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Title : A Structured Review of Emerging AI-Driven Technologies in Human Resource Management

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ABSTRACT

This structured review analyzes qualitative evidence from over 50 recent studies on AI and automation in HRM, categorizing key areas: AI-based systems, employee well-being, ethics, sustainability, and the future of HRM. While AI is widely accepted in staffing, performance management, and employee engagement for efficiency and scalability, concerns like algorithmic bias, privacy, and workforce readiness highlight the need for ethical frameworks. AI's role in sustainability aligns with green HRM practices, and it enhances employee well-being, particularly in remote/hybrid work post-COVID. Ethical improvements include accountability and transparency in decision-making. The study underscores gaps in regional focus and longitudinal studies on AI's long-term impact in HRM, advocating for empirical evidence to develop adaptable AI governance frameworks across industries, ultimately shaping HRM's digital transformation.

KEYWORDS

Human resource management, Artificial intelligence, AI-driven methodologies, Employee well-being, Ethical considerations, Sustainability

INTRODUCTION

The coordination of artificial intelligence (AI) in human resource management (HRM) has been a focal area in the numerous studies recently. This is a move towards adopting value chains that incorporate the application of technology to execute activities that are central to enhancement of efficiency besides critical decisions making that is Vrontis and colleagues 2021; Margherita and colleagues 2021. Challenges in recruitment, Employee engagement and performance appraisal, workforce planning are amongst the areas where AI is operationally applied in the framework of HRM (Malik et al., 2013) 2021; Makarus et al. 2020) Traditional processes of HRM are being shifted from the manual and formal methodology to more open and innovative use of technology with the help of AI. Consequently, Ethical and algorithmic concerns embraced in AI including decision making and privacy or security. This remains a significant problem that ought to be addressed and remains a major problem to date (De Kock et al.)., 2020; Micallef and Gupta, 2021)

Studies have also described the role of AI in improving one's life at work-pandemic work settings and particularly, remote and hybrid workforce (Cooke et al., 2017; Margherita et al., 2021). In addition, green HRM shows the importance of sustainability

initiatives within the organization adopting them through the HR department, accented by recognizing the industry 4.0 concept for enhancing environmental well-being (Vrontis et al., 2021). However, some areas of research have not been explored to a satisfactory level this regard, including investigation of AI adoption in HRM over different industries and the analysis of AI in the HRM context, from the cultural point of view. To fill these gaps, this systematic review synthesises key findings from fifty papers on AI use in HR methodologies, ethical dilemmas, employee outcomes, and future developments. More of such research can provide the needed building blocks for future studies, and help ensure that AI's opportunities in HRM are maximized for sustainable and ethical development of organizations.

OBJECTIVES

1. To examine the incorporation of AI in recruitment, employee engagement, talent management, and performance assessment. This mission aims to analyze the present applications of AI in different sectors and evaluate its efficacy.

2. To examine ethical and privacy issues associated with AI in Human Resource Management, encompassing algorithmic bias and data privacyThis research will examine how firms confront these problems and maintain adherence to ethical standards and legal frameworks, including GDPR.

3. To evaluate the obstacles organizations, encounter in the implementation of AI in Human Resource Management. This study will identify the principal barriers to AI adoption in HRM and propose methods to alleviate these problems.

4. To assess the influence of AI on employee experience and engagement. Artificial intelligence can improve employee experience by offering individualized learning, utilizing predictive analytics for career advancement, and providing real-time feedback (Tambe, Cappelli, & Yakubovich, 2019).

5. To delineate emerging topics and trends in the implementation of AI within Human Resource Management. This study seeks to delineate significant trends influencing the future of artificial intelligence in human resources.

6. To investigate policy and strategic recommendations for human resources professionals and policymakers. This research will offer insights into optimal practices, regulatory factors, and strategic suggestions for firms adopting AI in human resource management.

