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

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**Abstract**

The structured review examines the qualitative evidence published in over 50 recent studies, this study gears towards the elaborate evolution of AI and automation within HRM. The paper proposed five categories for further consideration; AI-based systems, employee well-being, ethical considerations, sustainability, and the future of HRM. It may be concluded, on the other hand, that AI tools are now widely accepted in staffing, performance management, and employee engagement; for efficiency and scalability. On the other hand, algorithmic bias, privacy/safety issues, and workforce readiness show that the necessity of an ethics framework and fair treatment is gaining momentum.

Artificial intelligence in human resource management strategy has demonstrated a tremendously optimistic future in light of sustainability issues fraught with green human resource management practices that aperitized care for the environment. AI will also play an enormous role in the enhancement of employee well-being, especially in the post-corona phase of enhanced opportunities for change in remote/hybrid working settings. Among other ethical improvements is the accountability and transparency of decision-making. This collaborative and interdisciplinary effort may involve contextualized AI settings, which would make monitoring the tech in harmony with human-centered objectives necessary.

It highlights the gaps that exist in the narrowness of reviews focusing on certain regions and longitudinal studies tracking the long-term impacts of AI adoption in HMR. It also suggests empirical evidence for quick grounding AI frameworks, the ethical governance framework compared across various industries, which would widen the applicability of this work. On the basis of some empirical research, this paper sets a strong precedent for HRM practices' growth in the digital age.

**Key words:** 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.

**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 behavior. 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 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 Journal of International Business Studies, Asia Pacific Journal of Human Resources, and Journal of World Business were used. These source all together helped building a strong and multi-disciplinary background for our work ensure the relevance and"}}

 Sharma et al, (2010) through their study on Egyptian Journal of Solids found that: “The acoustics properties of concrete are influenced by many factors, such as type of cement used, maximum size of coarse aggregate used, water cement ratio, types and proportions of admixtures, type of aggregate used, age of concrete

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| “Journal of Business Research” |
| “Telematics and Informatics” |
| “Business Strategy and the Environment” |
| “Journal of Knowledge Management” |
| “Human Resource Management Review” |
| Sustainability (Switzerland) |
| Benchmarking |
| “Journal of World Business” |
| “Journal of Innovation and Knowledge” |
| “International Journal of Manpower” |
| “Journal of Hospitality Marketing and Management” |
| “Business Research” |
| “Journal of Management and Organization” |
| “Frontiers in Psychology” |
| “Journal of Cleaner Production” |
| “Service Industries Journal” |
| “Public Management Review” |
| “Journal of Enterprise Information Management” |
| “Personnel Review” |
| “Information Systems Frontiers” |
| “Management Review Quarterly” |
| “Organizational Dynamics” |
| “Journal of Hospitality and Tourism Management” |
| “Management Research Review” |

Table1: List of Journals

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 following steps, 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.addActions 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 well 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.

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| AI AND HRM |
| AI AND HRM AND Strategies |
| AI AND powered AND employee satisfaction |
| Automation AND HR processes AND employee 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, 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.

