

Artificial Intelligence Adoption in Human Resource Management: A Literature Review

Sri Rahayu^{1,*}, Suginam², Fajar Pasaribu³, Mira binti Omar⁴, Azwansyah Habibie², Rahmad Azhari¹

¹ Faculty of Economics & Business, Universitas Islam Sumatera Utara, Medan, Indonesia
Sisingamangaraja Street, No. 34, Teladan Village, Medan Kota District, Medan City, North Sumatra 20216, Indonesia

² Faculty of Economics & Business, Universitas Harapan Medan, Medan, Indonesia
Imam Bonjol Street, J A T I 20152, Medan Maimun District, North Sumatra, Indonesia

³ Postgraduate Program of Universitas Muhammadiyah Sumatera Utara, Medan, Indonesia
Denai Street, No. 217, Medan, North Sumatra, Medan City, Indonesia

⁴ Unit Pendidikan Berterusan, Kolej Komuniti Arau, Perlis, Malaysia
Tengku Budriah Street, Tambun Tulang, 02600 Arau, Perlis, Malaysia

Email: ^{1,*}sri.rahayu@fe.uisu.ac.id, ²suginam@unhar.ac.id, ³fajarpasaribu@umsu.ac.id, ⁴mirakka82@staf.kkarau.edu.my,

⁵azwansyah_habibie.unhar@harapan.ac.id, ⁶rahmadashari1088@gmail.com

Correspondence Author Email: sri.rahayu@fe.uisu.ac.id

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Abstract-The development of Artificial Intelligence (AI) has driven significant transformation in Human Resource Management (HRM) through improving work process efficiency, decision-making quality, and data-driven human resource management. The increasing use of AI in various HRM functions makes this topic important to study in order to understand the development of research and its future development. This study aims to identify research trends, compare previous research findings, uncover research gaps, and formulate future research recommendations related to AI adoption in HRM. The research uses the Narrative Literature Review approach by utilizing 10 Scopus indexed articles for the period 2020–2025 obtained through Google Scholar and selected based on their relevance and scientific contribution to the research topic. The analysis was carried out through theme identification, comparison of research results, literature synthesis, and assessment of research gaps. The results of the study show that AI contributes to improving the effectiveness of recruitment, talent management, employee experience, decision-making, and workforce planning. However, AI implementation still faces various challenges in the form of ethical issues, data privacy, algorithm bias, organizational readiness, and workforce digital competence. This research provides conceptual contributions through a comprehensive synthesis of the development of AI in HRM as well as the mapping of future research agendas focusing on AI governance, Generative AI, and sustainable digital transformation. It is concluded that AI is a strategic factor in the transformation of modern HRM, but the success of its implementation is largely determined by the readiness of technology, organization, and human resources.

Keywords: Artificial Intelligence; Human Resource Management; AI Adoption; Digital Transformation; Workforce Planning

1. INTRODUCTION

The development of digital technology has driven fundamental changes in the way organizations manage human resources. One of the technologies that has experienced the most rapid development is Artificial Intelligence (AI), which is able to process large amounts of data, recognize patterns, generate predictions, and support decision-making more quickly and accurately. Advances in AI are not only changing organizational operational processes, but also transforming various management functions, including Human Resource Management (HRM). In the context of modern organizations, AI is seen as a strategic technology that can improve the effectiveness of human resource management while supporting the achievement of sustainable competitive advantages (Tambe et al., 2019; Kapoor et al., 2022). As organizations increase investment in digital technologies and artificial intelligence, AI is projected to be one of the key factors shaping the future of the world of work and human resource management practices in the coming decade (Georgieff & Hyee, 2021; Budhwar et al., 2023; Dabić et al., 2023).

The implementation of AI in HRM has grown far beyond the use of conventional human resource information systems. Currently, AI is used in various HRM activities, ranging from employee recruitment and selection, competency training and development, performance management, workforce planning, to employee retention. This technology allows organizations to conduct real-time data analysis, identify competency needs more accurately, and generate recommendations that support data-driven strategic decision-making (Vrontis et al., 2022; Safshekan et al., 2026). In addition, the rapid development of Generative Artificial Intelligence since 2023 has opened up new opportunities in HRM functions through the automation of document preparation, the development of personalized training materials, competency analysis, and support for more efficient decision-making processes (Garcia & Kwok, 2025).

