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ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT AND WORKPLACE BEHAVIOUR: A STRUCTURED REVIEW OF RESEARCH PUBLISHED BETWEEN 2015 AND 2025

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ABSTRACT :

Artificial Intelligence (AI) is increasingly being incorporated into Human Resource Management (HRM), influencing recruitment and selection, performance management, workforce planning, employee engagement, and organisational decision-making. Although AI-enabled systems can support data processing, administrative efficiency, and evidence-informed decisions, their implementation also raises concerns regarding algorithmic bias, employee privacy, transparency, job autonomy, and psychological well-being. This paper examines the relationship between AI-enabled HRM practices and workplace behaviour, with particular attention to the potential benefits, risks, and organisational conditions associated with AI adoption.

The review focuses on research published between 2015 and 2025 and considers three interconnected dimensions: the applications of AI in HRM, its implications for employee attitudes and behaviour, and the ethical safeguards required for responsible implementation. Rather than assuming that AI adoption produces uniformly positive or negative outcomes, the paper considers how the consequences may vary according to the nature of the technology, organisational practices, and the extent of human oversight.

The review aims to synthesise relevant academic evidence, identify areas of agreement and disagreement in previous research, and develop a conceptual framework linking AI-enabled HRM practices with workplace outcomes. Its intended contribution is to clarify the conditions under which AI may support organisational effectiveness while safeguarding employee trust, autonomy, fairness, and well-being. The final conclusions will be based on the studies identified and evaluated through the documented review process.

Keywords: Artificial Intelligence; Human Resource Management; Workplace Behaviour; Employee Well-Being; Algorithmic Bias; Employee Trust; Ethical AI.

1. INTRODUCTION

1.1 Background and Context

Artificial Intelligence (AI) has become an important area of research in organisational management because of its potential to support data processing, prediction, automation, and decision-making. Within Human Resource Management (HRM), AI-enabled technologies are being applied to activities such as recruitment and selection, employee assessment, workforce planning, and the analysis of employee-related data. These applications have expanded the role of digital technologies in HRM beyond routine administrative support towards activities that may influence managerial judgement and organisational practices.

The use of AI in HRM offers potential operational benefits, including the processing of large volumes of information, the standardisation of selected administrative tasks, and support for evidence-informed decisions. However, the implications of these technologies extend beyond efficiency. Research on AI and workplace outcomes indicates that the effects of AI can vary across HR functions and may involve different organisational and employee-level processes. Consequently, technological capability alone is insufficient to determine whether an AI-enabled practice will produce beneficial workplace outcomes (Meijerink et al., 2021).

AI-enabled HRM also raises important questions concerning employee privacy, procedural fairness, transparency, and autonomy. For example, algorithm-supported evaluation and monitoring may affect how employees understand managerial decisions and perceive their treatment within an organisation. The consequences may depend on how the technology is designed, the purposes for which employee data are used, and the opportunities employees have to understand or challenge decisions. Research on algorithmic management similarly highlights the importance of considering the relationship between

data-driven management practices, job autonomy, perceived justice, and workplace well-being (Cram et al., 2022).

These issues make workplace behaviour an important dimension of AI research in HRM. Employee trust, motivation, engagement, job satisfaction, stress, and perceptions of fairness may influence how employees respond to technological change. At the same time, these outcomes should not be assumed to move in the same direction in every organisation. A balanced examination therefore needs to consider both the potential operational benefits of AI and the conditions under which its use may create behavioural or ethical difficulties.

Against this background, the present study examines published research on AI in HRM and workplace behaviour during the period 2015–2025. It focuses on the applications of AI across HR functions, the reported implications for employees and organisations, and the ethical and managerial practices that may help align technological implementation with employee well-being. The study adopts a literature-based approach to identify recurring themes, compare findings across studies, and develop a conceptual understanding of the relationship between AI-enabled HRM and workplace behaviour.

1.2 Problem Statement

The growing use of Artificial Intelligence in Human Resource Management creates opportunities to improve the processing of information and support managerial decision-making. However, the implications of AI-enabled HRM for workplace behaviour remain complex. The same technologies that support administrative efficiency may also influence employees' perceptions of fairness, privacy, autonomy, and organisational trust.

One concern relates to algorithmic decision-making. When AI systems are used to screen candidates, evaluate performance, or support workforce decisions, the quality and fairness of their outputs depend on factors such as the data used, the design of the system, and the procedures through which decisions are reviewed. Where employees cannot understand how a decision was reached or challenge a potentially incorrect outcome, confidence in organisational decision-making may be affected.

A second concern involves employee monitoring and job autonomy. AI-enabled systems may collect and analyse information about work activities, productivity, and performance. Depending on how these systems are implemented, employees may perceive monitoring as a source of support and feedback or as an intrusive form of control. Such differences make it necessary to examine employee responses rather than assume that technological adoption automatically improves or damages workplace well-being.

A further issue concerns the relationship between operational outcomes and employee experiences. Improvements in processing speed or administrative efficiency do not necessarily demonstrate improvements in employee satisfaction, engagement, or trust. These outcomes require separate examination using appropriate evidence and clearly defined measures.

The central problem addressed in this study is therefore the need to understand how AI-enabled HRM practices relate to workplace behaviour, which benefits and risks have been reported in previous research, and what organisational and ethical conditions may influence these relationships. By reviewing relevant literature published between 2015 and 2025, the study seeks to develop an evidence-based understanding of these issues and identify areas that require further empirical investigation.

1.3 Research Objectives

The primary objective of this study is to examine the relationship between Artificial Intelligence in Human Resource Management and workplace behaviour through a review of relevant literature published between 2015 and 2025.

The specific objectives are:

1. To identify the principal applications of Artificial Intelligence across Human Resource Management functions, including recruitment, performance management, workforce planning, and employee engagement.
2. To examine the employee-related outcomes discussed in previous research, particularly trust, job satisfaction, motivation, engagement, autonomy, stress, and perceived fairness.
3. To analyse the operational benefits and ethical challenges associated with the implementation of AI-enabled HRM practices.
4. To examine the organisational and managerial conditions that may influence employee responses to AI-enabled systems.
5. To identify limitations and gaps in the existing literature and propose directions for future research.
6. To develop a conceptual framework connecting AI-enabled HRM practices with workplace behavioural outcomes and relevant organisational factors.

1.4 Research Questions

This study addresses the following research questions:

- **RQ1:** What are the principal applications of Artificial Intelligence in Human Resource Management?
- **RQ2:** What operational benefits of AI-enabled HRM are reported in the literature?
- **RQ3:** How is AI-enabled HRM associated with employee trust, job satisfaction, motivation, engagement, autonomy, and well-being?
- **RQ4:** What ethical challenges arise from the use of AI in HRM, particularly regarding algorithmic bias, privacy, transparency, and accountability?
- **RQ5:** What organisational and managerial conditions may influence the relationship between AI adoption and workplace behaviour?
- **RQ6:** What gaps in the existing literature should be addressed through future empirical research?

