



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 5 No. 2 (2026) pp: 10062-10071

P-ISSN: 2963-9298, e-ISSN: 2963-914X

Artificial Intelligence in Human Resource Management: A Systematic Literature Review (SLR)

Intan Rohimatul Alawiyah, Suharto, Umar Burhan

^{1,2,3,4}Program Studi Manajemen, Fakultas Ekonomi, Universitas Gresik

¹intanbelajar3@gmail.com, ²hartodua580129@gmail.com, ³umarburhan@unigres.ac.id

Abstract

Artificial Intelligence (AI) has emerged as a transformative technology that is reshaping Human Resource Management (HRM) practices across organizations. Despite the growing body of research on AI-enabled HRM, the existing literature remains fragmented, particularly regarding AI adoption, ethical challenges, employee outcomes, and future research directions. Therefore, this study aims to systematically review and synthesize the current state of knowledge on AI in HRM. A Systematic Literature Review (SLR) was conducted following the PRISMA 2020 guidelines. The literature search was performed in the Scopus database using predefined search strings related to AI and HRM. After applying a series of inclusion and exclusion criteria, including subject area, document type, open-access status, citation threshold, and relevance screening, 28 highly cited articles were selected for the final review. The findings reveal a substantial increase in AI-HRM research in recent years, with recruitment and selection, talent management, workforce analytics, and employee development emerging as the most prominent application areas. The review also identifies key ethical concerns, including algorithmic bias, transparency, privacy, and accountability. Furthermore, AI adoption generates both positive employee outcomes, such as enhanced engagement and productivity, and negative outcomes, including job insecurity and technostress. This study contributes to the literature by providing an integrated synthesis of AI-HRM research and proposing future directions related to Generative AI, explainable AI, and human-AI collaboration.

Keywords: Artificial Intelligence, Human Resource Management, AI Adoption, Ethical Challenges, Employee Outcomes, Systematic Literature Review (SLR)

1. Introduction

The rapid advancement of Artificial Intelligence (AI) over the past decade has fundamentally transformed Human Resource Management (HRM) practices. The integration of technologies such as machine learning, natural language processing, predictive analytics, people analytics, and, more recently, generative AI has expanded the role of HRM from a primarily administrative function to a strategic, data-driven organizational capability. Organizations increasingly employ AI-powered systems to support recruitment, employee selection, talent management, workforce planning, learning and development, and performance evaluation in order to improve efficiency, enhance decision quality, and strengthen competitive advantage [1], [2], [3]. This transformation has been accelerated by digitalization initiatives, changing workforce expectations, and the growing demand for evidence-based HR decision-making. The emergence of Generative AI since late 2022 has further expanded the potential applications of AI in HRM, enabling new forms of automation, decision support, and employee service delivery [4].

The increasing adoption of AI in HRM has attracted significant scholarly attention across multiple disciplines, including human resource management, information systems, organizational behavior, and business ethics. Existing studies suggest that AI can improve recruitment effectiveness, enhance workforce analytics, support talent identification, optimize employee development, and facilitate strategic decision-making processes [2], [4]. Consequently, AI is increasingly viewed as a critical enabler of digital HR transformation and organizational innovation. At the same time, the growing reliance on algorithmic decision-making has raised substantial concerns regarding fairness, transparency, accountability, and employee privacy. Previous research indicates that AI systems may unintentionally reproduce historical biases embedded in organizational data, potentially leading to discriminatory outcomes in recruitment, promotion, and performance evaluation processes [5], [6], [7].

Furthermore, the use of employee monitoring technologies and predictive workforce analytics has intensified debates surrounding workplace surveillance, data governance, and employee autonomy [8].

In parallel, a growing body of literature has begun to examine the consequences of AI implementation for employees. Existing evidence highlights both positive and negative outcomes. On the positive side, AI can improve productivity, support personalized learning and career development, reduce administrative burdens, and enhance employee experience through more responsive HR services. Conversely, concerns have emerged regarding technostress, job insecurity, resistance to technological change, skill obsolescence, and the perceived threat of workforce displacement [4], [9]. These mixed findings indicate that the organizational implications of AI adoption remain far from conclusive and require further synthesis to better understand their impact on employees and organizations.

Despite the rapid growth of AI-HRM research, the existing knowledge base remains highly fragmented. Most studies focus on specific HR functions, such as AI-enabled recruitment, people analytics, digital talent management, or algorithmic decision-making, resulting in a fragmented understanding of how AI is adopted across HRM as a whole [3], [10]. Moreover, studies addressing ethical challenges often develop independently from research investigating employee outcomes, limiting a comprehensive understanding of the interrelationships among AI adoption, ethical concerns, and employee consequences. While several review studies have examined AI applications in HRM or broader digital HR transformation, these reviews generally focus on specific dimensions such as technological implementation, workforce analytics, or sustainability issues. As a result, existing reviews provide limited integration of publication trends, AI adoption patterns, ethical challenges, and employee outcomes within a single analytical framework [9], [10], [11].