The increased use of AI in HRM has also driven significant growth in scientific publications in recent years. Various systematic studies show that AI has become an important topic in HRM research due to its potential to improve decision quality, operational efficiency, and employee experience in a digital work environment (Al-Emran et al., 2023; Chowdhury et al., 2023). Research by Tambe et al. (2019) confirms that AI has the potential to transform HR functions through more comprehensive use of data in the decision-making process. Furthermore, Minbaeva (2021) explained that digital transformation in HRM has changed the role of HR functions from administrative activities to strategic roles oriented towards organizational value creation. Various other studies have also shown that the integration of AI and HR analytics is able to support talent management more effectively and improve the quality of managerial decisions (Yigitbasioglu et al., 2023; Úbeda-García et al., 2025).

While it offers a wide range of benefits, the implementation of AI in HRM also presents a number of complex challenges. Previous research has shown that the use of AI can raise concerns related to job security, increased job insecurity, and the tendency to increase turnover intentions due to the perception of threats to work done by technology (Brougham & Haar, 2020). In addition, the application of AI and people analytics has the potential to cause data privacy issues, excessive supervision of employees, algorithmic bias, and reduced transparency in the organization's decision-making process (Giermindl et al., 2022; Kelley, 2022). These challenges show that the success of AI implementation is not only determined by technological sophistication, but also by organizational readiness, workforce digital competence, and the company's ability to integrate technology with human aspects in a balanced manner (Budhwar et al., 2023; Zirar et al., 2023).

Various previous studies basically have the same view that AI is a technology that is able to transform HRM functions towards a more strategic, adaptive, and data-based approach. However, the results of existing research still show a variety of findings related to the impact of AI on organizational productivity, decision-making quality, employee experience, and sustainability of organizational performance. Some studies highlight the benefits of AI in improving the efficiency and effectiveness of HRM, while other studies emphasize the ethical, social, and organizational risks that arise from the use of the technology (Chowdhury et al., 2023; Giermindl et al., 2022; Kelley, 2022). This condition shows that the understanding of the implications of AI in HRM is still developing and requires a more comprehensive synthesis of knowledge.

In addition, research on AI in HRM still tends to be fragmented on certain topics, such as AI-based recruitment, people analytics, digital HRM, or employee competency development. Studies that integrate the various dimensions of AI implementation in HRM as a whole are still relatively limited. On the other hand, the very rapid development of Generative AI in recent years has not received proportionate attention in the HRM literature compared to conventional AI. In fact, this technology has the potential to change the way organizations manage work processes, competency development, and interaction between humans and technology in the work environment (Garcia & Kwok, 2025; Úbeda-García et al., 2025). Therefore, a literature review is needed that is able to identify research trends, synthesize existing empirical findings, and uncover future research agendas that are relevant to the latest technological developments.

The implementation of literature review is important because it is able to provide a more comprehensive understanding of the development of AI research in HRM. Through this approach, researchers can identify developing research patterns, compare the results of previous research, find research gaps that are still open, and formulate future research directions systematically. The literature review approach also allows for the preparation of a more integrated conceptual framework in explaining the relationship between AI, digital transformation, and human resource management in the era of data-driven organizations.

Based on this description, this study aims to review and synthesize the results of research on the application of Artificial Intelligence in Human Resource Management published in the period 2020–2026. In particular, this study aims to identify developing research trends, analyze similarities and differences in previous research findings, uncover research gaps that are still found in the literature, and develop future research agendas that can support the development of artificial intelligence-based HRM theories and practices.

This research is expected to make a theoretical and practical contribution. From the theoretical side, this research enriches the literature on Artificial Intelligence, digital transformation, and Human Resource Management through the synthesis of various empirical findings that have been published. From a practical perspective, the research results can be a reference for human resource managers, policy makers, and organizational leaders in designing effective, ethical, and sustainable AI implementation strategies. In addition, this research also produces a mapping of research developments and recommendations for future research agendas that can be the basis for the next empirical research in the field of Human Resource Management based on Artificial Intelligence.

2. RESEARCH METHODS

This study uses the Narrative Literature Review (NLR) approach to gain a comprehensive understanding of research developments related to the adoption of Artificial Intelligence (AI) in Human Resource Management (HRM). This approach was chosen because it is able to integrate various empirical and conceptual findings derived from previous research so as to produce a deeper understanding of research trends, dominant themes, research gaps, and the direction of future study development. The Narrative Literature Review approach is particularly suitable for use on the topic of AI in HRM because this field of research is developing rapidly and involves various perspectives of disciplines, such as human resource management, information systems, technology management, and organizational behavior. Through this approach, the research not only describes the results of previous research, but also conducts a critical synthesis of various findings that have been published so that it can produce a more comprehensive conceptual mapping.

