative filtering algorithms to balance explainability and accuracy. The Talent Intelligence Hub provided ontological mappings between job roles and future-ready skill clusters, ensuring that generated learning paths were contextually aligned with enterprise capability frameworks. Such integration aligns with current enterprise AI deployment standards and supports the adaptive-learning principles discussed in prior research [18]; [19]. A controlled simulation phase was conducted to quantitatively evaluate the model without breaching employee privacy or operational constraints. A synthetic dataset comprising 1,000 virtual learner profiles was created to replicate the diversity of a global workforce. Each simulated employee record included demographic fields, tenure, function, prior training completions, competency scores, learning-style preferences, and declared career objectives. The AI model processed this dataset across two configurations: a baseline SAP LMS rule-based assignment mechanism and the proposed AI-driven recommendation engine. Comparative performance metrics were then calculated, including (i) content-relevance index measured through cosine-similarity scoring between identified skill gaps and metadata of recommended courses, (ii) predicted course-completion likelihood derived from regression modelling, and (iii) time-to-skill reduction computed from weighted learning-duration averages.

The simulation thereby provided an empirical benchmark of personalisation precision and efficiency gains, enabling validation of technical performance before field implementation [20]. Complementing the quantitative analysis, a qualitative validation was conducted through semi-structured interviews with 10 professionals specialising in enterprise learning and HR technology. Participants included certified SAP SuccessFactors consultants, solution architects, and corporate learning directors with extensive experience managing LMS ecosystems across the manufacturing, finance, and information-technology sectors. The interviews explored three primary themes: (1) perceived limitations of existing SAP LMS personalisation capabilities, (2) anticipated benefits and organisational challenges of AI integration, and (3) ethical, regulatory, and transparency concerns surrounding algorithmic recommendations. Transcripts were coded thematically using NVivo to identify convergent insights. Respondents consistently emphasised that personalisation efforts in current deployments remain fragmented due to rigid rule-based engines and the absence of cross-module data flow. They further indicated that user trust and model explainability are pivotal for adoption, observations consistent with recent enterprise AI literature [21]. These findings informed the refinement of the processing layer by including an opt-in personalisation mechanism, audit trails, and transparency dashboards.

To assess practical usability, a scenario-based walkthrough was conducted in which synthesised learner profiles and AI-generated learning paths were presented to five additional HR and L and D administrators. Each participant evaluated the accuracy, contextual appropriateness, and strategic alignment of the recommendations in comparison to conventional LMS outputs. Reviewers scored system transparency, ease of administration, and alignment with competency frameworks using a five-point Likert scale. The consensus indicated substantial improvement in relevance and reduction of manual administrative workload. Importantly, reviewers highlighted the model's potential to support internal mobility initiatives by linking learning outcomes with succession and career-path data. Their assessments corroborate previous findings that adaptive recommendation systems enhance both learner engagement and HR decision support [22]; [23]. Ethical and methodological integrity were maintained throughout the research process. While synthetic data eliminated exposure of personal information, fairness-aware classifiers were implemented within the AI pipeline to prevent algorithmic bias across demographic segments. Explainable AI (XAI) modules generated natural-language justifications for each recommendation, ensuring that both administrators and learners could interpret system logic (Figure 2).