This research gap has become increasingly important given the rapid emergence of Generative AI technologies, which are reshaping organizational HR practices and introducing new challenges related to algorithmic governance, decision-making transparency, employee trust, and human–AI collaboration. Most existing reviews were conducted before the widespread adoption of Generative AI and therefore do not adequately capture the latest developments in AI-enabled HRM. Furthermore, current review studies tend to examine AI applications, ethical concerns, or employee-related issues separately, leaving a significant gap in understanding how these dimensions interact within the broader HRM context. Consequently, the literature lacks a comprehensive and up-to-date systematic synthesis that simultaneously examines the evolution of AI-HRM research, patterns of AI adoption across HR functions, ethical challenges associated with AI implementation, and the resulting employee outcomes.

To address these limitations, this study conducts a Systematic Literature Review (SLR) of AI in HRM. The novelty of this review lies in its integrated examination of four dimensions that have largely been investigated separately in previous studies: (1) the evolution of AI-HRM research, (2) AI adoption across HRM functions, (3) ethical challenges associated with AI implementation, and (4) employee outcomes resulting from AI-enabled HR practices. In addition, this review incorporates recent developments related to Generative AI, an emerging area that remains insufficiently synthesized within the HRM literature. By providing a comprehensive and updated synthesis of the field, this study seeks to advance theoretical understanding and offer practical insights into the future development of AI-enabled HRM.

Accordingly, this review addresses the following research questions:

RQ1: How has the publication trend of Artificial Intelligence research in Human Resource Management evolved over time?

RQ2: How is Artificial Intelligence adopted across different Human Resource Management functions?

RQ3: What ethical challenges are associated with the implementation of Artificial Intelligence in Human Resource Management?

RQ4: What employee outcomes have been reported in the Artificial Intelligence and Human Resource Management literature?

RQ5: What future research directions are recommended in the Artificial Intelligence and Human Resource Management literature?

By addressing these research questions, this study aims to provide a comprehensive understanding of the current state of AI-HRM research, identify key thematic developments, and establish a future research agenda that supports both academic advancement and organizational practice in the era of intelligent workforce management.

2. Methods

This study employs a Systematic Literature Review (SLR) to synthesize and critically evaluate the existing literature on the application of Artificial Intelligence (AI) in Human Resource Management (HRM). To ensure methodological rigor, transparency, and reproducibility, the review follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines [12], [13]. The PRISMA framework provides a systematic procedure for identifying, screening, assessing eligibility, and selecting relevant studies, thereby minimizing selection bias and enhancing the reliability of the review process.

The literature search was conducted using the Scopus database, which was selected due to its comprehensive coverage of high-quality peer-reviewed journals in business and management disciplines. The search was performed in the Title, Abstract, and Keywords fields using the following query: ("Artificial Intelligence" OR "AI") AND ("Human Resource Management" OR "HRM"). The search was limited to publications published between 2017 and 2026, capturing the period during which AI applications in HRM experienced significant academic and practical development. The initial search identified 3,998 documents. To improve relevance, the dataset was subsequently restricted to the Business, Management and Accounting subject area, resulting in 1,331 records. Only journal articles were retained, reducing the dataset to 504 studies, while the application of the open-access criterion resulted in 252 eligible articles.

To ensure the inclusion of influential and high-quality publications, an additional quality assessment criterion was applied by selecting only articles with more than 100 citations. This process reduced the dataset to 36 highly cited studies. The remaining articles were then manually assessed based on their titles, abstracts, keywords, and research objectives. Articles were included if they explicitly examined the adoption, implementation, implications, or outcomes of AI within HRM contexts, including recruitment, talent management, workforce analytics, performance management, employee development, and ethical issues related to AI use in organizations. Studies focusing on technical AI development or applications outside the HRM domain were excluded.

Following the eligibility assessment, 28 articles met all inclusion criteria and were retained for the final review. These studies constitute the final dataset used for thematic analysis and synthesis in the Results and Discussion section. The complete article selection process, including identification, screening, eligibility assessment, and final inclusion, is presented in Figure 1.

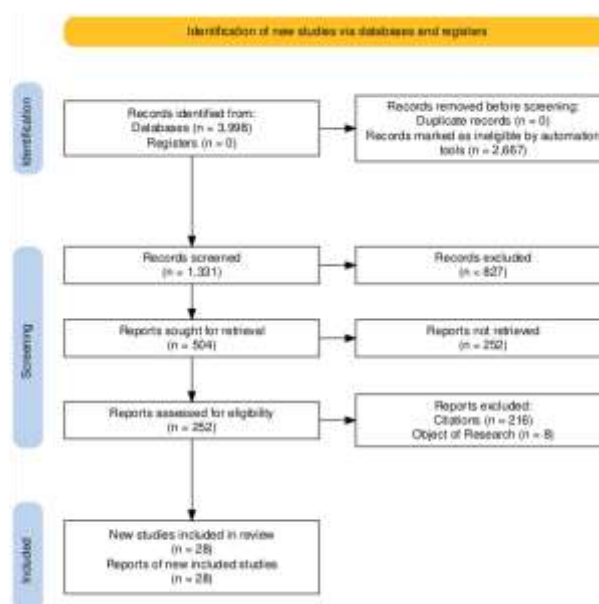


Figure 1. PRISMA 2020 flow diagram illustrating the identification, screening, eligibility assessment, and inclusion process of studies reviewed in this research.