2. Literature Review

2.1 Artificial Intelligence in Human Resource Management

Artificial Intelligence (AI) has become an important topic in Human Resource Management (HRM) research because it can support activities that involve processing large volumes of information, identifying patterns, and assisting organisational decisions. In HRM, potential applications include recruitment and selection, employee performance management, workforce planning, employee services, learning and development, and workforce analytics. However, the presence of AI in an HR process does not automatically establish that the process is more accurate, fair, or effective. Such outcomes depend on the technology used, the quality of the available data, the way the system is implemented, and the role of human judgement.

Pereira et al. (2023) reviewed research connecting AI with workplace outcomes and organised the literature around HR functions and the processes through which AI may influence employees and organisations. Their review highlights the importance of examining both the opportunities and the challenges associated with AI rather than treating its organisational impact as uniformly positive. Similarly, the interdisciplinary review by Vrontis and colleagues (2023) examined research on AI in HRM and identified the need for stronger integration across research disciplines. Together, these reviews provide a foundation for studying AI-enabled HRM as both a technological development and an organisational change.

2.2 AI in Recruitment and Selection

Recruitment and selection are prominent areas of AI application in HRM. AI-enabled tools may assist with résumé screening, candidate matching, application management, interview scheduling, and the prioritisation of applicants for further assessment. These applications can help HR professionals process applications more efficiently, particularly when recruitment involves a large number of candidates.

Nevertheless, efficiency should not be confused with fairness or validity. An algorithm may reproduce patterns present in historical recruitment data, and the criteria used to rank candidates may not adequately represent their suitability for a particular role. Applicants may also have limited information about how their applications are assessed. Consequently, evaluating AI-supported recruitment requires attention to both operational measures, such as processing time, and employee- or applicant-related concerns, such as perceived fairness, transparency, accessibility, and opportunities to challenge decisions.

The literature therefore supports a balanced approach to AI-assisted recruitment. Its value should be assessed in relation to the task being performed, the quality of the system, the characteristics of the applicant population, and the availability of meaningful human review. Claims that AI necessarily reduces recruitment costs or improves selection accuracy require evidence from specific studies and should not be presented as universal outcomes.

2.3 AI in Performance Management and Workforce Analytics

AI-enabled HR systems may be used to organise performance-related information, identify workforce patterns, support planning, and generate recommendations for managers. Workforce analytics can help organisations examine trends in staffing, skills, attendance, and employee movement. Such systems may support decision-making, but their outputs remain dependent on the data and assumptions used to generate them.

Performance management raises additional concerns because employees may interpret automated assessments as judgements about their competence, effort, or future prospects. If assessment criteria are unclear, incomplete, or perceived as inappropriate, employees may question the legitimacy of the process. A numerical score should therefore not be treated as a complete representation of an employee's performance without considering job context, the validity of the measures, and relevant qualitative information.

The distinction between decision support and automated decision-making is important. A system that provides information for a manager to review is not equivalent to a system that independently determines an employee's rating or employment outcome. Research examining AI in performance management should specify the degree of automation and human involvement, as these differences may affect employee perceptions and organisational outcomes.

2.4 AI and Workplace Behaviour

Workplace behaviour includes employees' attitudes, perceptions, and actions within an organisational setting. In the context of AI-enabled HRM, relevant outcomes include trust in management and technology, job satisfaction, work engagement, motivation, perceived organisational justice, job autonomy, stress, and perceptions of job security. These outcomes should be examined separately because a technology may be associated with improvements in one area while creating concerns in another.

AI-supported systems may be viewed positively when employees believe that they provide useful information, apply consistent criteria, and allow appropriate human judgement. Conversely, employees may respond negatively when monitoring is perceived as excessive, decisions are difficult to understand, or opportunities to question an outcome are limited. These possibilities suggest that workplace responses depend not only on the technology itself but also on how it is introduced, explained, and governed.

Pereira et al. (2023) provide a useful basis for considering AI and workplace outcomes through multiple processes and HR functions. However, a review of existing literature should not imply that all reported relationships are causal. For example, an association between the use of an AI system and employee satisfaction does not, on its own, establish that the system caused the change. Organisational culture, management practices, job characteristics, and the circumstances of implementation may also influence the observed relationship.

2.5 Ethical and Organisational Challenges

The adoption of AI in HRM raises several connected ethical and organisational questions. Algorithmic bias may arise when training data, design choices, or decision criteria produce systematically disadvantageous outcomes for particular groups. Privacy concerns may arise when systems collect or analyse employee information beyond what workers consider appropriate. Lack of transparency can make it difficult for employees to understand the basis of a decision, while unclear accountability can complicate the process of correcting errors.

These issues are especially important when AI outputs influence decisions concerning recruitment, performance evaluation, promotion, workload allocation, or continued employment. Human oversight is valuable only when the responsible person has sufficient information, authority, and time to examine a recommendation rather than accepting it automatically. Organisations should therefore consider data quality, documented decision criteria, appropriate access controls, regular evaluation, clear responsibility, and mechanisms for employee questions or appeals.

Ethical safeguards should not be treated as separate from organisational effectiveness. Employees' perceptions of fairness and trust may influence whether they accept and engage with AI-supported HR processes. At the same time, claims about the size or direction of these effects require direct empirical evidence and should be reported with appropriate limitations.

2.6 Critical Synthesis of Existing Research

Existing review literature provides a useful starting point for understanding AI in HRM, but the subject involves several distinct levels of analysis. At the organisational level, studies may examine administrative efficiency, planning, or decision support. At the individual level, research may focus on employee trust, fairness, autonomy, well-being, or job-related attitudes. At the system level, research may examine transparency, data quality, accountability, and the design of automated processes. These levels are related, but they should not be treated as interchangeable.

A further issue is the distinction between the availability of an AI application and evidence of its effectiveness. Descriptions of how a tool can be used do not establish that it improves organisational outcomes in practice. Similarly, findings from one occupation, organisation, country, or type of AI system may not generalise to other settings. A credible synthesis must therefore identify the context of each study, the outcomes measured, and the limitations acknowledged by the authors.

2.7 Research Gap

The reviewed literature establishes that AI and HRM have been examined through multiple disciplinary perspectives and that workplace outcomes include both potential benefits and risks. However, a paper focused specifically on workplace behaviour needs to make the connection between HR applications and employee outcomes explicit. It should distinguish operational outcomes from behavioural outcomes and consider the organisational conditions that may shape their relationship.

Accordingly, this paper focuses on three connected areas: (1) the principal applications of AI across HRM functions; (2) the relationship between AI-enabled HRM and employee attitudes and behaviour; and (3) the ethical and organisational conditions relevant to responsible implementation. The review will assess how far the selected studies support these connections and identify areas where evidence remains limited or inconsistent.

The research gap should be understood as the focus of the present review, rather than as a claim that no previous review has addressed AI and workplace outcomes. Earlier review studies have already examined this broader subject. The contribution of this paper must therefore rest on its clearly defined scope, transparent selection and analysis of sources, and careful synthesis of evidence relevant to workplace behaviour.