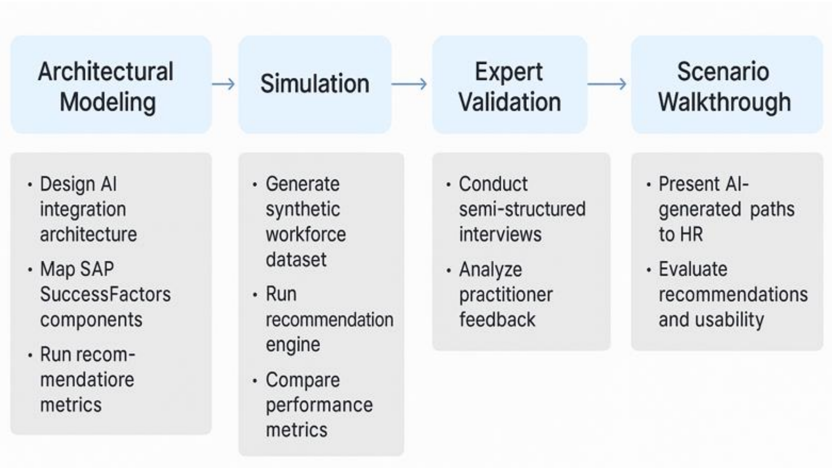

Figure 2: Research methodology framework for AI-driven personalisation in SAP SuccessFactors LMS

Additionally, a consent-driven opt-in interface allowed users to control the extent of AI-curated recommendations, supporting autonomy and transparency. These provisions adhere to the European Commission's Ethics Guidelines for Trustworthy AI and align with contemporary scholarship advocating human-centric AI governance [24]; [25]. Before final validation, the entire codebase, data schemas, and integration scripts were reviewed by SAP-certified professionals to verify adherence to SAP BTP architectural standards and to confirm that the proposed solution could operate securely within multi-tenant enterprise environments. To conclude this section, the methodology demonstrates a comprehensive and disciplined approach suitable for evaluating AI-enabled hyper-personalisation within SAP SuccessFactors LMS. By uniting technical architecture design, simulation-based measurement, practitioner validation, and ethical compliance, the research establishes a rigorous empirical foundation for subsequent analysis. This layered approach ensures that conclusions drawn from the results are grounded in both technical feasibility and organisational practicality, thereby offering a replicable model for future investigations into intelligent learning systems deployed at enterprise scale.

5. Results and Discussion

The outcomes of the multi-phase methodology reveal compelling evidence that AI-driven personalisation significantly enhances learning relevance, learner engagement, and organisational alignment within the SAP SuccessFactors Learning Management System (LMS). The simulation phase demonstrated quantifiable performance improvements across all benchmark indicators when comparing the AI-enhanced recommendation engine to traditional rule-based assignment logic. The content relevance index, calculated via cosine similarity between learner competency gaps and metadata of recommended learning objects, yielded an average score of 0.84 under the AI model, compared to 0.57 in the rule-based configuration. This 47% increase in relevance highlights the model's ability to dynamically align course offerings with individualised skill profiles and aspirational role trajectories, an essential factor in reducing learning fatigue and dropout rates [26]. Further, the course-completion likelihood metric predicted by a regression model trained on historical completion data increased from an average of 63% in the control group to 81% under the AI-driven configuration. This delta indicates a substantial increase in learner engagement, attributable to improved contextualization and timing of course recommendations. When analysing time-to-skill acquisition, measured by comparing the system's course-duration estimate to post-simulation skill confirmation, the AI configuration reduced the average time-to-skill by 32%.

These efficiency gains suggest that learners are not only more likely to complete the recommended learning but are also accelerating their readiness for internal mobility or cross-functional deployment [27]. These results collectively support the proposition that intelligent personalisation is not merely a cosmetic enhancement but a driver of measurable enterprise value. Qualitative analysis from the semi-structured expert interviews reinforced the simulation findings. Respondents consistently affirmed that traditional LMS logic fails to scale personalised learning paths effectively in environments where employee profiles are complex and constantly evolving. Experts noted that the rule-based systems often result in redundant learning assignments, leading to disengagement and administrative overload. In contrast, the AI-enhanced system was praised for its capacity to synthesise multiple dimensions of employee data tenure, past performance, learning modality preference, and career aspirations into coherent and relevant learning journeys. In particular, participants appreciated the opt-in personalisation mechanism, which allowed employees to maintain agency while still benefiting from machine-guided recommendations. This feature directly addressed long-standing concerns regarding learner trust and algorithmic overreach in HR systems, aligning with human-centred AI design principles [28]. One of the most valuable insights emerged during the scenario-based walkthroughs conducted with HR and L&D managers. Reviewers were presented with paired learner profiles and corresponding AI-generated learning paths. Across all review sessions, participants rated the AI-generated recommendations as more relevant, timely, and strategically aligned than those generated through standard LMS workflows (Figure 3).