Methodology

To ensure that the analysis process is clear, structure, and easily replicable while also, wary organisation of research themes in the literature support the protocol found in the existing literature (Tranfield et al ., 2003; Hopp et al ., 2018).

Selection of Articles

For articles selection, we included a wide variety of scientific journals and conference proceedings only, concentrating on human resource management, business plan and sustainability for organizational behaviour. Various academic journals such as International Journal of Human Resource Management as well as Human Resource Management Journal offered rich information on the strategies, actions and changes in the field of HRM. Journals used for this study were the Journal of Business Research, Journal of Knowledge Management, and Journal of Innovation and Knowledge, which provided insightful articles on business strategies and knowledge sharing and knowledge management and innovation. Schwab's action: Sustainability research articles were procured from Sustainability (Switzerland), Journal of Cleaner Production, and Business Strategy and the Environment, as per the rising trends in sustainability corporate strategies. Further, we analyzed journals that include Journal of Hospitality Marketing and Management and the Service Industries Journal. To include a global focus, articles from the Journal of International Business Studies, Asia Pacific Journal of Human Resources, and Journal of World Business were used.

Search Strategy

In this particular study, an effort to systematically and methodically search for the research papers available on SCOPUS using the AND operator was made in order to maintain relevance to the objectives of the research. The Study was conducted as the following steps, the researcher log in the Scopus database and search in the advanced search. This is because this interface offers Boolean operators such as AND, which enable the construction of a logical, compiled search statement, using one or more keywords.

The exploration was followed by, the identification of the key terms that are applied in the most recent review articles (e.g., Vrontis et al., 2021) and two of them present an empirical and a conceptual perspective (e.g., Malik et al., 2021, Makarius et al., 2020; Mikalef and Gupta, 2021). The Boolean operator that was used was the "AND " only to proceed with the search more. The first Search Term used was "AI AND HRM" the Second search term used was "AI AND HRM AND Strategies", this search was done with an aim of identifying articles that centered on AI in human resources management and articles that specifically focused on the strategic management of the AI in the field of human resources management. These keywords are developed from the recent reviews about AI in HRM (Vrontis et al., 2021 and Margherita et al., 2021) and earlier systematic reviews in the realm of HRM (Cooke et al., 2017; De Kock et al., 2020). Lastly, the prompt "AI AND powered employee satisfaction" , "Automation, AND, HR processes, AND employee experience" was used to search for papers that discuss how AI could enhance the efficiency of employee satisfaction through automation of HR processes and also document the general experience of employees on the aspect of automation.

Additional actions were made using search terms such as “How AI is biased in the HR department” and “Issues that may arise when applying AI in the HRM department” to capture research that focused on the ethics of AI as well as instrumental problems when applying AI in the HRM department. Further, the following search question was used in the database: Emerging trends in HRM and Future HRM to obtain papers that considered the current and future trends in the field of human resource management.

Privacy issues were found with the search terms “Privacy issues in HR systems” AND “Talent management and AI adoption”, to obtain articles that discussed data security challenges and the importance of AI in talent management. Queries were built from keywords strictly corresponding to the topic, and required publication year, document type (Articles, Reviews, Conferences), and subject area (Business, Management, and Accounting, Computer Science, etc.) were selected.

The obtained results have been analyzed accordingly; article abstracts, methodologies, as the overall scope of the works have been used to choose appropriate articles. This structured use of the AND operator guaranteed that the most crucial aspects of AI and automation in HRM were fully covered by the scholarly articles obtained.