3. Results and Discussion

This section presents the findings derived from the 28 articles included in the final review. Following the research questions, the analysis is organized into five themes: publication trends, AI adoption across HRM functions, ethical challenges, employee outcomes, and future research directions. The findings reveal that AI has become a transformative force in Human Resource Management (HRM), influencing not only operational HR activities but also strategic workforce management, employee experiences, and organizational decision-making processes.

Table 1. Characteristics of Included Studies (n = 28)

No.	Author(s)	Year	Journal	Method	Main Focus
1	Malik et al.	2023	Human Resource Management	Case Study	Employee Experience and AI-Based HR Ecosystem
2	Böhmer & Schinnenburg	2023	Human Resource Management Review	Conceptual	AI-Driven HRM
3	Ogbeibu et al.	2024	Journal of Business Research	Empirical	AI and Employee Creativity
4	Prentice & Wong	2023	Journal of Retailing and Consumer Services	Empirical	AI and Employee Engagement
5	Basu et al.	2023	Human Resource Management Review	Systematic Review	AI-HRM Interactions and Outcomes
6	Chowdhury et al.	2023	Human Resource Management Review	Conceptual	AI Capability Framework
7	Nawaz et al.	2024	Journal of Innovation & Knowledge	Empirical	AI Adoption in HRM
8	Minbaeva	2021	Human Resource Management Review	Conceptual	Digital HR Transformation
9	Chowdhury et al.	2024	European Management Journal	Conceptual	Generative AI and HRM
10	Aguinis & Beltran	2024	Organizational Dynamics	Conceptual	Generative AI Assistant
11	Votto et al.	2021	Human Resource Management Review	Literature Review	AI in Tactical HRM
12	Malik et al.	2022	Human Resource Management	Case Study	AI-Based HR Services
13	Del Giudice et al.	2023	Technological Forecasting and Social Change	Empirical	Human-Centered AI
14	Prikshat et al.	2023	Technological Forecasting and Social Change	Literature Review	AI-Augmented HRM
15	Trocin et al.	2021	Technological Forecasting and Social Change	Multiple Case Study	AI and Digital Innovation
16	Vrontis et al.	2022	International Journal of Human Resource Management	Systematic Review	AI, Robotics and HRM
17	Wuisan et al.	2023	Sustainability	Empirical	AI Integration
18	Langer et al.	2023	Human Resource Management Review	Conceptual	Transparency and Opacity
19	Einola & Khoreva	2023	Human Resource Management Review	Conceptual	Human-AI Coexistence
20	Pereira et al.	2023	Journal of Business Research	Systematic Review	Workplace Outcomes
21	Kshetri	2020	IT Professional	Conceptual	AI Applications in HRM
22	Prikshat et al.	2023	Human Resource Management Review	Conceptual	AI Assimilation
23	Rodgers et al.	2023	Human Resource Management Review	Conceptual	Ethical AI Decision-Making
24	Arslan et al.	2022	Group & Organization Management	Conceptual	Human-AI Interaction
25	Li et al.	2023	Employee Relations	Empirical	AI and HR Performance
26	Chowdhury et al.	2023	Human Resource Management Review	Conceptual	AI Transparency
27	Johnson et al.	2020	Journal of Tourism Futures	Conceptual	AI in Talent Acquisition
28	Huang & Rust	2023	Asia Pacific Management Review	Conceptual	Personalized HRM

(Source : Author's Synthesis)

RQ1 :Publication Trends in Artificial Intelligence and Human Resource Management

The analysis of the selected studies demonstrates a significant increase in scholarly interest in Artificial Intelligence (AI) within Human Resource Management (HRM) during recent years. Although early discussions regarding AI applications in HRM primarily focused on automation and digital recruitment processes, research attention expanded considerably after 2020 as organizations accelerated digital transformation initiatives and invested in AI-enabled workforce management systems [14], [15]. The growing availability of machine learning,

predictive analytics, and Generative AI technologies further stimulated academic interest, resulting in a substantial increase in publications between 2023 and 2024 [1], [3], [16].

More recent studies have moved beyond operational applications and increasingly examine strategic issues such as organizational AI capabilities, employee experience, ethical governance, and human–AI collaboration [17], [18], [19], [20]. The emergence of Generative AI has also created a new stream of research investigating how advanced AI systems can support HR professionals in decision-making, communication, and knowledge management activities [19], [21]. These developments indicate that AI-HRM research has evolved from a technology-focused perspective toward a more strategic and human-centered orientation.