3. Research Methodology

3.1 Research Design

This study adopts a structured literature review approach to examine research published between 1 January 2015 and 31 December 2025 on Artificial Intelligence (AI) in Human Resource Management (HRM) and its relationship with workplace behaviour. The review focuses on identifying relevant research, evaluating its contribution to the topic, and synthesising findings across three main areas: AI applications in HRM, employee attitudes and behavioural outcomes, and ethical and organisational challenges.

The review is designed to provide a transparent account of the literature selection and analysis process. The reporting of the review will be informed by relevant principles from the PRISMA 2020 statement, particularly the need to describe information sources, eligibility criteria, study selection, and synthesis methods (Page et al., 2021). The paper does not claim to establish causal relationships unless these are supported by the methods and findings of the studies reviewed.

3.2 Sources of Literature and Search Strategy

Relevant literature will be identified through searches of Google Scholar and, where accessible, academic databases such as Scopus and Web of Science. Additional searches may be conducted through publisher platforms to verify publication details and retrieve relevant full-text articles. The search will focus on peer-reviewed journal articles and review papers published between 2015 and 2025.

Search terms will combine concepts relating to artificial intelligence, human resource management, and workplace outcomes. Examples include:

- “Artificial intelligence” AND “human resource management”
- “AI in HRM” AND recruitment

- "Algorithmic management" AND employee behaviour
- "Artificial intelligence" AND employee trust
- "AI" AND workplace well-being
- "Algorithmic bias" AND recruitment
- "AI-enabled performance management" AND employees

The searches will be conducted using the databases and search dates recorded by the researcher. The exact search strings, date of each search, and number of records retrieved from each source will be documented to make the review process more transparent.

3.3 Inclusion and Exclusion Criteria

Studies will be considered eligible when they meet the following criteria:

1. They were published between 2015 and 2025.
2. They examine AI, machine learning, algorithmic management, or closely related technologies in an HRM or workplace context.
3. They discuss at least one relevant organisational or employee outcome, such as recruitment, performance management, trust, job satisfaction, engagement, autonomy, fairness, privacy, or well-being.
4. They provide sufficient information about their purpose, argument, method, or findings to contribute to the review.
5. Their publication details and relevance can be verified.

Sources will be excluded when they fall outside the specified period, do not address the research questions, duplicate another record, or lack sufficient information for meaningful analysis. Publications that discuss technology in general without a clear connection to HRM or workplace outcomes will also be excluded.

The eligibility criteria will be applied consistently during the screening process. Any exceptions will be documented and explained rather than decided solely on the basis of whether a source supports the paper's argument.

3.4 Study Selection Process

Study selection will take place in stages. First, the researcher will collect records identified through the searches and remove duplicate entries. Second, titles and abstracts will be screened for relevance to the research questions. Third, the full text of potentially relevant publications will be examined against the inclusion and exclusion criteria.

The number of records identified, duplicates removed, records screened, full-text articles assessed, and studies included in the final synthesis will be recorded. Reasons for excluding full-text articles will also be documented where applicable. These figures will be reported only after the screening process has been completed.

3.5 Data Extraction and Analysis

Information from each included publication will be recorded in a structured evidence-extraction table. The extracted information will include the author and publication year, research objective, study design, context or population where applicable, AI application examined, workplace outcomes considered, principal findings, and limitations identified by the authors.

The findings will be synthesised thematically. The initial categories will include AI applications in HRM, operational outcomes, employee attitudes and behaviour, ethical concerns, and organisational conditions influencing implementation. Categories may be refined as the included studies are examined.

The analysis will distinguish between conceptual arguments, empirical findings, and conclusions drawn by review articles. Findings will not be treated as directly comparable when studies use different definitions, samples, measures, or research designs. Numerical results will be reported only when their source, meaning, and context can be established.

3.6 Reliability, Transparency, and Limitations

To improve transparency, the review will retain a record of search terms, search dates, eligibility decisions, and extracted study information. Publication details will be checked against reliable academic records wherever possible. Findings will be interpreted in the context of the methods and limitations of the original studies.

The review may be limited by database access, the availability of full-text publications, differences in terminology, and the possibility that relevant studies are missed by the selected searches. The review's conclusions will therefore be presented as a synthesis of the literature identified through the documented process, rather than as a complete representation of every study published on AI and workplace behaviour.

No primary survey or experiment is conducted as part of this review. Consequently, the paper will not present original employee survey percentages or claim to establish new causal effects. Any quantitative findings drawn from published studies will be attributed to their original sources.

4. Results and Thematic Synthesis of the Literature

4.1 Overview of the Findings

The literature examined for this paper indicates that AI in Human Resource Management should be understood as a set of technologies applied to different

organisational processes, rather than as a single intervention with one predictable outcome. Its potential implications differ according to the HR function involved, the degree of automation, the quality of the data, and the extent of human oversight.

Pereira et al. (2023) reviewed research on AI and workplace outcomes and organised the literature around HR functions and the processes through which AI may influence organisational and employee outcomes. Tambe et al. (2019) highlighted the gap between the promises associated with AI in HRM and the practical challenges of applying data-driven techniques to complex human resource decisions. Considered together, these publications support an analysis that distinguishes potential operational benefits from the ethical, managerial, and behavioural challenges of implementation.

The findings in this section are organised into four themes: AI applications across HRM, potential operational benefits, employee and workplace outcomes, and ethical and organisational challenges. These themes provide a structure for synthesising the literature; they do not represent the results of a new employee survey or an independent experiment conducted for this paper.

Table 1. HR leaders prioritized generative AI use cases

HR application	Percentage of respondents prioritizing the use case (%)
Employee-facing HR service chatbots	43
HR administration, policies and document generation	42
Recruitment, including job descriptions and skills data	41

Source: Gartner (2024), survey of HR leaders. These percentages describe reported priorities, not the share of organizations that have fully implemented each application.

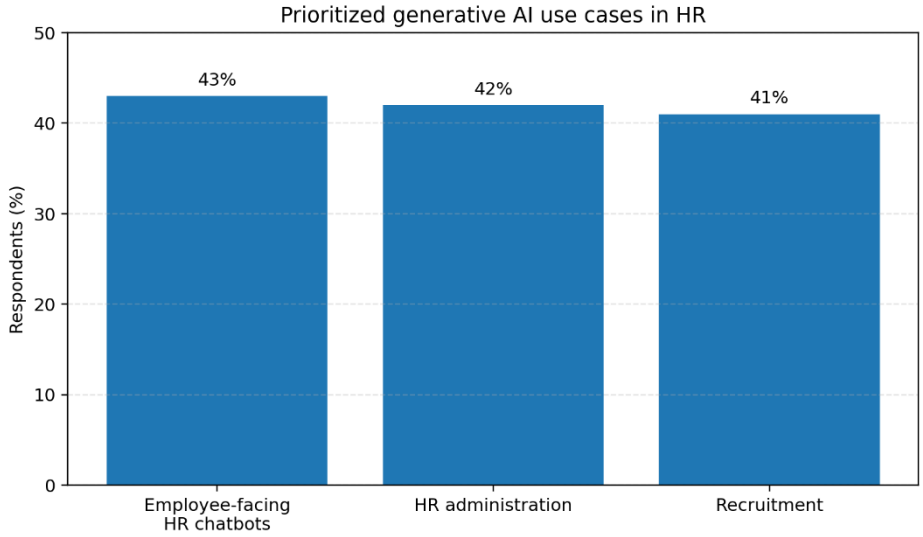


Figure 1. Leading generative AI use cases prioritized by HR leaders in 2024.