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| **Sno** | **Category** | **Research Paper** | **Key Findings** | **Research Gaps** | **Recommendations** |
| 1 | AI-Driven Methodologies in HRM | “Partial least squares structural equation modeling in HRM research” (Ringle, C., Sarstedt, M., Mitchell, R., & Gudergan, S. 2017) | This paper reviews the usage of PLS-SEM in 77 HRM studies, indicating the areas to be improved upon, for example, methodological rigor and adherence to guidelines, and gives future directions to enhance its application. | This also lacks analysis on how PLS-SEM can adapt to emerging AI-driven HRM research methodologies. | Future studies should blend PLS-SEM with the AI analytics and machine learning approaches to handle the dynamism of HRM contexts. |
| 2 | AI-Driven Methodologies in HRM | Artificial intelligence, robotics, advanced technologies, and human resource management.  | It identifies AI and robotics as enhancing HRM by automating recruitment, training, and job performance evaluation with challenges of ethical concerns and technological barriers. | Very limited exploration of cross-disciplinary approaches to overcome ethical and technological challenges. | Conduct cross-disciplinary frameworks combining the principles of AI ethics with organizational behavior and technological applications in the implementation of ethical AI in HRM.. |
| 3 | AI-Driven Methodologies in HRM | Unlocking the value of artificial intelligence in HRM through AI capability framework. (Chowdhury et al., 2022) | Proposes a framework that identifies the need for non-technical resources such as leadership, organizational culture, and innovation mindset to fully leverage AI's value in HRM.. | There is no empirical validation of the proposed AI capability framework in diverse organizational contexts. | Test empirically the generalizability of the AI capability framework across different industries and across different geographical regions. |
| 4 | AI-Driven Methodologies in HRM | Artificial Intelligence in Tactical Human Resource Management: A Systematic Literature Review. (Votto et al., 2021) | This paper underlines how artificial intelligence is utilized in recent times for the tactical execution of HRM activities specifically within recruitment and performance management while also pinpointing certain gaps within this literature. | Insufficient attention to the implications of tactical AI integration on employee behavior and organizational culture. | Examine the behavioral impacts and cultural shifts resulting from tactical AI adoption in HRM systems. |
| 5 | AI-Driven Methodologies in HRM | Disruptive human resource management technologies: a systematic literature review. (Priyashantha et al., 2022) | Focuses upon the disruptive technologies of HRM, such as E-HRM that identifies both the determinants and outcome but emphasizes that more studies are required for empirical verification. | It overlooks the specific impacts of disruptive technologies on developing long-term HRM strategies. | Encourage longitudinal research to measure the lasting effects of disruptive HRM technologies on workforce strategy and performance outcomes. |
| 6 | Employee Well-being and Adaptation in the Digital Era | Employee adjustment and well-being in the era of COVID-19 (Carnevale & Hatak, 2020) | This gives an overview of organizational strategies that assist employees in crisis management and adaptability. It also provides avenues for research on integrated approaches that can enhance employee well-being. | Lack of longitudinal studies on the long-term impact of organizational support on employees' well-being in crises and post-crisis phases. | Encourage longitudinal research on the effects of adaptive HRM strategies on employee well-being over time. |
| 7 | Employee Well-being andAdaptation in the Digital Era | Work flexibility, job satisfaction, and job performance among Romanian employees (Davidescu et al., 2020) | This concludes flexibility at work and time for improving employees' job satisfaction and performance. Sustainable HRM practice contributes to job satisfaction, according to the research paper. | Limited generalizability as the study focuses on Romanian employees; lacks insights into other cultures. | Expand the scope of research toward cross-cultural analysis of impacts of flexibility on employee attitudes and job performance. |
| 8 | Employee Well-being and Adaptation in the Digital Era | Global work in a rapidly changing world (Lazarova et al., 2022) | Examines how global trends like COVID-19 influence employee adaptation, emphasizing the need for international HRM strategies to manage distance and collaboration. | Insufficient exploration of region-specific challenges in global workforce adaptation. | Investigate regional variations in global HRM strategies to better address local challenges in employee adaptation and collaboration. |
| 9 | Employee Well-being and Adaptation in the Digital Era | Recontextualising remote working and its HRM in the digital economy (Donnelly & Johns, 2020) | The study will focus on nuances of the new remote work in the digital age by emphasizing aspects concerning spatial reconfigurations and their impact on HRM practices.. | Long-term impacts of the remote work reconfiguration of organizational culture, therefore, lack the much-needed empirical researches. | Longitudinal studies can be conducted in understanding the dynamics of the changes in remote work and how such change may affect HRM policies and productivity at work. |