AI AND HRM
AI AND HRM AND Strategies
AI AND powered AND employee satisfaction
Automation AND HR processes ANDemployee experience
Automation AND in AND HRM
Bias AND in AND AI algorithms AND in HR
Challenges in Implementing AI AND in HR
Emerging trends AND in HRM
Future AND HRM
Privacy issues in AND HR systems
Talent management AND and AND AI adoption

Table 2: Search strings of ‘AND’ boolean

This was also done alongside searching the websites of various journals. 1Field-specific observations: Some journals were missing from the database; final lists of abstracts were missing some articles; no articles in selected list appeared in the searches for journals. To make sure that the extracted metadata were directly related to the intent of this study, the reviewed research databases were filtered within the study. This process adhered to the following inclusion criteria: These criteria were as follows: (1) only the peer review articles were considered for the study to ensure scientific credibility; (2) the articles were searched in the English language since the NLTA used in this study utilized the English language; (3) source of keywords: The search terms sourced had to appear in the abstract, title, or keywords of the articles; (4) the field of interest involved business, management, decision science, and social sciences;(5) additional keywords related to HRM, suggested by search interface but not initially part of search string, were iteratively included;

(6) no restrictions were placed on the publication timeline to maximize the retrieval of relevant articles; with the last search conducted in June 2021.

Articles Screening

After gathering the metadata of the identified articles using SCOPUS database that were in line with the search criteria set in this study, the Microsoft Excell tool – "trim" in the data tab was used to remove any duplicates from the sampled articles. This process provided the first sample of 1193 articles which appeared to be relevant to the particular study. Later, these articles were integrated into a large database with the article title and abstracts for additional decision making.

The selection of research papers for this study involved a sequential screening and filteration process so that only high quality and more relevant literature was included. To identify the articles in the first step, Scopus, a well-known international bibliographic database of scientific articles, was used. To filter the articles that published more recently in order to highlight the most recent innovation in this subject, the Publish Year filter was adopted, and the articles were selected based on publication years between 2020 and 2024. These time periods were selected in order to integrate recent trends in the existing research.

The first iteration of a similarity search also included an extra step where the results from the first step are further refined using citation metrics. Only those articles with citation counts that exceeded ten were reviewed to meet identified criteria for quality scholarly work, consequently increasing the importance of citation analysis. Based on this criterion, a total of 361 articles were selected over the stipulated period.

In order to further purify the selection, a second iteration process was carried out. By this stage, the papers that have had a high citation index are highlighted; in this context, studies for each year were narrowed down to the 15 most cited articles in each year. This step made the number of articles in our sample to be 68, which were all research works that have a high academic visibility.

Lastly, the possibility of getting the full text of all shortlisted articles was checked. Published and peer-reviewed articles were prioritized; if necessary, source texts used only by institutional access or freely accessible in open repositories were chosen so that it was possible to study the selected works in detail. This step resulted in the selection of 50 research papers for the study which comprises a rich and SCI-indexed collection of papers.

Microsoft Excel as a tool was used in sorting and analyzing of the data obtained throughout the whole process. In Excel, citation counts, publication years and related data of accessibility information were collected systematically and analytically in the decision-making process to have a clear record of the selection process. Through this methodological approach, the sampling and selection process of participants was Kisenga and Ninham's (2009) study was properly anchored.