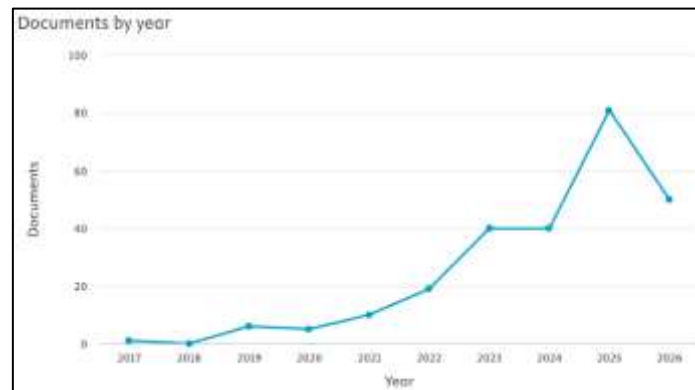


Figure 2. Publication Trend of AI-HRM Research (2017 – 2026)
(Source : Scopus Database)

The publication trend confirms the growing academic and practical importance of AI-HRM research and highlights the increasing recognition of AI as a strategic organizational capability.

RQ2 : Adoption of Artificial Intelligence Across HRM Functions

The reviewed studies reveal that AI adoption spans multiple HRM functions, although the intensity of implementation differs across areas. Recruitment and selection emerged as the most extensively studied application domain. Organizations increasingly utilize AI-powered recruitment systems, resume-screening algorithms, chatbots, and predictive hiring tools to improve efficiency, reduce administrative workload, and enhance decision quality [3], [14], [16]. Several studies suggest that AI-supported recruitment processes enable organizations to evaluate larger applicant pools while improving consistency and reducing processing time.

Beyond recruitment, AI is increasingly adopted in talent management, workforce analytics, employee development, and performance management. Studies by [22], [23], [24], indicate that AI supports strategic HR decision-making through predictive analytics, talent identification, succession planning, and workforce forecasting. Similarly, AI-enabled HR ecosystems facilitate personalized HR services, improving responsiveness and employee support [17]. AI-driven learning systems also contribute to employee development through adaptive learning pathways and personalized training recommendations [25].

Table 2. AI Adoption Across HRM Functions

HRM Function	Number of Studies	Representative Studies
Recruitment & Selection	12	Johnson et al. (2020); Vrontis et al. (2022)
Talent Management	9	Chowdhury et al. (2023); Nawaz et al. (2024)
Workforce Analytics	8	Minbaeva (2021); Malik et al. (2022)
Employee Experience	7	Malik et al. (2023)
Learning & Development	5	Huang & Rust (2023)
Performance Management	5	Li et al. (2023)

(Source : Author's Synthesis)

These findings suggest that AI adoption in HRM has evolved from operational automation toward strategic workforce management. Rather than replacing HR professionals, AI increasingly functions as a complementary capability that enhances decision-making quality and organizational effectiveness [26], [27].

RQ3 : Ethical Challenges of Artificial Intelligence in Human Resource Management

Ethical challenges emerged as one of the most dominant themes across the reviewed literature. Algorithmic bias was identified as the most frequently discussed concern, particularly in recruitment, promotion, and performance evaluation processes. Several scholars argue that AI systems trained on historical organizational data may unintentionally perpetuate existing biases and discriminatory practices, thereby undermining fairness in HR decision-making [3], [8], [18].

Transparency and explainability also represent critical challenges. Many AI-enabled HR systems operate as opaque “black-box” mechanisms, making it difficult for managers and employees to understand how algorithmic decisions are generated [28], [29]. This lack of transparency may reduce employee trust and increase resistance toward AI adoption. Moreover, privacy concerns have become increasingly important as AI systems rely on large volumes of employee data to generate predictions and recommendations [30]. Questions regarding accountability, responsibility, and data governance remain unresolved in many organizational contexts.

Table 3. Ethical Challenges of AI in HRM

Ethical Challenge	Description	Representative Studies
Algorithmic Bias	Potential discriminatory outcomes	Rodgers et al. (2023)
Transparency	Lack of explainability in AI decisions	Langer et al. (2023)
Privacy	Extensive employee data collection	Del Giudice et al. (2023)
Accountability	Responsibility for AI-based decisions	Rodgers et al. (2023)
Fairness	Equal treatment in HR processes	Basu et al. (2023)

(Source : Author’s Synthesis)

The findings suggest that organizations must establish robust ethical governance frameworks to ensure fairness, transparency, and accountability in AI-enabled HR practices. Without appropriate governance mechanisms, the benefits of AI adoption may be undermined by employee distrust and ethical risks [8], [27].

RQ4 : Employee Outcomes of AI Adoption in HRM

The reviewed studies indicate that AI implementation generates both positive and negative outcomes for employees. Positive outcomes primarily include enhanced employee experience, increased engagement, improved productivity, and more personalized learning opportunities. [17] found that AI-enabled HR ecosystems improve employee experience through more responsive and individualized HR services. Similarly, [31] demonstrated that AI can strengthen employee engagement and performance by facilitating more effective interactions between employees and organizational systems.

AI-driven personalization also supports employee development by providing tailored learning recommendations and adaptive career development opportunities [25]. Furthermore, organizations increasingly utilize AI to improve decision quality and optimize workforce management processes, thereby enhancing organizational performance and employee support [22], [32].