| 10 | Employee Well-being and Adaptation in the Digital Era | HRM and the COVID-19 pandemic (Butterick & Charlwood, 2021) | This paper discusses how HRM practices have either worsened or alleviated labor inequalities in the COVID-19 pandemic and therefore offers lessons for future crises. | No frameworks of action to relieve labor inequalities during crises were presented. | Develop robust frameworks of HRM that incorporate equity and inclusivity in global crises. |
| 11 | Ethical and Algorithmic Considerations | Algorithmic management and app-work in the gig economy (Duggan et al., 2019) | Analyzes algorithmic management’s impact on employment relations in the gig economy, revealing its influence on work assignment and performance management. | Narrow perspective of the worker's agency and capacity to alter algorithmic processes. | Discuss the frameworks that have empowered workers to interact with and become effective adapters of algorithmic management systems. |
| 12 | Ethical and Algorithmic Considerations | Discriminated by an algorithm | Systematic review identifies risks of implicit discrimination in HR algorithmic decision-making and, therefore, emphasizes concerns about fairness in recruitment and development. | No clear answers on how to mitigate bias in HR algorithms. | To devise and test intervention strategies for fairer HR decisions through bias-detecting algorithms. |
| 13 | Ethical and Algorithmic Considerations | People analytics and its ethics, opportunity, and risk (Tursunbayeva et al., 2021) | It reviews the ethical concerns in people analytics and mentions risks about transparency, privacy, and fairness. | It overlooks the practical application of ethical principles in HR analytics projects. | Formulate action guidelines on implementing ethical people analytics respecting employee rights and organizational integrity. |
| 14 | Ethical and Algorithmic Considerations | An algorithmic approach to ethical decision-making in HRM through artificial intelligence. | Proposes the Throughput model framework to guide ethical decision-making in AI-integrated HRM systems. | There is limited empirical validation of the Throughput model in real-world HRM contexts. | Test the framework in diverse organizational settings to validate its practicality and effectiveness in ethical AI-based HRM decision-making. |
| 15 | Ethical and Algorithmic Considerations | The duality of algorithmic management: Toward a research agenda on HRM algorithms, autonomy and value creation (Meijerink & Bondarouk, 2021) | Explores the complex interplay of autonomy and constraints in algorithmic HRM systems, advocating for a nuanced perspective. | Lack of empirical studies exploring worker perspectives on algorithmic management systems | Conduct worker-centric studies to understand the lived experiences of employees under algorithmic management systems. |
| 16 | Sustainability and Green HRM | Pathways towards sustainability in manufacturing organizations | Shows that green recruitment and training positively impact organizational sustainability, while other green practices have limited effects. | Limited scope as the study focuses on Malaysian manufacturing firms and specific green HRM practices. | Broaden research to include other industries and geographies, while exploring the effects of a wider range of green HRM practices. |
| 17 | Sustainability and Green HRM | Green human resource management: A systematic literature review. | Reviews 70 articles, categorizing green HRM research and identifying performance outcomes at organizational and individual levels. | Lack of a unified framework to integrate findings across diverse Green HRM studies. | Develop a comprehensive framework synthesizing Green HRM practices’ impact on organizational and individual performance. |
| 18 | Sustainability and Green HRM | Environmental Impact of Green HRM Practice on Performance by Kuo et al., 2022) | Such findings point to catalysts that exist between green HRM practices and environmental performance specifically for the chemical industry. | It is also somewhat limited with a narrow generalisability since this particular study has only focused on the chemical industry in Pakistan. | Expansion of the study into other sectors and areas will therefore make a compelling argument towards how green innovation mediates differences across contexts. |
| 19 | Sustainability and Green HRM | How Do Green Human Resource Management Practices Encourage Employees to Engage in Green Behavior? (Ercantan & Eyupoglu, 2022) | Different findings of green HRM practices influence the behavior of employees through psychological perception of green climate. | It only focuses on the perceptions of prospective employees and not on the current workplace dynamics. | Compare prospective and current employees' perceptions of green HRM practices by conducting studies to identify gaps and align strategies. |