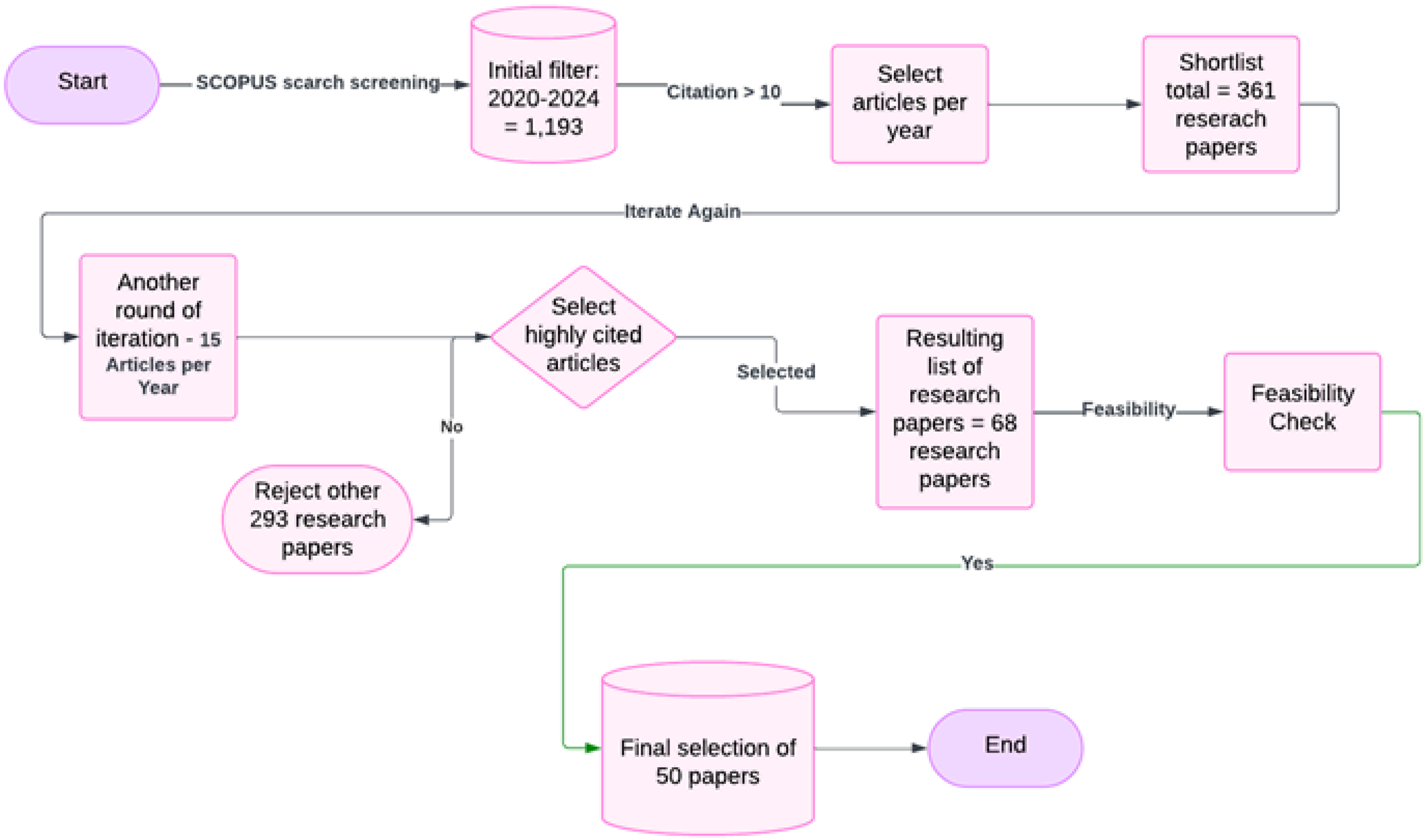

Figure 1: Research paper screen process

Analysis

The systematic review was based on 50 research articles that refer to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses, PRISMA framework. The approach is linked to several aspects, such as literature reviews that are considered rigour, transparency, and replication (Moher et al., 2009). The first step would be a search strategy by identifying a relevant database Scopus. The key terms of the research papers published in the peer-reviewed journals of the last decade include "AI in HRM," "Green HRM," "Employee Well-being," "Ethical AI in HR," and "Digital Transformation in HRM." It set up eligibility in accordance with relevance to HRM, AI-driven methodologies, sustainability, and ethical considerations. The papers focused either on the specific advancement in HRM or on employee-centered studies or on the ethical challenges in the systems of AI. Those studies with a related topic were placed into the nearest appropriate category, much as in earlier meta-analyses, such as Jiang and Messersmith (2018). Full-text review was conducted for all those papers selected after title and abstract screening. All research articles have been systematically extracted to indicate their objectives, methodologies, findings, research gaps, and recommendations.

The six categories were: AI-Driven Methodologies, Employee Well-being, Ethical Considerations, Sustainability, and Future HRM. Categorization is thematic by nature. For this analysis, the Braun and Clarke (2006) approach to six-phase qualitative data analysis was applied.