Gartner's survey identified employee-facing chatbots, administrative tasks, and recruitment-related activities as leading priorities for generative AI in human resource management. Employee-facing chatbots ranked first at 43%, followed by administrative activities at 42% and recruitment-related tasks at 41%. These findings suggest that organizations are exploring GenAI for employee support, routine documentation, and recruitment processes. Such applications may reduce repetitive administrative work and improve access to HR information, although their actual effects depend on system quality, organizational implementation, and human oversight. The figures reflect priorities reported by HR leaders and should not be interpreted as evidence of measured productivity improvements.

4.2 Applications of AI Across HRM Functions

AI-enabled tools may support several HRM activities, including recruitment and selection, performance management, workforce planning, employee services, and workforce analytics. The nature of the application matters because each function involves different types of information, decisions, and potential consequences for employees.

In recruitment, AI may assist with processing applications and matching candidate information against specified criteria. In performance management, data-driven systems may help organise performance information or support managerial assessment. In workforce planning, analytics may be used to identify staffing patterns and inform decisions about organisational needs. These examples describe potential applications; their actual effectiveness must be established through evidence relating to specific systems and settings.

Table 2. AI applications in Human Resource Management

HRM function	Potential application	Outcome to evaluate	Important limitation
Recruitment and selection	Application screening and candidate matching	Processing time, selection validity, fairness	Historical data and selection criteria may introduce bias
Performance	Analysis of performance-related	Consistency, validity, employee	Quantitative measures may not capture all aspects

management	information	perceptions	of performance
Workforce planning	Analysis of staffing and skills patterns	Planning quality and decision usefulness	Forecasts depend on data quality and assumptions
Employee services	Automated responses to routine HR queries	Response time and service accessibility	Automated responses may not address complex cases
Workforce analytics	Identification of workforce patterns	Usefulness and reliability of insights	Associations in data do not necessarily establish causation

Source: Author's thematic classification of potential HRM applications, informed by Pereira et al. (2023) and Tambe et al. (2019). The table is a conceptual synthesis, not a quantitative measurement of adoption or effectiveness.

Table 3. HR leaders reporting generative AI implementation activity

Survey period	Respondents reporting that their organization was piloting, planning, or had implemented GenAI (%)
June 2023	19
January 2024	38

Source: Gartner (2024), survey of 179 HR leaders in January 2024, compared with June 2023.

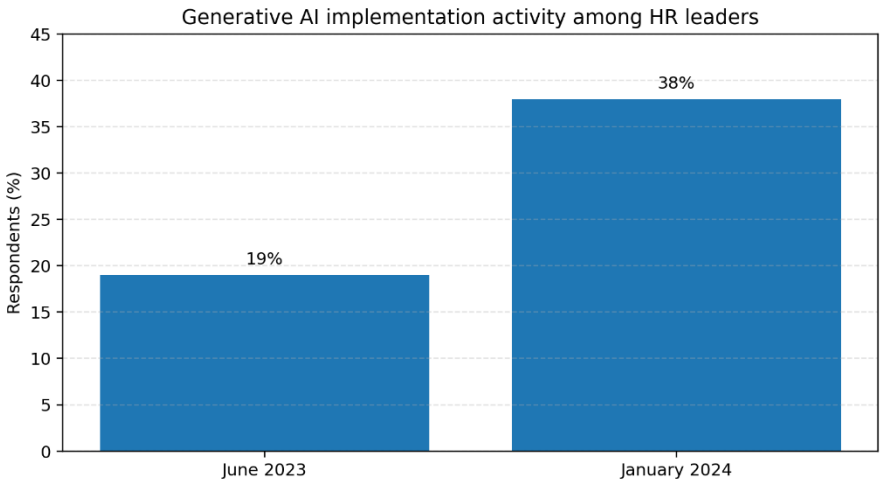


Figure 2. Reported generative AI implementation activity among HR leaders, June 2023–January 2024.

The figures reported by Gartner indicate an increase in generative artificial intelligence (GenAI) implementation activity among surveyed HR leaders, from 19% in June 2023 to 38% in January 2024. This change suggests that more organizations were moving beyond initial exploration towards piloting, planning, or implementing GenAI within HR functions. However, these figures represent reported implementation activity rather than confirmed full-scale adoption. They also do not establish that AI directly improves employee performance or workplace behaviour. Nevertheless, the findings illustrate the growing organizational relevance of AI in human resource management.

4.3 Potential Operational Benefits and Their Limitations

A recurring rationale for introducing AI into HRM is the possibility of processing information more efficiently and supporting evidence-informed decisions. Automated tools may help organise large volumes of applications or workforce records, while analytical systems may help managers identify patterns that are difficult to observe through manual review alone.

However, the existence of a technical capability does not establish that an organisation has achieved a measurable improvement. Claims concerning reduced recruitment time, lower hiring costs, improved prediction accuracy, or reduced administrative workload require evidence from identifiable studies that report the relevant measures and context.

Tambe et al. (2019) emphasised that HR decisions involve complex human phenomena and that data-driven approaches face challenges related to data availability, accountability, fairness, and employee responses. Accordingly, operational benefits should be assessed alongside decision quality, the suitability of the underlying data, the consequences of errors, and the need for human judgement.

For this reason, the present review does not assign a universal percentage improvement to AI-enabled HRM. Any numerical estimates retained in the final paper must be linked to the original study, clearly defined, and interpreted within its particular context.

4.4 AI and Employee Attitudes and Workplace Behaviour

The effects of AI-enabled HRM extend beyond administrative processes. Employees may evaluate these systems according to whether they consider

decisions fair, whether they understand how decisions are reached, and whether they believe that managers remain accountable for outcomes.

Relevant behavioural outcomes include employee trust, job satisfaction, motivation, engagement, perceived fairness, job autonomy, stress, and perceptions of job security. These outcomes should be assessed separately rather than combined into a single measure of employee experience.

AI-supported processes may be viewed favourably when they provide useful information, apply relevant criteria consistently, and preserve opportunities for human review. Conversely, concerns may arise when employees experience excessive monitoring, unclear evaluation criteria, limited opportunities to challenge decisions, or uncertainty about how their personal information is used.

Pereira et al. (2023) provide a review-based framework for considering the different pathways through which AI may influence workplace outcomes. Nevertheless, the direction and magnitude of individual outcomes must be established from the relevant empirical evidence. The literature should not be interpreted as demonstrating that AI invariably increases or decreases employee satisfaction, trust, or performance.

4.5 Ethical and Organisational Challenges

The literature identifies several issues that require consideration when AI is used in decisions affecting employees. These include the potential for algorithmic bias, limitations in data quality, privacy concerns, transparency, accountability, and employee reactions to data-driven management.