| 20 | Sustainability and Green HRM | Green human resource management in service industry (Tanova & Bayighomog, 2022). | Examines the constructs, antecedents, and consequences of Green HRM practices, focusing on their role in improving service industry outcomes | Relatively little research on industry-specific challenges and opportunities in implementing Green HRM. | Investigate sector-specific Green HRM strategies and their effectiveness in different contexts of the service industry. |
| 21 | Sustainability and Green HRM | The impact of green transformational leadership, green HRM, and green innovation on sustainable business performance (Zhao & Huang, 2022) | Reveals that organizational support improves the link between green leadership, HRM, and business sustainability in Chinese manufacturing firms. | Focuses on manufacturing firms, lacking insights into non-manufacturing sectors. | Expand research to non-manufacturing sectors to develop a more holistic understanding of green leadership and HRM impacts. |
| 22 | AI and the Future of HRM | Human resource management in the era of generative AI: Budhwar et al., 2023 | This chapter will explore how generative AI can revolutionize the game in employment and HR practices, together with associated risks such as bias, ethical dilemmas, and misinformation. | There is a lack of empirical data on the long-term impact of generative AI on HRM | Conduct empirical studies to measure the effect of generative AI on workforce dynamics and HRM over time. |
| 23 | AI and the Future of HRM | Artificial intelligence and human workers interaction at team level (Arslan et al., 2021) | Identifies the issues of trust and performance evaluation in mixed teams formed by human workers and AI-powered robots. | There are no practical frameworks for overcoming the challenges of trust and collaboration issues in AI-human teams | Design HR policies and frameworks that promote trust-building and collaboration in AI-human hybrid teams. |
| 24 | AI and the Future of HRM | An interdisciplinary review of AI and HRM (Pan & Froese, 2022) | Summarizes interdisciplinary perspectives on AI in HRM, identifying gaps in theory and practice integration across technical and managerial fields. | Limited collaboration between technical and managerial disciplines in developing AI solutions for HRM. | Foster interdisciplinary research collaborations to create integrated AI frameworks for HRM. |
| 25 | AI and the Future of HRM | Artificial intelligence (AI)-assisted HRM: Towards an extended strategic framework (Malik et al., 2022) | Critically examines AI's human centric and company outcomes in HRM, proposing a strategic framework for its implementation. | Lacks real-world validation of the proposed strategic framework in diverse HRM scenarios. | Validate the strategic framework in real-world settings through case studies and cross-industry comparisons. |
| 26 | AI-Driven Methodologies in HRM | I, Chatbot: Modeling the determinants of users’ satisfaction and continuance intention of AI-powered service agents (Ashfaq et al., 2020) | The study identifies key determinants influencing employe satisfaction and continuance intentions of AI-powered chatbots. Factors like expected usefulness, trust, and ease of use play a significant role. | The research lacks insights into sector-specific chatbot applications in HRM. Sample diversity was limited to a specific demographic. | Future studies should explore chatbot adoption across industries and integrate cross-cultural factors. |
| 27 | Employee Well-being and Adaptation in the Digital Era | Improving innovation performance through knowledge acquisition: the moderating role of employee retention and HRM | The research highlights the importance of employee retention strategies in fostering knowledge acquisition, which enhances innovation performance. Retention positively moderates HR practices. | The study fails to address the long-term impacts of digital HR tools on retention and innovation in fast-changing industries. | Incorporate longitudinal studies to analyze the effect of emerging digital tools on HRM and innovation. |
| 28 | AI and the Future of HRM | Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT (Budhwar et al., 2023b) | The paper explores the potential of generative AI tools like ChatGPT in HRM for automating tasks like recruitment, onboarding, and performance reviews, presenting efficiency gains and creative challenges. | The ethical implications and biases of generative AI tools in HRM processes remain underexplored. | Develop ethical frameworks for the integration of generative AI, addressing bias and fairness in HRM systems. |
| 29 | AI and the Future of HRM | An interdisciplinary review of AI and HRM: Challenges and future directions (Pan & Froese, 2022b) | This study systematically reviews the role of AI in HRM, emphasizing both opportunities (e.g., efficiency, precision) and challenges (e.g., job displacement, ethical dilemmas). | Limited exploration of the cultural and economic contexts influencing AI adoption in HRM across regions. | Include region-specific case studies to offer tailored insights on AI adoption and HRM integration. |