This particular review will systematically synthesize the various findings, identify gaps, and present recommendations in order to have a comprehensive view of developments and challenges AI-driven in HRM.

Research on AI-driven methodologies in HRM has examined various technological advancements and their implications. Ringle et al. (2017) reviewed the application of Partial Least Squares Structural Equation Modeling (PLS-SEM) in HRM research, identifying areas for methodological improvement but lacking insights into its integration with AI-driven analytics. Future studies should merge PLS-SEM with AI analytics and machine learning approaches. Another study explored AI and robotics in HRM, streamlining recruitment, training, and performance evaluation while raising ethical and technological concerns. However, cross-disciplinary solutions remain unexplored, necessitating frameworks that integrate AI ethics with organizational behavior. Chowdhury et al. (2022) proposed an AI capability framework that emphasizes the role of leadership, culture, and innovation mindset in leveraging AI's value, yet it lacks empirical validation across industries. Future research should test its applicability in different contexts. Votto et al. (2021) reviewed AI's tactical role in recruitment and performance management but did not analyze its impact on employee behavior and organizational culture. Further studies should examine cultural shifts resulting from tactical AI adoption. Priyashantha et al. (2022) focused on disruptive HRM technologies, such as e-HRM, identifying key determinants but overlooking long-term strategic implications. Longitudinal studies are required to measure their effects on workforce strategies. Additionally, Ashfaq et al. (2020) investigated determinants influencing employee satisfaction with AI-powered chatbots, noting the importance of trust and usability but failing to explore sector-specific applications. Future research should analyze chatbot adoption across industries with cross-cultural factors.

Employee well-being and adaptation in the digital era have become crucial research areas. Carnevale & Hatak (2020) discussed organizational strategies that assist employees during crises but lacked long-term assessments of their effectiveness. Future research should conduct longitudinal studies on adaptive HRM strategies. Davidescu et al. (2020) found that workplace flexibility improves job satisfaction and performance, though their study was limited to Romanian employees, necessitating cross-cultural research. Lazarova et al. (2022) examined global trends affecting workforce adaptation but did not address region-specific challenges, calling for localized HRM strategies. Donnelly & Johns (2020) analyzed spatial reconfigurations of remote work, but long-term effects on organizational culture remain unstudied. Future research should explore the sustained impact of remote work transformations. Butterick & Charlwood (2021) examined how HRM practices either worsened or alleviated labor inequalities during COVID-19 but failed to propose actionable frameworks for addressing these disparities. Future studies should develop robust frameworks for equitable HRM in crisis scenarios. Furthermore, Caligiuri et al. (2022) provided insights into HRM challenges during the pandemic but did not explore AI-driven solutions for cross-border HRM, necessitating further research on AI-powered tools for international HRM resilience. Saks (2021) highlighted how caring HRM practices enhance employee engagement but lacked exploration of digital tools in implementing such strategies, calling for research into AI's role in employee well-being.

Ethical and algorithmic considerations in HRM have raised concerns about fairness and transparency. Duggan et al. (2019) examined algorithmic management in the gig economy, identifying its effects on employment relations but neglecting worker agency. Future studies should explore frameworks that empower employees to engage with AI-driven management. Another study reviewed the risks of implicit bias in HR algorithms but failed to propose mitigation strategies, highlighting the need for intervention

mechanisms to ensure fairness. Tursunbayeva et al. (2021) discussed ethical concerns in people analytics, including transparency, privacy, and fairness, but lacked practical implementation guidelines, which future studies should develop. A study on AI-driven ethical decision-making proposed the Throughput Model framework but lacked empirical validation, necessitating real-world testing. Meijerink & Bondarouk (2021) explored algorithmic management's duality, advocating for a nuanced perspective but missing worker-centric insights. Future research should analyze employees' experiences with algorithmic HRM. Rodgers et al. (2022) examined AI-driven ethical decision-making in HRM but lacked empirical testing, necessitating research on fairness-monitoring AI systems. Del Giudice et al. (2021) proposed a revised model for AI acceptance in HRM, focusing on trust and ethics, yet practical applications remain unexplored. Future research should conduct pilot tests of AI acceptance models.