Tambe et al. (2019) discuss the complexity of HR phenomena, constraints associated with data, fairness and accountability questions, and possible adverse employee reactions to algorithm-based management decisions. Their analysis suggests that the practical use of AI in HRM cannot be evaluated solely by its technical capabilities. The consequences for employees and the organisational arrangements governing its use are also important.

The findings support the need to distinguish between AI used to assist a human decision-maker and AI used to automate a decision with limited human intervention. These arrangements can differ in their accountability requirements and the opportunities available to employees to seek explanations or challenge outcomes.

Appropriate safeguards may include checking data quality, evaluating systems for unfair outcomes, documenting decision criteria, restricting unnecessary data collection, and maintaining meaningful human oversight. These are recommendations for responsible implementation; their effectiveness should be evaluated rather than assumed.

4.6 Summary of the Literature-Based Findings

Table 4. Summary of the principal themes

Theme	Synthesis of the literature	Implication for HR practice
AI applications	AI can support different HR functions, but applications vary in purpose and degree of automation	Evaluate each application against its specific task
Operational outcomes	Efficiency and decision-support benefits are possible, but should be demonstrated with appropriate evidence	Measure actual outcomes rather than relying on general claims
Employee behaviour	Trust, fairness, autonomy, and well-being are relevant dimensions of workplace outcomes	Include employee perspectives when assessing implementation
Data and accountability	Data limitations and responsibility for algorithm-supported decisions are significant concerns	Establish clear accountability and review procedures
Responsible implementation	Human oversight and attention to organisational context are important considerations	Combine technical evaluation with appropriate governance

Source: Author's synthesis of Pereira et al. (2023) and Tambe et al. (2019). The table summarises themes and does not report original quantitative results.

4.7 Interpretation and Scope of the Findings

The literature reviewed for this paper suggests that AI-enabled HRM should be assessed through both organisational and employee-centred perspectives. Potential improvements in information processing or decision support do not, by themselves, establish that an AI system produces fairer decisions or better workplace outcomes. Similarly, the presence of ethical risks does not demonstrate that every AI application will produce adverse consequences.

A defensible interpretation therefore requires attention to the type of technology, the HR function in which it is used, the quality of available evidence, and the organisational conditions surrounding implementation. These considerations provide the basis for the discussion in the next section.

The findings presented here are a thematic synthesis of identified publications, not a meta-analysis or an original statistical study. The final version of this section must be checked against the complete set of studies identified and included through the documented methodology in Section 3. The scope and strength of its conclusions should reflect the evidence actually reviewed.

5. Discussion

5.1 Understanding the Relationship Between AI and HRM Effectiveness

The findings synthesised in Section 4 suggest that the relationship between Artificial Intelligence (AI) and Human Resource Management (HRM) cannot be evaluated solely in terms of automation or processing speed. AI-enabled systems may support information processing and decision-making, but their organisational value depends on whether they are appropriate for the task, based on reliable information, and implemented with suitable oversight.

Pereira et al. (2023) provide a multi-process perspective for understanding the relationship between AI and workplace outcomes. Their review supports examining different HR functions and the pathways through which AI may influence employees and organisations. This perspective is important because recruitment, performance management, and workforce planning involve different decisions and may generate different consequences.

Tambe et al. (2019) similarly caution that the promise of AI in HRM must be considered alongside practical challenges, including the complexity of human behaviour, limitations in available data, accountability, and employee reactions. Together, these publications suggest that the effectiveness of AI-enabled HRM should be assessed through both operational outcomes and the quality and fairness of decisions affecting employees.

5.2 Operational Efficiency Versus Decision Quality

One of the main arguments supporting AI adoption in HRM is its potential to help organisations process information and manage routine activities. However, a process that becomes faster is not necessarily more accurate, fair, or appropriate. For example, an automated recruitment system may process applications quickly, but its value also depends on whether the selection criteria are relevant to the job and whether qualified candidates are treated fairly.

This distinction has practical implications for evaluating AI systems. Organisations should not rely exclusively on indicators such as processing time or the number of applications screened. They should also consider selection quality, errors, accessibility, consistency, and the ability to review or correct decisions. The relevant measures will vary according to the HR function and the intended use of the technology.

Tambe et al. (2019) emphasise the importance of addressing the limitations of data-driven approaches to HR decisions. Their analysis reinforces the need to evaluate AI systems in context rather than assuming that technical sophistication guarantees better organisational outcomes.

5.3 Employee Trust, Fairness, and Workplace Behaviour

The implementation of AI in HRM also raises questions about how employees perceive organisational decisions. Trust and perceived fairness may be affected by whether employees understand the criteria used, believe that the process is appropriate, and have access to explanations or opportunities to challenge an outcome.

When an AI-supported process is presented as objective, employees may still question whether the underlying data and decision criteria are suitable. A system can apply the same procedure consistently while still producing unfair results if the criteria or data are inappropriate. Therefore, consistency and fairness should not be treated as identical concepts.

Pereira et al. (2023) provide a useful framework for considering the multiple ways AI may influence workplace outcomes. However, the precise relationship between AI use and employee trust, satisfaction, motivation, or engagement must be established from the relevant evidence. It would be inappropriate to conclude that AI necessarily improves or damages these outcomes across all organisations.

For HR practitioners, this means that employee perspectives should form part of the evaluation process. Clear communication, opportunities for feedback, understandable decision criteria, and meaningful review procedures may help organisations identify concerns that technical performance measures alone would not reveal.

5.4 Human Oversight and Managerial Responsibility

A further implication of the reviewed literature is the importance of clarifying the role of human judgement. AI may provide recommendations, rank alternatives, or automate particular steps, but these forms of involvement are not equivalent. The level of automation affects the way decisions are made and the opportunities available to identify errors or challenge outcomes.

Tambe et al. (2019) discuss causal reasoning, experimentation, and employee contribution as principles that can help address the challenges of applying data science to HRM. These principles suggest that organisations should evaluate AI-supported decisions carefully, learn from their implementation, and consider the perspectives of people affected by the systems.

Human oversight should be meaningful rather than merely procedural. A manager who cannot understand a recommendation or lacks authority to question it may be unable to provide effective review. Organisations should therefore establish clear responsibilities, appropriate access to information, and procedures for handling disputed or potentially harmful decisions.

5.5 Ethical Governance as Part of Organisational Effectiveness

Ethical governance is closely connected to the responsible use of AI in HRM. Issues such as algorithmic bias, privacy, transparency, and accountability are not only technical or legal considerations; they also concern the relationship between employees and their organisation.

For example, excessive or poorly explained monitoring may raise concerns about privacy and autonomy. Similarly, unclear accountability can make it difficult to determine who is responsible when an AI-supported decision is incorrect. These concerns reinforce the importance of specifying the purpose of data collection, limiting unnecessary access to employee information, evaluating systems for unfair outcomes, and providing appropriate routes for

review.

