International Journal of Business and Management Invention (IJBMI)
ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X
www.ijbmi.org || Volume 14 Issue 11 || November, 2025 || PP—150-158

Artificial Intelligence and HR Practices: Building Resilient and Engaged Workforces

Abstract
This review synthesizes empirical and conceptual studies published between 2018 and 2025, with a particular focus on the works of Yamin and collaborators, to examine how Artificial Intelligence (AI)-enabled Human Resource Management (HRM) practices contribute to employee engagement, creativity, and organizational resilience. Drawing from Self-Determination Theory (SDT), the Resource-Based View (RBV), Dynamic Capabilities Theory (DCT), and Social Exchange Theory (SET), this paper develops a holistic analytical framework that integrates technological, motivational, and ethical perspectives. The findings reveal that AI-driven HR practices not only enhance efficiency and predictive decision-making but also foster human flourishing by supporting autonomy, competence, and fairness. Through thematic and analytical synthesis, the review identifies six key themes: the evolution of AI and digital HR practices, mechanisms linking AI-HR to engagement and creativity, AI-driven resilience, contextual moderators, ethical implications, and future research directions. Overall, this paper argues that AI in HRM represents a paradigm shift toward human-centric digital transformation. When designed responsibly, AI systems can cultivate an empowered, resilient, and engaged workforce prepared for the challenges of the future of work.

Keywords
Artificial Intelligence (AI); Human Resource Management (HRM); Employee Engagement; Creativity; Organizational Resilience; Dynamic Capabilities; AI Ethics

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Date of Submission: 15-11-2025 Date of acceptance: 30-11-2025

I. Introduction

The integration of Artificial Intelligence (AI) into Human Resource Management (HRM) has become one of the most transformative developments shaping organizational strategies in the twenty-first century. In recent years, organizations have increasingly adopted AI-driven systems to enhance efficiency, streamline decision-making, and improve employee engagement. AI applications now extend beyond recruitment and selection to include learning and development, performance appraisal, and employee well-being initiatives. The evolution of AI-enabled HR practices reflects a paradigm shift from traditional administrative HR functions toward data-driven, predictive, and human-centered strategic management (Yamin & Sweiss, 2024; Dalain & Yamin, 2025). Despite this technological progress, several challenges persist. Many organizations still struggle to balance automation and human judgment in HR decision-making, while concerns about trust, fairness, and ethical use of AI remain pressing (Yamin & Al Aqra, 2025). Moreover, the literature addressing the link between AI-based HR practices and employee engagement or organizational resilience is fragmented. Some studies emphasize the efficiency and cost-saving potential of AI (Yamin, 2024; Alyoubi & Yamin, 2024), whereas others focus on the humanistic outcomes of AI-HRM such as creativity, satisfaction, and well-being (Sweiss & Yamin, 2023; Yamin & Sweiss, 2024). However, few integrative reviews have attempted to connect these outcomes within a comprehensive theoretical framework.

Building on this gap, this review aims to synthesize recent empirical and conceptual contributions from 2018 to 2025—particularly those by Yamin and collaborators—to understand how AI-enabled HR practices contribute to developing engaged and resilient workforces. These practices include AI-driven recruitment, digital HR analytics, responsible leadership, and data-enabled employee development systems. Such an integrative perspective is critical, especially as organizations face increasing environmental turbulence, global crises, and rapid digital transformation (Dalain et al., 2025; Yamin et al., 2025). From a theoretical standpoint, this study draws upon the Self-Determination Theory (SDT) to explain how AI-HRM influences motivation and engagement; the Resource-Based View (RBV) to conceptualize AI and HR analytics as strategic assets; and the Dynamic Capabilities Theory (DCT) to understand how these capabilities enhance adaptability and resilience (Yamin, 2024; Do et al., 2025). These theoretical lenses provide a comprehensive foundation for analyzing the mechanisms, mediators, and moderators through which AI-driven HR practices shape workforce behavior and organizational sustainability.

Accordingly, the objectives of this review are threefold: to examine the evolution and mechanisms of AI-enabled HR practices and their role in shaping employee engagement; to analyze how AI-supported HR systems contribute to organizational resilience, adaptability, and sustainability; and to identify theoretical, methodological, and contextual gaps in the existing body of knowledge, offering directions for future research. By integrating insights from multiple disciplines, AI, HRM, psychology, and organizational behavior—this review provides a holistic understanding of how artificial intelligence can foster both technological advancement and human flourishing in organizations. Ultimately, this synthesis contributes to advancing the discourse on AI-HRM by positioning human engagement and resilience as central outcomes of intelligent, ethical, and data-driven HR systems.