Research on sustainability and Green HRM explores how HRM practices align with environmental and organizational sustainability. A study on sustainability in manufacturing organizations demonstrated that green recruitment and training positively impact sustainability, though it focused only on Malaysian firms, requiring broader industry applications. A systematic review categorized Green HRM research but lacked a unified framework, suggesting the need for comprehensive models integrating Green HRM practices. Kuo et al. (2022) found that Green HRM enhances environmental performance in the Pakistani chemical industry, yet its narrow scope calls for expansion into other sectors. Ercantan & Eyupoglu (2022) investigated how Green HRM influences employee behavior through perceptions of a green climate but did not study current workplace dynamics, necessitating comparative research between prospective and current employees. Zhao & Huang (2022) revealed that organizational support strengthens the link between Green HRM and business sustainability in Chinese firms but lacked insights into non-manufacturing industries, requiring further research in service sectors. Other studies have identified gaps in measuring Green HRM's effectiveness, urging the development of key performance indicators (KPIs) to assess its return on investment. Mukhuty et al. (2022) examined HRM's role in sustainable Industry 4.0 development but did not analyze AI's contribution, suggesting the need for research on AI-driven sustainability strategies.

AI and the future of HRM research has explored the transformative role of AI in HRM. Budhwar et al. (2023) investigated generative AI's impact on HRM, noting efficiency gains but lacking empirical data on long-term effects. Future research should assess how generative AI reshapes HRM over time. Arslan et al. (2021) highlighted trust and collaboration challenges in AI-human teams but did not propose practical solutions, necessitating the development of HR policies that foster AI-human collaboration. Pan & Froese (2022) conducted an interdisciplinary review of AI in HRM, revealing gaps between technical and managerial fields, which require more interdisciplinary research collaborations. Malik et al. (2022) examined AI's strategic impact on HRM but lacked validation of their framework in practical settings, calling for case studies to test its effectiveness. Radonjić et al. (2022) explored HR managers' perspectives on AI tools, noting ethical concerns and implementation barriers but lacking quantitative data on AI adoption rates, necessitating empirical assessments across industries. Harney & Collings (2021) reviewed transformations in HRM due to technology, globalization, and shifting workforce expectations but lacked empirical data on HRM agility. Future research should analyze successful HRM adaptation strategies in the digital age. Minbaeva (2020) explored AI's disruptions in HRM but did not provide clear insights into HR professionals' adaptation

strategies, calling for research into HR skillsets required for AI-driven workplaces.

SME-focused HRM research has analyzed small and medium-sized enterprises' HRM strategies. A study reviewed 25 years of HRM in SMEs, identifying challenges and opportunities but lacking insights into AI adoption in resource-constrained firms. Future research should develop AI integration frameworks for SMEs. Other studies explored the overlap between HRM and public administration but failed to address HRM's role in digital transformation in the public sector, necessitating research on AI-driven HRM innovations in government organizations.

Limitations

The study mainly drew data from SCOPUS as the main source of articles search. However, some relevant studies are not indexed in another extensive and well-acknowledged database, SCOPUS, let alone other databases, Web of Science, Google Scholar, or specific fields' specialist repositories. Therefore, one can say that some rather promising literature could have been missed, and the scope of the review could be more extensive. Third, the present study comprised only articles published in the English language, which created a language bias. This narrows the study's scope to research done in English, which may eliminate valuable information from the authors of research written in other languages that could have broadened the geographical generalization of the findings (Siddaway et al., 2019).