Tambe et al. (2019) identify fairness, ethical and legal constraints, and employee reactions as important challenges in the use of AI for HR decisions. Their analysis supports the view that responsible implementation requires attention to both technical design and organisational practice. Nevertheless, the effectiveness of individual safeguards should be assessed on the basis of relevant evidence rather than assumed in advance.

5.6 Implications for Organisations and HR Professionals

The literature reviewed in this paper has several practical implications. First, organisations should define the problem an AI system is intended to address before selecting or implementing a tool. Second, they should establish measures for evaluating performance that reflect both operational goals and the potential consequences for employees. Third, the quality and suitability of the data should be examined before decisions are based on algorithmic outputs. Fourth, HR professionals and managers should understand the limitations of the systems they use and retain clear responsibility for decisions where human review is required. Finally, employees should receive appropriate information about how AI is used in HR processes and how they can raise concerns about decisions affecting them.

These implications should be understood as recommendations informed by the reviewed literature, not as proof that a single implementation approach will be effective in every organisation. The appropriate practices will depend on the purpose of the system, the type of decision involved, the applicable requirements, and the organisational context.

5.7 Limitations of the Discussion

The conclusions drawn in this paper are limited by the scope and quality of the literature identified through the review process. Studies may differ in their definitions of AI, the HR functions examined, the outcomes measured, and the contexts in which the research was conducted. Such differences restrict the extent to which findings can be compared directly.

In addition, conceptual articles and literature reviews can identify relevant arguments and patterns but do not necessarily provide direct empirical evidence of causal effects. Conclusions about the impact of AI on employee behaviour must therefore reflect the research designs and evidence reported in the underlying studies.

The present discussion should be finalised only after the literature search and study-selection process described in Section 3 has been completed and documented. The final interpretation must be consistent with the actual studies included in the review and must not imply that unsupported numerical results or original empirical findings have been established.

5.8 Summary

Overall, the literature suggests that AI-enabled HRM should be evaluated through a balanced perspective that considers operational objectives, decision quality, employee experiences, and ethical governance. AI may support particular HR activities, but its value cannot be assumed from automation alone. Transparent evaluation, appropriate data practices, meaningful human oversight, and attention to employee concerns are important considerations for responsible implementation. Further empirical research is needed to clarify how these factors interact across different HR functions and organisational settings.

6. Practical Applications of Artificial Intelligence in Human Resource Management

Artificial Intelligence (AI) can be applied across several Human Resource Management (HRM) functions. Its practical value depends on the organisational problem being addressed, the quality of the information used, and the arrangements established to supervise its outputs. This section examines major application areas and identifies relevant considerations for implementation.

6.1 Recruitment and Talent Acquisition

AI-enabled recruitment tools may assist with organising applications, matching candidate information against job requirements, answering routine candidate questions, and coordinating recruitment activities. These applications can support HR professionals when managing large volumes of information.

However, automated screening may disadvantage candidates if the criteria or data used by a system are unsuitable. Organisations should assess whether selection criteria are relevant to the job, evaluate outcomes for potential bias, and provide an appropriate process for human review. Recruitment effectiveness should be assessed using evidence such as selection quality, candidate experience, accessibility, and processing time rather than assuming that automation automatically improves hiring outcomes.

6.2 Learning and Development

AI-based learning tools may help identify skills gaps, recommend learning resources, and support personalised training plans. These applications can assist organisations in aligning employee development activities with role requirements and changing skill needs.

Nevertheless, recommendations are only useful when they reflect employees' actual responsibilities, learning needs, and development goals. HR professionals should allow employees to provide input and should evaluate whether recommended learning activities contribute to meaningful skill

development. The use of employee data for learning recommendations should also be transparent and proportionate to the intended purpose.

6.3 Performance Management

AI-enabled performance systems may help organise performance information, identify trends, and support managers in reviewing progress against specified objectives. They may also help identify areas where additional training or support could be useful.
Performance is often multidimensional and may depend on factors that are difficult to represent numerically. Organisations should therefore avoid treating algorithmic scores as complete or unquestionable assessments of employee contribution. Performance-related systems should use relevant criteria, account for job context, and provide employees with opportunities to understand and discuss assessments that affect them.

6.4 Workforce Planning and Talent Analytics

AI and workforce analytics may help organisations examine staffing patterns, identify potential skills shortages, and inform planning decisions. Depending on the system and the data available, analytical tools may support forecasting and help managers compare different workforce scenarios.
Such outputs are estimates rather than guarantees. Their reliability depends on data quality, assumptions, changing organisational conditions, and the suitability of the analytical approach. Organisations should document important assumptions, assess uncertainty, and avoid using forecasts as the sole basis for consequential employment decisions.

6.5 Employee Services and Engagement

AI-powered assistants and automated service tools may answer routine HR questions, direct employees to relevant policies, and help users navigate administrative procedures. These applications may improve access to information when their responses are accurate, timely, and understandable.
However, routine automated support is not a substitute for human assistance in complex or sensitive situations. Organisations should provide an escalation route for cases involving confidential concerns, disputes, well-being, or decisions that require professional judgement. Employee feedback can help identify recurring errors and determine whether the service is meeting users' needs.

6.6 Employee Retention and Workforce Risk Analysis

Some analytical systems are designed to identify patterns associated with employee turnover or other workforce outcomes. Such tools may help HR professionals identify areas for further investigation, but a predicted risk should not be treated as proof that a particular employee intends to leave or will perform in a particular way.
Organisations should examine the validity of the model, the data used, the possibility of unfair outcomes, and the consequences of acting on predictions. Where analytics identify a potential organisational problem, the appropriate response may involve examining workload, management practices, development opportunities, or workplace conditions rather than labelling individual employees.

6.7 Conditions for Responsible Implementation

Across these applications, responsible implementation requires a clear purpose, appropriate data practices, evaluation of system performance, and defined responsibility for decisions. Organisations should consider the consequences of errors, the needs of employees affected by a system, and whether human review is appropriate for the decision being made.
AI should be introduced as a means of supporting clearly defined HR objectives, not as an end in itself. Organisations should evaluate both operational outcomes and employee experiences, revise systems when problems are identified, and communicate appropriately about the role of AI in HR processes.

6.8 Summary

AI offers a range of possible applications across recruitment, learning and development, performance management, workforce planning, employee services, and retention analysis. However, these applications differ in purpose and risk. Their effectiveness should be evaluated in the relevant organisational context, with attention to data quality, fairness, transparency, employee experience, and human oversight. No universal claim about cost reduction, predictive accuracy, or employee satisfaction should be made without reliable supporting evidence.

7. Ethical Framework and Recommendations for Responsible AI in HRM

The use of Artificial Intelligence (AI) in Human Resource Management (HRM) requires an ethical framework that considers not only technological performance but also the rights, interests, and experiences of employees. AI-supported decisions may influence recruitment, performance evaluation, workforce monitoring, promotion, and other employment-related processes. Organisations should therefore establish safeguards to promote fairness, protect employee information, and maintain accountability.
Tambe et al. (2019) identify important challenges associated with applying AI to HRM, including data limitations, fairness, accountability, and employee reactions. These concerns indicate that responsible AI implementation requires coordinated action by HR professionals, managers, technology providers, and organisational leadership.