2.2 Data Collection

Research data was obtained through searching scientific articles using Google Scholar as the main search tool. Google Scholar was chosen because it has a wide coverage of academic literature and is able to integrate articles from various reputable international publishers such as Elsevier, Springer, Emerald, Wiley, Taylor & Francis, Sage Publications, and IEEE. The search process will be carried out in May 2026 using several main keywords, namely "Artificial Intelligence",

"Human Resource Management", "AI Adoption", "Digital HRM", "HR Analytics", "AI in Recruitment", "People Analytics", and "Future of Work". The combination of keywords is used to obtain articles that are directly related to the implementation of AI in human resource management functions. Although the search was conducted through Google Scholar, the articles used in this study were limited to Scopus indexed articles only. The selection of Scopus articles was carried out because the database has high academic quality standards through a strict peer-review process, so as to ensure the credibility and validity of the sources used. To maintain relevance to the latest developments, this study only uses articles published in the 2020–2025 period.

2.3 Article Selection

The article selection process is carried out in stages. In the initial stage, about 185 relevant articles were found based on the keywords used. Furthermore, screening was carried out based on titles, abstracts, and keywords so that 52 articles were obtained that were directly related to the research topic. The next stage is an evaluation of the quality and relevance of the article based on the inclusion and exclusion criteria that have been set. Inclusion criteria include: (1) Scopus indexed articles; (2) published in the period 2020–2025; (3) discuss the implementation or adoption of AI in HRM; (4) available in full text form; and (5) have a relatively high number of citations in their fields. The exclusion criteria include: (1) articles that do not focus on HRM; (2) articles in the form of editorial, book reviews, or conference summaries; (3) duplicate articles; and (4) articles that do not provide empirical or conceptual findings that are relevant to the purpose of the research. Based on this process, 10 main articles were selected that have a high level of relevance, good publication quality, and a significant number of citations so that they are considered to be able to represent the development of AI research in HRM during the research period.

2.4 Data Analysis

Data analysis is carried out through four main stages.

- The first stage is an in-depth reading of all selected articles to identify the research objectives, research methods, variables used, and the main findings produced.
- The second stage is the thematic grouping process. At this stage the article is grouped into several key themes that appear repeatedly in the literature, namely AI in recruitment and selection, AI in HR analytics, AI in managerial decision-making, AI and employee experience, and AI ethics and governance challenges.
- The third stage is the comparison of research results between articles to identify similarities, differences, and patterns of relationships that arise in various research contexts. This analysis was carried out to obtain an overview of the consistency and inconsistency of previous research findings.
- The fourth stage is the synthesis of the literature and the identification of research gaps. At this stage, all research findings are integrated to produce a more comprehensive conceptual understanding of the development of AI in HRM. In addition, the research also identifies research areas that are still not widely studied as the basis for future research recommendations.

2.5 Selected Articles

Table 1 presents the ten selected articles that were analyzed in this study. These articles were chosen based on their relevance to the topic, publication quality, Scopus indexing status, and contribution to understanding the adoption and implementation of Artificial Intelligence in Human Resource Management.

Table 1. Summary of Selected Articles on Artificial Intelligence Adoption in Human Resource Management (2020–2025)

No	Author(s)	Year	Journal	Research Focus	Main Findings
1	Brougham & Haar	2020	<i>Technological Forecasting and Social Change</i>	The impact of technological and AI disruption on the workforce	The implementation of smart technology increases concerns related to job security and has the potential to affect employee turnover intention.
2	Strohmeier	2020	<i>German Journal of Human Resource Management</i>	Conceptualization of Digital Human Resource Management	Explain the concept of Digital HRM and the role of digital technology and AI in the transformation of human resource functions.
3	Minbaeva	2021	<i>Human Resource Management Review</i>	HRM by era digital	Digital transformation is transforming the strategic role of HRM through the integration of technology, data, and organizational capabilities.
4	Malik et al.	2022	<i>The International Journal of Human</i>	AI dan employee experience	AI can improve HRM efficiency while creating a more personalized work experience for employees.

No	Author(s)	Year	Journal	Research Focus	Main Findings
5	Giermindl et al.	2022	<i>Resource Management Human Resource Management Review</i>	People analytics and data-based management	The use of AI and people analytics improves the quality of decisions, but poses privacy, oversight, and ethical risks.
6	Vrontis et al.	2022	<i>The International Journal of Human Resource Management</i>	AI, robotics, and advanced technologies in HRM	AI contributes to increasing the effectiveness of HRM processes and driving the digital transformation of organizations.
7	Budhwar et al.	2023	<i>Human Resource Management Review</i>	AI and the future of work	The collaborative relationship between humans and AI is an important factor in creating an adaptive and sustainable organization.
8	Chowdhury et al.	2023	<i>Technological Forecasting and Social Change</i>	The strategic value of AI in HRM	AI creates organizational value through improved decision quality, operational efficiency, and talent development.
9	Venugopal et al.	2024	<i>Cogent Business & Management</i>	AI for workforce planning	AI-based topic modeling is able to improve the accuracy of workforce planning and identify future competency needs.
10	Garcia & Kwok	2025	<i>International Journal of Contemporary Hospitality Management</i>	Generative AI in HRM	Generative AI is changing the role of HRM, increasing organizational resilience, and creating new opportunities and challenges in HR management.