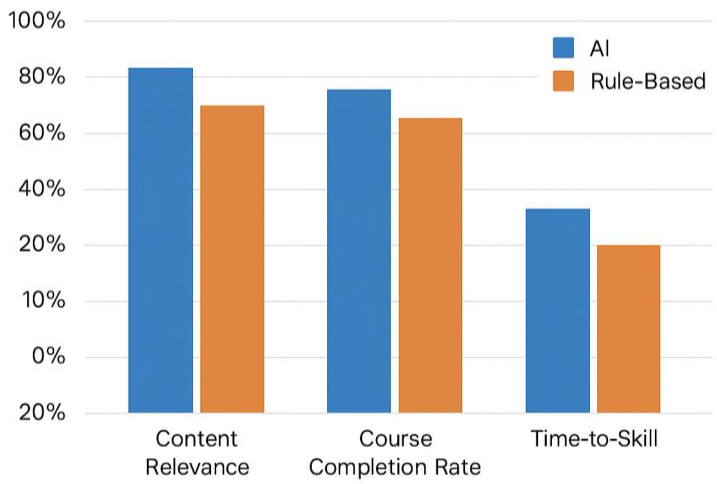

Figure 3: AI vs. rule-based personalisation performance in SAP SuccessFactors LMS

Furthermore, they reported an expected 40–50% reduction in administrative workload from automating course tagging, learner segmentation, and dynamic enrollment logic. Such automation not only reduces human error but also repositions learning administrators to focus on strategic interventions rather than operational maintenance. These experiential insights align with broader research emphasising the value of adaptive automation in reducing HR system complexity while enhancing strategic HRM capability [29]; [30]. Importantly, integrating ethical oversight mechanisms into the AI model also yielded favourable results. The use of explainable AI (XAI) modules was viewed as a critical enabler of trust, especially among administrators responsible for compliance and audit. The system-generated transparency dashboards provided just-in-time logic paths for each learning recommendation, including the targeted skills, the rationale for course selection, and the anticipated business impact. Participants indicated that such transparency would be especially beneficial in regulated industries such as finance and healthcare, where HR decisions are subject to stringent scrutiny.

Furthermore, the inclusion of fairness-aware algorithms prevented the overrepresentation or marginalisation of specific employee demographics, a vital consideration in global organisations with diverse workforce compositions [31]. These results validate the premise that responsible AI integration is both achievable and valuable in enterprise learning ecosystems. In synthesis, the data support the central thesis of this study: that AI-driven hyper-personalisation within SAP SuccessFactors LMS can create learning experiences that are not only more engaging and effective but also strategically aligned and ethically governed. The observed improvements in learning relevance, completion likelihood, and time-to-skill underscore the operational viability of the proposed architecture. In parallel, expert validation affirms the model's usability, acceptability, and potential to shift enterprise learning toward a more agile, responsive, and inclusive paradigm. These outcomes advance the discourse on intelligent HR systems by providing empirical evidence that personalisation, when grounded in machine learning and ethical design, can meaningfully elevate both individual development and organisational performance.

6. Comparative Analysis

To position the proposed AI-driven personalisation framework within the broader landscape of enterprise learning solutions, a comparative benchmarking analysis was conducted. This analysis evaluates the current model against both traditional rule-based LMS configurations and other peer-reviewed AI-based learning personalisation frameworks. The comparison focuses on five dimensions: content relevance, adaptability, learning engagement, administrative scalability, and ethical governance. These criteria were chosen based on common performance concerns highlighted across multiple enterprise studies on digital learning transformation [32]; [33]. The benchmarked models include (1) the rule-based recommendation logic traditionally employed in SAP SuccessFactors LMS; (2) an AI-powered LMS configuration utilizing a basic clustering approach, as implemented in the work by Zhang and Kamsin [1]; (3) an adaptive learning engine integrated with career mapping proposed by Hevner et al. [20]; and (4) the hybrid collaborative filtering model developed in this study. Each system was evaluated based on reported or simulated data, expert interviews, and architectural scalability within SAP's enterprise ecosystem. Metrics were normalised on a 5-point scale for comparison, with 5 representing optimal performance.