7.1 Algorithmic Bias and Fairness

Algorithmic bias refers to systematic patterns in data, system design, or decision processes that may produce unfair outcomes. In HRM, these outcomes may affect how applicants are shortlisted, how employee performance is assessed, or how development opportunities are allocated.
Organisations should examine whether the data and criteria used by an AI system are suitable for the intended decision. They should also evaluate outcomes across relevant groups, investigate unexplained disparities, and review whether the system is appropriate for its intended purpose. Where unfair outcomes are identified, the organisation should take corrective action and reassess the system before continuing to rely on it.

7.2 Employee Privacy and Data Protection

AI-enabled HR systems may process personal information relating to applicants and employees. Organisations should define the purpose for collecting and using such information, restrict access to authorised personnel, and avoid collecting data that are unnecessary for the stated purpose.
Employees should receive appropriate information about the use of their data, subject to applicable legal and organisational requirements. Data retention, access, security, and deletion procedures should be clearly defined. Particular care is required when systems involve employee monitoring or infer sensitive characteristics from behavioural information.

7.3 Transparency and Explainability

Employees and applicants may find it difficult to understand decisions supported by complex algorithms. Organisations should communicate when AI plays a material role in an HR process and provide explanations appropriate to the decision and its consequences.
Transparency does not necessarily require disclosing every technical detail of a system. It does require sufficient information for relevant people to understand the purpose of the system, the principal criteria used, the role of human judgement, and the available routes for raising concerns. Explanations should be meaningful rather than merely stating that an algorithm produced a particular result.

7.4 Accountability and Human Oversight

Organisations should establish clear responsibility for the selection, implementation, monitoring, and use of AI-enabled HR systems. Accountability should not be transferred entirely to a technology provider or treated as the responsibility of the algorithm itself.
Meaningful human oversight requires appropriately trained personnel who can assess system outputs, identify potential errors, and intervene when necessary. The level of review should reflect the significance of the decision and the potential consequences for the people affected. Organisations should also establish procedures for reconsidering decisions when credible concerns are raised.

7.5 Regular AI Audits and Continuous Evaluation

Regular AI audits can help organisations identify technical problems, changing patterns in system performance, and potential unfair outcomes. The frequency and scope of an audit should reflect the purpose of the system, the level of risk, and changes in the data or organisational environment.
Evaluation should consider more than technical accuracy. Relevant checks may include data quality, consistency, performance across relevant groups, privacy practices, accessibility, and the availability of meaningful human review. Organisations should document the results of evaluations and assign responsibility for addressing identified problems.

7.6 Employee Participation and Communication

Employees should have appropriate opportunities to understand and discuss the introduction of AI-enabled HR processes that may affect their working lives. Clear communication can help explain the purpose of a system, its limitations, and the procedures available for feedback or review.
Organisations may gather employee feedback through consultations, interviews, or appropriately designed surveys. Such feedback can help identify concerns that are not apparent from technical evaluations alone. Participation should be genuine, and organisations should communicate how feedback has been considered.

7.7 Ethical Governance Framework

Table 5. Ethical safeguards for AI-enabled HRM

Ethical principle	Potential risk	Recommended safeguard	Suggested evaluation
Fairness	Unfair or systematically unequal outcomes	Assess data, decision criteria, and outcomes across relevant groups	Documented fairness assessments and corrective actions
Privacy	Unnecessary collection or inappropriate use of employee data	Define data purposes, restrict access, and establish retention procedures	Periodic privacy and access reviews
Transparency	Employees cannot understand how AI influences decisions	Explain the system's purpose, role, and limitations	Review the clarity and accessibility of explanations

Accountability	Unclear responsibility for errors or harmful outcomes	Assign decision owners and escalation responsibilities	Documented responsibility and review procedures
Human oversight	Automated outputs are accepted without adequate examination	Provide trained reviewers with authority to intervene	Records of review, escalation, and corrective action
Continuous evaluation	System performance deteriorates or problems remain undetected	Conduct regular, risk-appropriate evaluations	Audit records and follow-up actions
Employee participation	Employee concerns are overlooked	Provide appropriate feedback and complaint mechanisms	Documented feedback and responses

Source: Author-developed ethical framework informed by the challenges discussed in Tambe et al. (2019). The safeguards and evaluation measures are recommendations developed for this paper, not results of an empirical evaluation.

7.8 Recommendations for Organisations

Based on the issues identified in the literature, organisations should consider the following recommendations:

1. **Define the purpose before adoption.** Identify the HR problem to be addressed and assess whether AI is appropriate for that task.
2. **Evaluate data quality and fairness.** Examine the relevance of the data and decision criteria before relying on system outputs.
3. **Protect employee information.** Establish clear rules for data collection, access, use, retention, and security.
4. **Maintain meaningful human oversight.** Ensure that responsible personnel can question outputs and intervene where necessary.
5. **Communicate transparently.** Explain how AI is used in relevant HR processes and how affected individuals can raise concerns.
6. **Monitor performance over time.** Review system outcomes and document corrective actions when problems are identified.
7. **Involve employees appropriately.** Consider employee feedback when introducing or reviewing systems that may affect their working conditions.

These recommendations should be adapted to the system, organisational context, applicable laws, and significance of the decision involved. They should be evaluated in practice rather than treated as guarantees that all ethical risks will be eliminated.

7.9 Summary

Ethical governance is an essential consideration in the responsible use of AI in HRM. Fairness, privacy, transparency, accountability, human oversight, and employee participation provide a practical basis for identifying and managing risks. By combining technical evaluation with organisational responsibility and employee-centred procedures, organisations can assess AI systems more comprehensively. However, the effectiveness of these safeguards depends on their implementation and should be examined through ongoing evaluation.

8. Proposed Conceptual Framework Linking AI-Enabled HRM and Workplace Behaviour

8.1 Purpose of the Framework

The literature reviewed in this paper suggests that the relationship between Artificial Intelligence (AI) in Human Resource Management (HRM) and workplace behaviour involves several interconnected factors. AI-enabled HR practices may influence how organisational decisions are made, while employees' responses may depend on the transparency, fairness, and perceived usefulness of those practices.

To organise these relationships, this paper proposes a conceptual framework connecting AI-enabled HRM practices, organisational implementation conditions, employee perceptions, and potential workplace outcomes. The framework is intended to guide interpretation of the literature and future empirical research. It has not been tested using original survey or experimental data in the present study.

8.2 Main Components of the Framework

AI-enabled HRM practices: The first component includes the use of AI in recruitment and selection, performance management, workforce planning, employee services, and workforce analytics. These applications differ in purpose and in the degree to which they influence decisions affecting employees.

Organisational implementation conditions: The second component concerns the conditions under which AI is introduced and used. Relevant factors include the quality of the underlying data, transparency of decision criteria, the availability of human oversight, privacy safeguards, and organisational accountability. These conditions may influence how employees experience AI-supported HR processes.