Despite these benefits, several studies report concerns regarding job insecurity, technostress, reduced autonomy, and employee resistance to AI adoption [15], [20], [33]. Employees may perceive AI technologies as potential substitutes for human labor, generating anxiety regarding future employment opportunities. Additionally, continuous monitoring and data-driven management practices may increase perceptions of workplace surveillance and reduce employee trust [28]. Consequently, the overall impact of AI depends largely on organizational implementation strategies, communication practices, and employee involvement in technological change initiatives.

Table 4. Employee Outcomes of AI Adoption

Positive Outcomes	Supporting Studies
Improved Employee Experience	Malik et al. (2023)
Higher Employee Engagement	Prentice & Wong (2023)
Increased Productivity	Li et al. (2023)
Better Decision-Making	Chowdhury et al. (2023)
Personalized Learning	Huang & Rust (2023)
Negative Outcomes	Supporting Studies
Job Insecurity	Kshetri (2020)
Technostress	Prikshat et al. (2023)
Resistance to AI	Basu et al. (2023)
Reduced Autonomy	Arslan et al. (2022)
Trust Concerns	Langer et al. (2023)

(Source : Author's Synthesis)

RQ5 : Future Research Directions

The reviewed literature identifies several promising avenues for future investigation. First, the rapid emergence of Generative AI presents significant opportunities for examining how advanced AI systems can support recruitment, employee assistance, knowledge management, learning, and strategic HR decision-making [19], [21]. Given the novelty of these technologies, empirical evidence remains limited and requires further exploration.

Second, future research should focus on developing explainable AI frameworks that enhance transparency, trust, and accountability in AI-enabled HR systems [8], [28]. Understanding how organizations can implement ethical governance mechanisms while maintaining technological effectiveness remains an important challenge. Third, greater attention should be devoted to human–AI collaboration. Emerging studies suggest that AI creates the greatest value when it complements rather than replaces human capabilities, yet empirical evidence regarding effective collaboration models remains scarce [26], [27].

Finally, researchers should conduct more longitudinal and cross-cultural studies examining the long-term implications of AI adoption for employee well-being, workforce diversity, organizational sustainability, and strategic HR outcomes [18], [34]. Expanding research across industries and geographical contexts would improve the generalizability of existing findings and contribute to a more comprehensive understanding of AI-enabled HRM.

Table 5. Future Research Agenda

Research Area	Future Research Opportunities
Generative AI in HRM	Recruitment, training, employee assistance
Explainable AI	Transparency and employee trust
Human–AI Collaboration	Complementary decision-making
Ethical Governance	Fairness and accountability frameworks
Sustainable AI-HRM	Long-term workforce implications
Cross-Cultural Research	Comparative international studies
Longitudinal Studies	Long-term employee outcomes

(Source : Author's Synthesis)

Thematic Mapping and Synthesis of the Literature

To provide a comprehensive overview of the reviewed literature, a thematic mapping was conducted to identify the extent to which the selected studies addressed the four major themes emerging from this review: AI adoption, ethical challenges, employee outcomes, and future research directions. The thematic mapping presented in Table 7 demonstrates the distribution of research attention across the included studies and provides an integrated perspective on the evolution of AI-HRM scholarship.

Table 6. Mapping of Included Studies to Research Themes

No.	Study	AI Adoption	Ethical Challenges	Employee Outcomes	Future Research
1	Aguinis & Beltran (2024)	✓			✓
2	Arslan et al. (2022)	✓		✓	

DOI: <https://doi.org/10.31004/riggs.v5i2.10011>

Lisensi: Creative Commons Attribution 4.0 International (CC BY 4.0)

No.	Study	AI Adoption	Ethical Challenges	Employee Outcomes	Future Research
3	Basu et al. (2023)	✓	✓	✓	✓
4	Böhmer & Schinnenburg (2023)	✓			✓
5	Chowdhury et al. (2023a)	✓		✓	✓
6	Chowdhury et al. (2023b)	✓	✓	✓	
7	Chowdhury et al. (2024)	✓			✓
8	Del Giudice et al. (2023)	✓	✓	✓	
9	Einola & Khoreva (2023)	✓	✓	✓	✓
10	Huang & Rust (2023)	✓		✓	✓
11	Johnson et al. (2020)	✓			
12	Kshetri (2020)	✓		✓	
13	Langer et al. (2023)	✓	✓	✓	✓
14	Li et al. (2023)	✓		✓	
15	Malik et al. (2022)	✓		✓	
16	Malik et al. (2023)	✓		✓	✓
17	Minbaeva (2021)	✓			✓
18	Nawaz et al. (2024)	✓		✓	
19	Ogbeibu et al. (2024)	✓		✓	✓
20	Pereira et al. (2023)	✓	✓	✓	✓
21	Prentice et al. (2023)	✓		✓	
22	Prikshat et al. (2023a)	✓		✓	✓
23	Prikshat et al. (2023b)	✓	✓	✓	✓
24	Rodgers et al. (2023)	✓	✓		✓
25	Trocin et al. (2021)	✓			✓
26	Votto et al. (2021)	✓			✓
27	Vrontis et al. (2022)	✓	✓	✓	✓
28	Wuisan et al. (2023)	✓		✓	

(Source : Author's Synthesis)