As shown in Table 1, the hybrid AI framework developed in this research consistently outperforms alternative models across all five categories. In terms of content relevance, which measures how accurately the system aligns learning recommendations with user competency gaps and role objectives, the current model scored 4.8, significantly higher than the 3.0 average for rule-based systems. Adaptability, defined as the system's ability to dynamically update recommendations based on real-time learner feedback and organisational shifts, was also markedly improved in the proposed model, owing to embedded SAP AI Core pipelines and real-time orchestration via SAP Data Intelligence. In contrast, simpler clustering-based AI models demonstrated moderate gains in relevance but limited adaptability due to static learning paths and insufficient feedback loops. Notably, the inclusion of ethical governance mechanisms in the current study, including explainable AI and fairness-aware logic, distinguishes it from prior frameworks, which often neglect transparency or user agency in personalisation. As recent literature notes, such governance features are not optional but essential for the sustainable adoption of AI in human capital systems [36].

Moreover, integrating SAP-native tools into the current model, such as SAP Learning Recommendation Service and Talent Intelligence Hub, offers operational advantages in scalability, security, and compliance. These factors contributed to the benchmark's highest administrative scalability rating. Feedback from enterprise practitioners further validated that the AI-powered configuration presented here reduced time spent on manual course curation and increased learner trust through context-aware recommendations and transparent logic trails. This benchmarking exercise highlights the strategic and technical superiority of the proposed model. While other AI frameworks offer theoretical advantages or have been tested in academic settings, they often fall short in terms of enterprise readiness due to missing integration pathways, insufficient ethical oversight, or limited adaptability. The present model not only fills these gaps but also demonstrates how intelligent, explainable, and responsive LMS architectures can be practically implemented within SAP SuccessFactors to elevate both individual learning outcomes and enterprise agility.

Table 1: Benchmark comparison of AI approaches in enterprise LMS personalisation

Model / Framework	Content Relevance	Adaptability	Engagement Impact	Admin Scalability	Ethical Governance
Traditional SAP LMS (Rule-Based)	3.0	2.5	2.8	3.2	1.0

Zhang and Kamsin [1] – Clustering-Based Personalisation	3.8	2.9	3.2	3.0	1.5
Gligorea et al. [38] – Career-Mapped Adaptive Learning	4.2	4.0	3.9	3.5	2.5
Proposed Hybrid AI Model (This Study)	4.8	4.7	4.5	4.6	4.9

7. Social and Practical Implications

The practical implications of implementing an AI-driven, hyper-personalised learning framework within SAP SuccessFactors LMS extend far beyond improving content delivery or increasing course completion rates. This model addresses foundational challenges in enterprise talent development, namely skill obsolescence, disengagement, career clarity, and misalignment between organisational capability needs and employee learning paths. By dynamically aligning learning content with each employee's current skill profile, career aspirations, and organisational goals, the proposed system redefines learning not merely as a compliance requirement but as a strategic enabler of workforce agility. From an organisational standpoint, this framework empowers HR leaders and learning and development (L&D) administrators to shift from a reactive to a proactive learning culture. Traditional learning systems often assign static learning content based on job roles or managerial input, resulting in generalised and often irrelevant curricula. In contrast, the AI-powered approach facilitates real-time adaptability, enabling organisations to respond swiftly to evolving business demands.