Sumber: Diolah dari berbagai artikel Scopus (2020–2025).

2.6 Methodological Limitations

This research has several limitations. First, the number of articles analyzed only consisted of 10 main articles, so the results of the study could not describe all the available literature on the field of AI in HRM. Second, this study only uses Scopus indexed articles so that there may be relevant research from other databases that are not accommodated. Third, the limited publication period of 2020–2025 causes research to focus more on current developments and does not include seminal research published before that period. Fourth, the Narrative Literature Review approach has elements of researcher interpretation that can affect the process of synthesizing findings. Nevertheless, the use of 10 highly relevant Scopus articles and a significant number of citations is considered sufficient to provide a conceptual overview of the development of Artificial Intelligence research in Human Resource Management. The articles come from internationally reputable journals and have become important references in the development of AI-HRM literature. Therefore, the resulting synthesis is believed to be able to represent research trends, patterns of empirical findings, and the direction of AI research development in HRM in the 2020–2025 period.

3. RESULTS AND DISCUSSION

3.1 Trends in Artificial Intelligence Adoption in Human Resource Management

The results of the analysis of the ten selected articles show that research on Artificial Intelligence (AI) in Human Resource Management (HRM) has experienced significant development during the period 2020–2025. The research trend has moved from conceptual discussions about the digitization of HRM functions to the implementation of more specific AI in various human resource management activities, such as recruitment, selection, HR analytics, workforce planning, employee experience, and strategic decision-making. In the early period, research focused more on the digital transformation of HRM and the changing role of HR functions in organizations. Strohmeier (2020) introduced the concept of Digital Human Resource Management as the foundation for the integration of digital technology in HRM activities. Furthermore, Minbaeva (2021) emphasized that digital transformation has transformed HRM's function from an administrative role to a strategic partner of an organization that utilizes data and technology in decision-making.

Subsequent developments show increased attention to the use of AI to improve the effectiveness of workforce management. Vrontis et al. (2022) and Malik et al. (2022) show that AI contributes to operational efficiency, improved decision quality, and personalization of employee work experience. Meanwhile, more recent research is beginning to highlight Generative AI as a technology that has the potential to transform HRM practices more broadly through the

automation of cognitive tasks and the development of artificial intelligence-based decision support systems (Garcia & Kwok, 2025).

3.2 Synthesis of Research Findings

Based on the results of the literature review, four main themes were found that dominate AI research in HRM, namely: (1) AI in recruitment and selection, (2) AI in HR analytics and decision-making, (3) AI in employee experience and talent development, and (4) ethical challenges and implications of AI implementation.

a. AI in Recruitment and Selection

The first theme is related to the use of AI in the recruitment and selection process of employees. The literature shows that AI is able to improve the efficiency of the selection process through the automation of candidate screening, CV analysis, and matching competencies to organizational needs. Safshekan et al. (2026) explain that AI allows organizations to identify candidates faster and more accurately than conventional methods. This implementation contributes to reducing recruitment costs and improving the quality of selection decisions.

b. AI in HR Analytics and Strategic Decision-Making

The second theme relates to the use of AI in HR analytics and data-driven decision-making. The research findings show that AI allows organizations to analyze employee data in real-time to support workforce planning, performance management, and talent management. Tambe et al. (2019) emphasized that AI provides strategic value through the ability to process large amounts of data so that it produces more objective and accurate decisions. Similar findings were put forward by Chowdhury et al. (2023) who stated that the main value of AI in HRM lies in its ability to improve decision quality and organizational effectiveness.

c. AI in Employee Experience and Talent Development

The third theme shows that AI is not only used for operational efficiency, but also to improve employee work experience. Malik et al. (2022) found that the use of AI allows organizations to provide more personalized services through chatbots, virtual assistants, and data-driven recommendation systems. In addition, AI also plays a role in the development of competencies and career planning that is more in line with the individual needs of employees.

d. Generative AI and Future HRM

A relatively new theme in the literature is the utilization of Generative AI in HRM. Garcia and Kwok (2025) explain that this technology is able to automatically generate content, documents, training materials, and decision-making support. The presence of Generative AI shows that the role of AI in HRM is no longer limited to data analysis, but has evolved into a tool that supports creative and strategic processes within organizations.