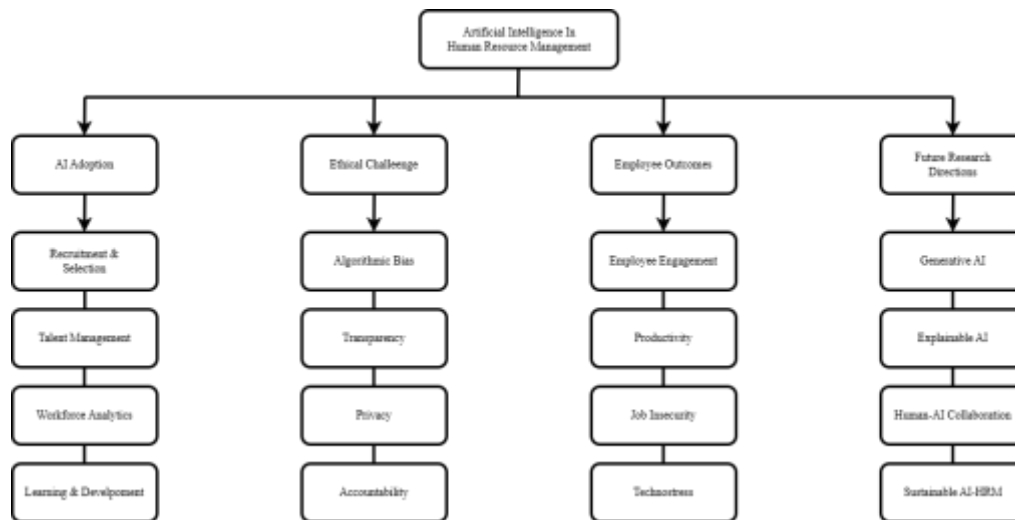


Figure 3. Thematic Framework of Artificial Intelligence in Human Resource Management

(Source : Author's Synthesis)

The results indicate that AI adoption is the most dominant theme, appearing in nearly all reviewed studies. This finding reflects the increasing emphasis on understanding how AI technologies are integrated into recruitment, talent management, workforce analytics, employee development, and strategic HR decision-making. Employee outcomes constitute the second most frequently discussed theme, highlighting growing scholarly interest in the implications of AI for employee engagement, productivity, learning, well-being, and workplace experiences. Ethical challenges have emerged as another important research stream, particularly in relation to algorithmic bias, transparency, privacy, accountability, and fairness in AI-enabled HR practices. Finally, many recent studies emphasize future research opportunities associated with Generative AI, explainable AI, human–AI collaboration, and sustainable AI-HRM implementation.

Overall, the thematic distribution demonstrates a clear evolution of AI-HRM research. Earlier studies primarily focused on technological adoption and operational efficiency, whereas more recent studies increasingly examine strategic, ethical, and human-centered dimensions of AI implementation. This shift suggests that AI is no longer viewed merely as a technological innovation but as a transformative organizational capability that affects employees, managerial decision-making, and long-term organizational performance.

4. Conclusion

This study systematically reviewed 28 highly cited open-access articles indexed in Scopus to provide a comprehensive understanding of the development of Artificial Intelligence (AI) in Human Resource Management (HRM). The findings indicate that research on AI-HRM has experienced substantial growth in recent years, reflecting the increasing strategic importance of AI technologies in organizational management. AI has been adopted across various HRM functions, particularly in recruitment and selection, talent management, workforce analytics, employee development, and performance management. The evidence suggests that AI is no longer viewed solely as a tool for automation but increasingly as a strategic capability that supports data-driven decision-making and organizational effectiveness. The review also demonstrates that the integration of AI into HRM creates significant opportunities as well as challenges. On the one hand, AI contributes to enhanced employee experience, improved engagement, greater productivity, more personalized learning opportunities, and more efficient HR processes. On the other hand, concerns related to algorithmic bias, transparency, privacy, accountability, job insecurity, and employee trust remain critical issues that organizations must address to ensure responsible and sustainable implementation. These findings highlight that the success of AI-enabled HRM depends not only on technological capabilities but also on ethical governance, organizational readiness, and the effective management of human–technology interactions. From a theoretical perspective, this review consolidates fragmented knowledge within the AI-HRM literature and provides an integrated framework that links AI adoption, ethical challenges, employee outcomes, and future research directions. From a practical perspective, the findings offer valuable insights for HR professionals, managers, and policymakers seeking to leverage AI technologies while maintaining fairness, transparency, and employee well-being. Organizations should prioritize responsible AI governance, employee involvement, and continuous capability development to maximize the benefits of AI adoption and minimize potential risks. Despite the growing body of literature, the field remains in a relatively early stage of development, particularly regarding the long-term implications of AI for employees and organizations. Future research should therefore continue to explore emerging AI applications, including Generative AI, human–AI collaboration, explainable AI systems, and sustainable AI-HRM practices across diverse organizational and cultural contexts. As AI technologies continue to evolve, understanding how organizations can balance technological innovation with human-centered management will remain a critical priority for both scholars and practitioners.