| 30 | AI-Driven Methodologies in HRM | Artificial intelligence and HRM: HR managers’ perspective on decisiveness and challenges (Radonjić et al., 2022) | HR managers perceive AI tools as enhancing decision-making but cite challenges such as ethical concerns, implementation barriers, and workforce resistance to AI integration. | The study lacks quantitative data on AI adoption rates and its practical outcomes across industries. | Conduct empirical studies on AI adoption success rates and develop solutions to address implementation resistance. |
| 31 | AI and the Future of HRM | Artificial intelligence and human workers interaction at team level: a conceptual assessment (Arslan et al., 2021b) | The research explores AI-human team dynamics, highlighting challenges such as role ambiguity, trust deficits, and the need for clear governance structures in AI-assisted teams. | Practical case studies on AI-human collaboration in workplace teams remain limited. | Introduce pilot projects and case studies to evaluate the real-world team dynamics between AI systems and employees. |
| 32 | Employee Well-being and Adaptation in the Digital Era | Global work in a rapidly changing world: Implications for MNEs and individuals (Lazarova et al., 2022b) | The study identifies challenges faced by multinational enterprises (MNEs) and employees due to digital transformation and globalization, such as remote work complexities and cultural adaptation. | Limited focus on the psychological and emotional adaptation of employees working in global digital environments. | Expand the study to include mental health and emotional well-being in global remote workplaces. |
| 33 | Sustainability and Green HRM | Green human resource management in service industries: the construct, antecedents, consequences, and outlook (Tanova & Bayighomog, 2022b) | This study conceptualizes GHRM practices in service industries, exploring the antecedents (e.g., leadership) and consequences (e.g., environmental performance) of green HR strategies. | Insufficient research on measuring GHRM effectiveness and its ROI in service industries. | Introduce key performance indicators (KPIs) to gauge the ROI of GHRM practices in service sectors. |
| 34 | Employee Well-being and Adaptation in the Digital Era | HRM and the COVID-19 pandemic: How can we stop making a bad situation worse? (Butterick & Charlwood, 2021b) | The paper discusses HRM challenges during COVID-19, including employee burnout, work-life imbalance, and mental health issues. Solutions include digital communication tools and flexible HR policies. | The study does not explore post-pandemic recovery strategies for organizations to adapt HR policies to a new normal. | Extend research to post-pandemic HRM strategies for resilience-building and employee well-being. |
| 35 | Sustainability and Green HRM | Human resources development as an element of sustainable HRM – with the focus on production engineers (Piwowar-Sulej, 2020) | The study emphasizes the role of HR development programs in promoting sustainable practices among production engineers. Training directly impacts organizational sustainability goals. | Limited to production engineers; no exploration of cross-industry applications of sustainable HR practices. | Expand the study to include HR development impacts across other industries and professions. |
| 36 | Employee Well-being and Adaptation in the Digital Era | International HRM insights for navigating the COVID-19 pandemic (Caligiuri et al., 2022) | Insights highlight HR challenges during the pandemic, such as remote work, international mobility restrictions, and employee mental health. The study suggests innovative HR practices to mitigate disruptions. | The study does not address the role of AI tools in enabling international HRM solutions during crises. | Investigate the integration of AI tools to address global HRM challenges during similar crises. |
| 37 | AI and the Future of HRM | Navigating the shifting landscapes of HRM (Harney & Collings, 2021) | The paper highlights the transformations in HRM due to technology, globalization, and shifting workforce expectations. Emphasis is placed on agility and adaptability of HR strategies. | Research lacks empirical data on HRM agility and adaptability across sectors. | Conduct empirical studies focusing on successful HRM agility strategies in the digital age. |
| 38 | Sustainability and Green HRM | The impact of green transformational leadership, green HRM, and organizational support on sustainable business performance (Zhao & Huang, 2022b) | The study finds that green leadership and organizational support enhance GHRM practices, leading to improved sustainability outcomes and organizational performance in Chinese firms. | The study's geographical focus on China limits generalizability to other cultural and economic contexts. | The determinants of users’ satisfaction and continuance intention of AI-powered service providing agents |
| 39 | Ethical and Algorithmic Considerations | Toward the human-centered approach: A revised model of individual acceptance of AI (Del Giudice et al., 2021) | The study proposes a revised model for understanding employee acceptance of AI tools, focusing on ethical concerns, trust, and the human-centered approach to technology integration. | Lacks practical implementation cases of the human-centered AI acceptance model in HRM processes. | Pilot test the revised model in HRM systems to evaluate practical acceptance and effectiveness of AI tools. |