3.3 Benefits of Artificial Intelligence Adoption in HRM

A synthesis of the literature shows that the benefits of AI in HRM can be grouped into three main dimensions.

First, increasing operational efficiency. Almost all of the studies analyzed show that AI is able to reduce time, costs, and administrative burdens in the implementation of HRM functions. Automation of various processes allows organizations to increase productivity while reducing human error. Second, improving the quality of decision-making. AI enables fast and accurate data processing so that organizations can make more objective and evidence-based decisions. This capability is essential in an increasingly dynamic and competitive business environment. Third, improving the quality of talent management. AI helps organizations identify competency needs, develop employee development strategies, and improve the work experience through a more personalized and adaptive approach.

3.4 Challenges and Risks of AI Implementation in HRM

While providing a wide range of benefits, the implementation of AI in HRM also faces a number of significant challenges. Brougham and Haar (2020) show that the increasing use of smart technology can cause the perception of threats to work, thereby increasing job insecurity and turnover intention. In addition, Giermindl et al. (2022) identified various risks associated with people analytics, such as privacy violations, excessive oversight of employees, and the use of non-transparent data. Another challenge is the potential for algorithmic bias that can result in discriminatory decisions if AI systems are trained using non-representative data. The findings show that successful AI implementation requires a balance between technological efficiency and protection of human values. Therefore, organizations need to develop AI governance that is transparent, accountable, and oriented towards the principles of human-centered management.

3.5 Comparative Analysis and Research Gaps

Analisis komparatif menunjukkan bahwa seluruh penelitian sepakat mengenai potensi AI dalam meningkatkan efektivitas HRM. However, there are differences in the focus of the research. Technology-oriented studies highlight increased productivity and decision quality, while organizational behavior-oriented studies emphasize more on ethical, privacy, and social impact aspects on the workforce. Based on the synthesis of the literature, there are four main research gaps. First, the research is still dominated by the discussion of certain HR functions so that it has not produced an integrative model of AI implementation in HRM. Second, research on the long-term impact of AI on employee well-being and organizational sustainability is still limited. Third, the study of Generative AI in HRM is still in its early stages so it requires more in-depth empirical research. Fourth, there is still little research that examines the relationship between AI adoption, employee trust, organizational resilience, and sustainable organizational performance.

3.6 Proposed Future Research Agenda

Based on the research gaps found, future research agendas can be directed to four main areas. First, the development of an integrative AI-HRM model that connects all HRM functions in one conceptual framework. Second, empirical research on the impact of Generative AI on employee productivity and work experience. Third, the development of an AI governance framework that is oriented towards ethics, transparency, and organizational sustainability. Fourth, cross-country and cross-industry research to understand the factors that affect the success of AI implementation in different organizational contexts. Thus, the results of this study show that AI has developed into a strategic technology in HRM that is able to improve efficiency, decision quality, and talent management. However, its implementation also poses ethical, social, and organizational challenges that require serious attention so that the benefits of technology can be obtained optimally and sustainably.

4. CONCLUSION

This study aims to review and synthesize research developments regarding the adoption of Artificial Intelligence (AI) in Human Resource Management (HRM) based on reputable articles published in the 2020–2025 period. The results of the study show that AI has developed into a strategic technology that supports the transformation of HRM functions from an administrative approach to a more data-based, analytical, and strategic decision-making oriented approach. The implementation of AI is found in various HRM activities, including recruitment and selection, HR analytics, workforce planning, talent development, performance management, and employee experience improvement. In addition, the development of Generative AI is expanding the utilization of technology in HRM through faster and adaptive automation of cognitive tasks, document drafting, and decision-making support. The results of the synthesis also show that the adoption of AI provides various benefits, such as improved operational efficiency, quality of decision-making, accuracy of workforce planning, and effectiveness of talent management. However, the implementation of AI still faces various challenges, including the risk of algorithmic bias, data privacy issues, decision transparency, and increasing concerns about job security due to automation. These findings show that the successful implementation of AI in HRM depends not only on technological capabilities, but also on organizational readiness, employee digital competence, and the implementation of ethical and human-oriented governance. This study confirms that AI has an important role in shaping the future of HRM and creating more adaptive organizations in the era of digital transformation. Although research on AI-HRM continues to grow, there are still opportunities for further research, especially related to the implications of Generative AI, the development of AI-HRM integrative models, and its impact on employee well-being and organizational sustainability. Therefore, future research is expected to be able to provide stronger empirical evidence to support the effective, responsible, and sustainable implementation of AI in human resource management.

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