References

- [1] D. Minbaeva, “Disrupted HR?,” *Human Resource Management Review*, vol. 31, no. 4, 2021, doi: 10.1016/j.hrmr.2020.100820.
- [2] P. Tambe, P. Cappelli, and V. Yakubovich, “Artificial intelligence in human resources management: Challenges and A path forward,” *Calif. Manage. Rev.*, vol. 61, no. 4, pp. 15–42, Aug. 2019, doi: 10.1177/0008125619867910.
- [3] D. Vrontis, M. Christofi, V. Pereira, S. Tarba, A. Makrides, and E. Trichina, “Artificial intelligence, robotics, advanced technologies and human resource management: a systematic review,” *International Journal of Human Resource Management*, vol. 33, no. 6, pp. 1237–1266, 2022, doi: 10.1080/09585192.2020.1871398.
- [4] P. Budhwar *et al.*, “Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT,” Jul. 01, 2023, *John Wiley and Sons Inc.* doi: 10.1111/1748-8583.12524.
- [5] P. Seppälä and M. Małecka, “AI and discriminative decisions in recruitment: Challenging the core assumptions,” *Big Data Soc.*, vol. 11, no. 1, Jan. 2024, doi: 10.1177/20539517241235872.
- [6] Z. Chen, “Ethics and discrimination in artificial intelligence-enabled recruitment practices,” Dec. 01, 2023, *Springer Nature*. doi: 10.1057/s41599-023-02079-x.
- [7] M. M. A. M. Sony, M. Bin Amin, A. Ashraf, K. M. A. Islam, N. C. Debnath, and G. C. Debnath, “Bias in AI-driven HRM systems: Investigating discrimination risks embedded in AI recruitment tools and HR analytics,” *Social Sciences and Humanities Open*, vol. 12, Jan. 2025, doi: 10.1016/j.ssaho.2025.102082.
- [8] W. Rodgers, J. M. Murray, A. Stefanidis, W. Y. Degbey, and S. Y. Tarba, “An artificial intelligence algorithmic approach to ethical decision-making in human resource management processes,” *Human Resource Management Review*, vol. 33, no. 1, 2023, doi: 10.1016/j.hrmr.2022.100925.
- [9] Q. Gong, D. Fan, and T. Bartram, “Integrating artificial intelligence and human resource management: a review and future research agenda,” *The International Journal of Human Resource Management*, vol. 36, no. 1, pp. 103–141, Jan. 2025, doi: 10.1080/09585192.2024.2440065.
- [10] M. N. Jatobá, J. J. Ferreira, P. O. Fernandes, and J. P. Teixeira, “Intelligent human resources for the adoption of artificial intelligence: a systematic literature review,” Dec. 11, 2023, *Emerald Publishing*. doi: 10.1108/JOCM-03-2022-0075.
- [11] R. Bauwens and S. Batistič, “The present and future of artificial intelligence in people management research: A bibliometric approach,” *BRQ Business Research Quarterly*, vol. 28, no. 4, pp. 768–787, Oct. 2025, doi: 10.1177/23409444251341326.

DOI: <https://doi.org/10.31004/riggs.v5i2.10011>

Lisensi: Creative Commons Attribution 4.0 International (CC BY 4.0)