The year range chosen for the study (2020–2024) helps capture the ongoing and emerging research but eliminates core or historically vital information related to the development of AI in HRM. This temporal deficit may lead to a dearth of historical learning on the evolution and problems of AI-based approaches to HRM. In addition, the use of citation indexing and selecting articles by number of citations, for example, those with more than ten citations also presents a limitation. Some recent articles, which are closely related to our research question, could have been omitted from the analysis because they received fewer citation counts; this acts against young science and favor traditional great works (Bornmann & Daniel, 2008). The use of abstracts, titles, and keywords was considered subjective because the process depends on the researcher's discretion. Moreover, systematic searches using any of the keywords like AI and HRM or Automation and HR processes will not identify studies using other similar terms like machine learning or intelligent systems. Although efforts were made to capture particular journals like Harvard Business Review and California Management Review, other potentially relevant papers in other non indexed journals may have been missed. Finally, regarding limitations, such as data deduplication, Microsoft Excel proved efficient, but did not offer the depth of analysis provided by current bibliometric tools that would have reinforced the academic research's methodological robustness. The use of abstracts, titles, and keywords was considered subjective because the process depends on the researcher's discretion. Moreover, systematic searches using any of the keywords like AI and HRM or Automation and HR processes will not identify studies using other similar terms like machine learning or intelligent systems. Although efforts were made to capture particular journals like Harvard Business Review and California Management Review, other potentially relevant papers in other non indexed journals may have been missed. Finally, regarding limitations, such as data deduplication, Microsoft Excel proved efficient, but did not offer the depth of analysis provided by current bibliometric tools that would have reinforced the academic research's methodological robustness.

Further Research

Subsequent research can investigate the application of novel ICT innovations in Human resource management across a number of cultural and geographical settings to fill the existing gaps. cross sectional survey research between developing and developed countries could help in identifying and comparing the difficulties that may exist as well as the advantages of advocate AI adoption in the area of HR. Lastly, more longitudinal research exploring the long-term organizational effects of struggling AI-driven HR practices in particular on employees' acceptance, productivity, and health are necessary. The field study on ethical AI frameworks and approach for the elimination of algorithmic bias can solve the emerging issues of fairness and transparency. In addition, interdisciplinary applications of AI, psychology and management science for developing fresh ideas in HRM, in light of changing organisational requirements can be beneficial.

Conclusion

This review explores the amalgamation of artificial intelligence (AI) and automation in human resource management (HRM), analyzing 50 recent studies across five themes: AI primarily as an approach, workforce health, ethical issues, environmental concerns, and prospects for future advancement in HRM. This paper establishes that AI has strategic implications for all human resource management processes such as recruitment, performance management, and green HRM and that current issues include algorithmic bias, privacy infringement, and workforce adaptation. The review concern the ethical issues, interdisciplinarity and context-specific application in AI to serve the human agenda. It offers specific suggestions for future work in region-focused research and longitudinal studies that can narrow these gaps and help move sustainable and ethical HRM in the digital age forward.

The research paper titled **"A Structured Review of Emerging AI-Driven Technologies in Human Resource Management"** presents a comprehensive analysis of over 50 recent qualitative studies exploring the intersection of artificial intelligence (AI) and human resource management (HRM). The paper categorizes key focus areas, including AI-driven systems, employee well-being, ethical considerations, sustainability, and the evolving future of HRM. It highlights the growing adoption of AI in recruitment, performance evaluation, and employee engagement, while also addressing critical challenges such as algorithmic bias, data privacy, and workforce preparedness. Emphasizing the role of AI in advancing green HRM practices and enhancing well-being in remote and hybrid work environments post-COVID-19, the study calls for the development of robust ethical frameworks that prioritize transparency and accountability. Notably, the review identifies a lack of regional and longitudinal studies, recommending further empirical research to support adaptable governance models and guide HRM's digital transformation across industries. This paper has been approved by the Jadetimes Editor-in-Chief for publication in the Jadetimes Journal of Universal Studies (E-ISSN 3066-9421), Volume 1, Issue 1, January–June 2025.

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