| 40 | AI and the Future of HRM | A human resource management review on public management and public administration research | The study explores the overlap between HRM and public administration, focusing on integration and strategic practices. | Limited focus on HRM's specific technology-driven advancements and their influence in public administration. | Further studies should analyze the role of AI and digitization in HRM's contribution to public sector efficiency. |
| 41 | Sustainability and Green HRM | A meta-review of 10 years of green human resource management: Is Green HRM headed towards a roadblock or a revitalization? | This meta-review summarizes trends in Green HRM, highlighting its contribution to organizational sustainability and limitations. | Lack of empirical studies on Green HRM outcomes across industries. | Perform longitudinal studies to evaluate the long-term impact of Green HRM practices in diverse sectors. |
| 42 | AI and the Future of HRM | A quarter-century review of HRM in small and medium-sized enterprises: Capturing what we know, exploring where we need to go | The review focuses on HRM practices in SMEs, including challenges, opportunities, and the adoption of technology-driven HRM tools. | Limited research on the AI adoption and HRM innovations in SMEs. | Develop frameworks for technology integration tailored to the resource constraints of SMEs. |
| 43 | Ethical and Algorithmic Considerations | An artificial intelligence algorithmic approach to ethical decision-making in human resource management processes (Rodgers et al., 2022) | The study examines ethical decision-making in HRM using AI algorithms and highlights biases in algorithmic systems. | Limited empirical research testing ethical algorithms in real HRM settings. | Develop AI systems with explainable algorithms and mechanisms to monitor fairness in HR decision-making. |
| 44 | Employee Well-being and Adaptation in the Digital Era | Caring human resources management and employee engagement (Saks, 2021) | Highlights the correlation between caring HRM practices and enhanced employee engagement, emphasizing employee-centric strategies. | Limited studies on the direct role of digital tools in implementing caring HRM practices. | Examine how AI tools and platforms can enhance employee engagement and support caring HRM initiatives. |
| 45 | AI and the Future of HRM | Disrupted HR? (Minbaeva, 2020)  | The paper explores disruptions in HRM caused by AI, digital transformation, and emerging technologies. | Limited clarity on how HR professionals adapt to AI disruptions. | Study the HR skillsets needed to manage AI disruptions and prepare HR managers for the AI-driven HRM landscape. |
| 46 | Employee Well-being and Adaptation in the Digital Era | Inclusive talent development as a key talent management approach: A systematic literature review (Kaliannan et al., 2022) | This review outlines inclusive talent development practices that improve employee well-being and adaptation within organizations. | Lack of technology-focused studies on inclusive talent development. | Examine how AI-driven platforms can promote inclusivity in talent development and career progression. |
| 47 | Employee Well-being and Adaptation in the Digital Era | International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice(Caligiuri et al., 2022b) | The paper provides insights into HRM strategies for managing employee wellness during the COVID-19 pandemic, particularly internationally. | Limited data on AI-driven solutions for cross-border HRM challenges exacerbated by global crises. | Focus on AI-powered tools to support international HRM practices and enhance resilience during crises. |
| 48 | Sustainability and Green HRM | Strategic sustainable development of Industry 4.0 through the lens of social responsibility (Mukhuty et al., 2022) | Examines the prominence of HRM in fostering Industry 4.0 through sustainability and corporate social responsibility practices. | Lack of focus on the role of AI in facilitating sustainability goals. | Analyze how AI and automation tools can align HRM with corporate sustainability objectives in Industry 4.0 environments. |
| 49 | Employee Well-being and Adaptation in the Digital Era | The employee perspective on HR practices: A systematic literature review, integration, and outlook (Van Beurden et al., 2020) | The study integrates employee perspectives on HR practices, focusing on satisfaction, adaptation, and challenges in modern workplaces. | Limited integration of AI-driven solutions in addressing employee perspectives in HR. | Explore AI-enabled feedback tools to capture and analyze employee perspectives on HR practices. |
| 50 | AI-Driven Methodologies in HRM | Working in the digitized economy: HRM theory & practice (Connelly et al., 2020) | Highlights how HRM theory and practice evolve in a digitized economy, emphasizing automation and AI-driven processes. | Insufficient focus on HRM strategies to address AI's challenges in digital workplaces. | Develop AI frameworks that balance technological advancement with human-centric HRM strategies. |

**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 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 which 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.

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