- [12] N. R. Haddaway, M. J. Page, C. C. Pritchard, and L. A. McGuinness, "PRISMA2020: An R package and Shiny app for producing PRISMA 2020-compliant flow diagrams, with interactivity for optimised digital transparency and Open Synthesis," *Campbell Systematic Reviews*, vol. 18, no. 2, Jun. 2022, doi: 10.1002/cl2.1230.
- [13] I. M. L. Wibawa, U. Burhan, and Suharto, "Understanding Sustainable Marketing : A Hybrid Systematic Literature Review (SLR) And Bibliometric Analysis," *Journal of Business and Management Review*, vol. 7, no. 2, pp. 103–124, Feb. 2026, doi: 10.47153/jbmr.v7i2.2364.
- [14] R. D. Johnson, D. L. Stone, and K. M. Lukaszewski, "The benefits of eHRM and AI for talent acquisition," *Journal of Tourism Futures*, vol. 7, no. 1, pp. 40–52, 2020, doi: 10.1108/JTF-02-2020-0013.
- [15] N. Kshetri, "Evolving uses of artificial intelligence in human resource management in emerging economies in the global South: some preliminary evidence," *Management Research Review*, vol. 44, no. 7, pp. 970–990, 2020, doi: 10.1108/MRR-03-2020-0168.
- [16] A. M. Votto, R. Valecha, P. Najafirad, and H. R. Rao, "Artificial Intelligence in Tactical Human Resource Management: A Systematic Literature Review," *International Journal of Information Management Data Insights*, vol. 1, no. 2, 2021, doi: 10.1016/j.jjimei.2021.100047.
- [17] A. Malik, P. Budhwar, H. Mohan, and N. R. Srikanth, "Employee experience –the missing link for engaging employees: Insights from an MNE's AI-based HR ecosystem," *Hum. Resour. Manage.*, vol. 62, no. 1, pp. 97–115, 2023, doi: 10.1002/hrm.22133.
- [18] S. Basu, B. Majumdar, K. Mukherjee, S. Munjal, and C. Palaksha, "Artificial Intelligence–HRM Interactions and Outcomes: A Systematic Review and Causal Configurational Explanation," *Human Resource Management Review*, vol. 33, no. 1, 2023, doi: 10.1016/j.hrmr.2022.100893.
- [19] S. Chowdhury, P. Budhwar, and G. Wood, "Generative Artificial Intelligence in Business: Towards a Strategic Human Resource Management Framework," *British Journal of Management*, vol. 35, no. 4, pp. 1680–1691, 2024, doi: 10.1111/1467-8551.12824.
- [20] V. Priksat, A. Malik, and P. Budhwar, "AI-augmented HRM: Antecedents, assimilation and multilevel consequences," *Human Resource Management Review*, vol. 33, no. 1, 2023, doi: 10.1016/j.hrmr.2021.100860.
- [21] H. Aguinis, J. R. Beltran, and A. Cope, "How to use generative AI as a human resource management assistant," *Organ. Dyn.*, vol. 53, no. 1, 2024, doi: 10.1016/j.orgdyn.2024.101029.
- [22] S. Chowdhury, S. Joel-Edgar, P. K. Dey, S. Bhattacharya, and A. Kharlamov, "Embedding transparency in artificial intelligence machine learning models: managerial implications on predicting and explaining employee turnover," *International Journal of Human Resource Management*, vol. 34, no. 14, pp. 2732–2764, 2023, doi: 10.1080/09585192.2022.2066981.
- [23] A. Malik, P. Budhwar, C. Patel, and N. R. Srikanth, "May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE," *International Journal of Human Resource Management*, vol. 33, no. 6, pp. 1148–1178, 2022, doi: 10.1080/09585192.2020.1859582.
- [24] N. Nawaz, H. Arunachalam, B. K. Pathi, and V. Gajenderan, "The adoption of artificial intelligence in human resources management practices," *International Journal of Information Management Data Insights*, vol. 4, no. 1, 2024, doi: 10.1016/j.jjimei.2023.100208.
- [25] X. Huang, F. Yang, J. Zheng, C. Feng, and L. Zhang, "Personalized human resource management via HR analytics and artificial intelligence: Theory and implications," *Asia Pacific Management Review*, vol. 28, no. 4, pp. 598–610, 2023, doi: 10.1016/j.apmr.2023.04.004.
- [26] V. Priksat, M. Islam, P. Patel, A. Malik, P. Budhwar, and S. Gupta, "AI-Augmented HRM: Literature review and a proposed multilevel framework for future research," *Technol. Forecast. Soc. Change*, vol. 193, 2023, doi: 10.1016/j.techfore.2023.122645.
- [27] K. Einola and V. Khoreva, "Best friend or broken tool? Exploring the co-existence of humans and artificial intelligence in the workplace ecosystem," *Hum. Resour. Manage.*, vol. 62, no. 1, pp. 117–135, 2023, doi: 10.1002/hrm.22147.
- [28] M. Langer and C. J. König, "Introducing a multi-stakeholder perspective on opacity, transparency and strategies to reduce opacity in algorithm-based human resource management," *Human Resource Management Review*, vol. 33, no. 1, 2023, doi: 10.1016/j.hrmr.2021.100881.
- [29] S. Chowdhury *et al.*, "Unlocking the value of artificial intelligence in human resource management through AI capability framework," *Human Resource Management Review*, vol. 33, no. 1, 2023, doi: 10.1016/j.hrmr.2022.100899.
- [30] M. Del Giudice, V. Scuotto, B. Orlando, and M. Mustilli, "Toward the human – Centered approach. A revised model of individual acceptance of AI," *Human Resource Management Review*, vol. 33, no. 1, 2023, doi: 10.1016/j.hrmr.2021.100856.
- [31] C. Prentice, I. A. Wong, and Z. C. Lin, "Artificial intelligence as a boundary-crossing object for employee engagement and performance," *Journal of Retailing and Consumer Services*, vol. 73, 2023, doi: 10.1016/j.jretconser.2023.103376.
- [32] P. Li, A. Bastone, T. A. Mohamad, and F. Schiavone, "How does artificial intelligence impact human resources performance. evidence from a healthcare institution in the United Arab Emirates," *Journal of Innovation and Knowledge*, vol. 8, no. 2, 2023, doi: 10.1016/j.jik.2023.100340.
- [33] A. Arslan, C. Cooper, Z. Khan, I. Golgeci, and I. Ali, "Artificial intelligence and human workers interaction at team level: a conceptual assessment of the challenges and potential HRM strategies," *Int. J. Manpow.*, vol. 43, no. 1, pp. 75–88, 2022, doi: 10.1108/IJM-01-2021-0052.
- [34] V. Pereira, E. Hadjielias, M. Christofi, and D. Vrontis, "A systematic literature review on the impact of artificial intelligence on workplace outcomes: A multi-process perspective," *Human Resource Management Review*, vol. 33, no. 1, 2023, doi: 10.1016/j.hrmr.2021.100857.