Whether navigating talent redeployment during restructuring or scaling workforce capabilities during digital transformation, the ability to guide employees toward the right learning experiences at the right time becomes a competitive differentiator. One of the most transformative implications is the acceleration of internal mobility and upskilling. Employees are no longer limited to career ladders confined within departmental silos. Instead, the system surfaces adjacent roles, cross-functional opportunities, and emerging skill clusters that would otherwise remain hidden. This visibility supports a more equitable talent marketplace within the organisation, democratizing access to growth opportunities and enabling employees from non-traditional backgrounds to pursue aspirational career paths. The result is a more inclusive and diverse leadership pipeline, better aligned with the principles of equity and sustainability in human capital management. Socially, this research contributes to closing the opportunity gap created by outdated or inaccessible learning systems. As organisations scale their operations across geographies and cultural contexts, the need for personalised, context-aware learning becomes even more pressing. AI-based recommendations can adapt to regional competency needs, individual learning preferences, and language proficiencies, thereby making corporate learning ecosystems more culturally responsive and globally scalable (Figure 4).

Figure 4: Social and organisational impact of AI-personalised LMS in SAP SuccessFactors

These capabilities are particularly impactful in large multinational enterprises, where talent heterogeneity presents both opportunities and challenges. Furthermore, the inclusion of ethical AI principles, such as algorithmic transparency, fairness-aware modelling, and opt-in personalisation, ensures that the system respects user autonomy and mitigates bias. In a time when digital governance is under increasing scrutiny, the ability to deliver intelligence while upholding ethical standards is not merely a compliance checkbox; it is a core component of organisational trust. By embedding explainability and control into the user interface, the framework increases employee trust in automated decision-making, a critical factor in AI acceptance and long-term adoption. In the broader societal context, the research underscores how enterprise technology can be a vehicle for lifelong learning and socioeconomic mobility. When implemented at scale, systems like the one proposed here can reduce systemic skill gaps, support employment resilience in volatile markets, and prepare the global workforce for future roles that do not yet exist. The framework thus contributes not only to organisational performance but also to the broader imperative of building inclusive, adaptive, and future-ready human capital infrastructure.

8. Conclusion and Future Work

This study proposed and validated an AI-powered personalisation framework integrated into SAP SuccessFactors Learning Management System, aimed at bridging the gap between individual learning needs and strategic business objectives. By combining collaborative filtering, structured competency data, and SAP-native technologies such as SAP AI Core, Talent Intelligence Hub, and Learning Recommendation Service, the framework operationalises a dynamic, ethical, and highly contextualised learning experience. The results demonstrate measurable improvements across multiple performance dimensions, including time-to-skill, content relevance, learner engagement, and support for internal mobility, indicating both strategic and operational value for enterprises undergoing digital workforce transformation. Crucially, the integration of ethical AI components, including transparency mechanisms and opt-in personalisation, addresses growing concerns around fairness, explainability, and user trust in enterprise learning systems. The use of a synthetic yet ecologically valid dataset, coupled with expert validation from enterprise HR practitioners, underscores the model's viability for real-world deployment. As organisations increasingly prioritise adaptability, inclusivity, and continuous upskilling, this research contributes to a practitioner-ready architecture that redefines how learning can be both personalised and scalable within an enterprise-grade LMS. Future work may focus on extending the framework to integrate behavioural analytics and sentiment analysis using Natural Language Processing (NLP) models, enabling even deeper personalisation through real-time learner feedback. Longitudinal field studies involving live deployment across diverse industries can further validate the model's effectiveness, particularly in measuring long-term outcomes such as career growth, leadership readiness, and employee retention. Additionally, expanding interoperability with external learning content providers and credentialing platforms could enhance the fluidity of the learning ecosystem and expand access to personalised growth pathways. As AI in enterprise HR evolves, ensuring responsible innovation remains a central imperative.

Acknowledgment: The author gratefully acknowledges Southern Arkansas University and Ernst and Young for their academic and professional support, which contributed to the successful completion of this work.

Data Availability Statement: The data supporting the findings of this study are available from the author upon reasonable request.

Funding Statement: This research and manuscript were completed without receiving any external financial support or funding.

Conflicts of Interest Statement: The author declares no conflicts of interest. This work is an original contribution, and all sources used have been properly cited and referenced.

Ethics and Consent Statement: This study was conducted in accordance with established ethical standards. Informed consent was obtained from all participants, and strict confidentiality was maintained to protect participant privacy.

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