Employee perceptions: The third component includes employee trust, perceived fairness, perceived usefulness, and perceptions of privacy and autonomy. These perceptions are relevant because employees may respond differently to systems they consider understandable and fair compared with systems they regard as intrusive or difficult to challenge.

Potential workplace outcomes: The fourth component includes job satisfaction, work engagement, motivation, perceived autonomy, and psychological well-being. These outcomes are distinct and should not be assumed to change in the same direction. Their relationship with AI-enabled HRM must be examined using evidence appropriate to each outcome.

8.3 Proposed Relationships

The framework proposes several relationships for consideration.
First, AI-enabled HRM practices may be associated with operational outcomes, such as information-processing efficiency and decision support. Whether these benefits occur depends on the system, the task, and the quality of implementation.
Second, organisational implementation conditions may shape employee perceptions of AI-supported processes. For example, transparent criteria and meaningful human review may affect how employees evaluate the fairness and legitimacy of decisions.
Third, employee perceptions may be associated with workplace outcomes. Trust and perceived fairness may be relevant to employee acceptance, while concerns about privacy, monitoring, or autonomy may be relevant to employees' experiences of work.
Finally, the relationships may vary across organisational settings, job roles, types of AI application, and levels of automation. These contextual differences should be considered when interpreting findings from individual studies.
These relationships are proposed on the basis of the literature reviewed. They should not be interpreted as established causal effects, and the framework does not assume that all relationships are positive or negative.

8.4 Proposed Conceptual Model

The following points summarise the proposed relationships:

- **AI-Enabled HRM Practices**

(Recruitment, performance management, workforce planning, employee services, and workforce analytics)

- **Organisational Implementation Conditions**

(Data quality, transparency, human oversight, privacy safeguards, and accountability)

- **Employee Perceptions**

(Trust, perceived fairness, perceived usefulness, privacy, and autonomy)

- **Potential Workplace Outcomes**

(Job satisfaction, engagement, motivation, perceived autonomy, and well-being)
The model also recognises that the relationship between AI-enabled HRM practices and workplace outcomes may vary according to organisational context, job characteristics, the type of technology, and the degree of automation. The sequence shown is a proposed organising structure rather than proof that every outcome follows this exact pathway.

8.5 Implications for Future Research

The framework provides a basis for future empirical investigation. Researchers could examine whether different AI-enabled HR practices are associated with employee trust, perceived fairness, job satisfaction, or well-being, and whether these relationships vary according to implementation practices.
Future studies could use employee surveys, interviews, organisational case studies, longitudinal research, or comparative designs. The choice of method should reflect the research question and the strength of evidence required. Studies seeking to establish causal relationships would need designs capable of addressing alternative explanations and relevant contextual factors.
Researchers should also distinguish between employees' perceptions of AI and the actual characteristics or measured performance of the system. These are related but different aspects of implementation. Examining both could provide a more complete understanding of the relationship between AI-enabled HRM and workplace behaviour.

8.6 Summary

The proposed conceptual framework connects AI-enabled HRM practices with organisational implementation conditions, employee perceptions, and potential workplace outcomes. It highlights the importance of considering the technology and the organisational context together. The framework is intended to organise existing literature and guide future research; its relationships remain propositions to be examined rather than empirically validated findings of the present study.

9. Conclusion

9.1 Conclusion

Artificial Intelligence (AI) is creating new possibilities for Human Resource Management (HRM), including support for recruitment and selection, performance management, workforce planning, employee services, and workforce analytics. However, its significance extends beyond the automation of administrative tasks. AI-enabled HRM can also affect how organisational decisions are made, how employees experience workplace processes, and how responsibility for employment-related decisions is allocated.
The literature discussed in this paper highlights the importance of evaluating AI through both organisational and employee-centred perspectives. Potential operational benefits should be assessed alongside decision quality, fairness, transparency, data protection, and the availability of meaningful human oversight. The use of AI should not automatically be interpreted as evidence of improved organisational performance or employee well-being.
Workplace behaviour is an important dimension of responsible AI implementation. Employee trust, perceived fairness, job satisfaction, engagement,

autonomy, and well-being are distinct outcomes that may be influenced by the characteristics of a system and the circumstances in which it is used. Their relationships with AI-enabled HRM should therefore be examined using appropriate evidence rather than assumed to be uniformly positive or negative.
The discussion also emphasises the importance of organisational responsibility. Clear decision-making procedures, appropriate data practices, regular evaluation, and opportunities for employees to raise concerns can help organisations identify and address potential problems. These safeguards should be adapted to the purpose of the technology and the significance of the decisions it supports.

9.2 Contribution of the Study

The intended contribution of this paper is to organise the literature on AI-enabled HRM around three connected areas: applications across HR functions, potential workplace and employee outcomes, and the ethical and organisational conditions relevant to responsible implementation.
The proposed conceptual framework connects AI-enabled HRM practices with implementation conditions, employee perceptions, and potential workplace outcomes. It provides a structure for examining how these factors may be related and offers a starting point for future empirical investigation. Because the framework has not been tested using original data in this study, its proposed relationships should be treated as questions for further research rather than established causal findings.

9.3 Limitations

This study is limited by the scope of the literature identified through its search and selection process. The included publications may differ in research design, definitions of AI, organisational setting, and measures of workplace outcomes. These differences limit direct comparison and may affect the extent to which findings can be generalised.
The study does not collect original employee survey data or conduct an experiment. Consequently, it cannot independently establish the prevalence of AI adoption, calculate the effect of AI on employee outcomes, or demonstrate causal relationships. Any numerical claims retained in the final manuscript must be supported by verifiable sources and interpreted according to the methods and context of the original studies.
The final strength of the conclusions will depend on the completion and documentation of the literature search, the quality of the selected studies, and the accuracy of the evidence synthesis. These limitations should be considered when interpreting the paper's findings.

9.4 Directions for Future Research

Future research could investigate how different AI-enabled HR practices relate to employee trust, perceived fairness, job satisfaction, engagement, autonomy, and well-being. Comparative studies could examine whether these relationships differ across organisational settings, job roles, industries, and levels of automation.
Longitudinal research could help clarify how employee perceptions change as AI systems are introduced and used over time. Interviews and case studies could provide a deeper understanding of how employees experience automated decisions, while appropriately designed quantitative studies could examine associations between implementation practices and workplace outcomes.
Further research should also evaluate the effectiveness of specific safeguards, including human oversight, transparency measures, fairness assessments, and employee feedback mechanisms. Such work would help distinguish recommendations that appear reasonable in principle from practices that demonstrate measurable benefits in real organisational settings.

9.5 Final Remarks

AI has the potential to support the development of HRM, but its value should be assessed in terms of the quality of organisational decisions and the consequences for the people affected by them. Responsible implementation requires more than adopting new technology; it requires appropriate governance, careful evaluation, and attention to employee perspectives.
A balanced approach that considers operational objectives alongside fairness, privacy, transparency, and human judgement provides a useful basis for evaluating AI-enabled HRM. Continued empirical research and transparent reporting will be necessary to establish which applications and implementation practices produce beneficial outcomes across different workplace contexts.

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