II. Theoretical Background

Artificial Intelligence (AI) is increasingly being theorized within Human Resource Management (HRM) through multidimensional perspectives that explain both technological efficiency and human-centered outcomes. The theoretical foundations underlying this review integrate psychological, organizational, and strategic lenses to better understand how AI-enabled HR practices drive employee engagement and organizational resilience. Four main theories guide this conceptual synthesis: Self-Determination Theory (SDT), Resource-Based View (RBV), Dynamic Capabilities Theory (DCT), and Social Exchange Theory (SET).

2.1 Self-Determination Theory (SDT)

Self-Determination Theory (Deci & Ryan, 2000) posits that human motivation is driven by the fulfillment of three innate psychological needs: autonomy, competence, and relatedness. Within the HRM context, AI technologies can serve as facilitators that enhance these psychological needs by offering personalized learning, adaptive feedback, and data-driven performance support. Yamin and Sweiss (2024) demonstrated that AI-enabled HR practices positively influence task satisfaction and creative willingness by fostering employee autonomy and perceived competence. This aligns with SDT's assertion that autonomy-supportive environments promote intrinsic motivation and engagement. Moreover, AI-driven HR systems that provide transparent, participative, and individualized experiences can strengthen employees' sense of ownership and control over their work processes—key drivers of sustained engagement and resilience.

2.2 Resource-Based View (RBV)

The Resource-Based View (Barney, 1991) conceptualizes organizational resources as strategic assets that yield sustainable competitive advantage when they are valuable, rare, inimitable, and non-substitutable. In the context of AI-enabled HRM, technological and analytical capabilities represent such strategic resources that can enhance resilience and adaptability. Yamin (2024), in Benchmarking: An International Journal, highlighted that big-data-driven HR capabilities significantly strengthen firms' disaster immunity and resilience capacity. When combined with human expertise, AI analytics transform HR practices from administrative support functions into strategic enablers of decision-making and innovation. Through this lens, AI-HR integration becomes not merely a technological improvement but a source of strategic advantage grounded in organizational knowledge and learning.

2.3 Dynamic Capabilities Theory (DCT)

Dynamic Capabilities Theory (Teece et al., 1997) explains how organizations integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Under conditions of uncertainty—such as digital disruption or global crises—AI-driven HR practices enable organizations to sense opportunities, seize resources, and reconfigure capabilities to maintain resilience. Dalain et al. (2025) in Logistics found that business resilience mediates the relationship between digital logistics strategies and competitive advantage, indicating that dynamic capabilities are activated when firms employ AI and digital systems to adapt strategically. In HRM, this implies that AI tools used for workforce analytics, predictive modeling, and continuous learning help organizations anticipate change and respond proactively, thereby enhancing overall agility and sustainability.

2.4 Social Exchange Theory (SET)

Social Exchange Theory (Blau, 1964) provides a relational framework to understand employee–organization interactions based on reciprocity, trust, and fairness. In AI-mediated HRM systems, employees evaluate fairness in algorithmic decision-making, transparency of data use, and the perceived equity of AI recommendations. Positive perceptions of fairness and trust in AI systems encourage employees to reciprocate through stronger engagement, commitment, and discretionary effort. This aligns with Yamin and Al Aqra (2025), who emphasized organizational justice and spirituality as vital determinants of employee mental health and performance. Integrating SET with AI-HRM thus underscores that technological efficiency alone is insufficient;

sustainable outcomes depend on the quality of the socio-emotional exchange between humans and intelligent systems.

2.5 Integrative Perspective

Together, these four theories offer a comprehensive framework explaining how AI-enabled HR practices shape both psychological and organizational outcomes. SDT captures the motivational dimension of engagement, RBV and DCT explain the strategic and adaptive value of AI capabilities, and SET contextualizes the ethical and relational aspects that sustain trust and fairness. By integrating these perspectives, this review positions AI-HRM not as a purely technological innovation but as a multidimensional system that enhances employee motivation, strengthens organizational adaptability, and promotes resilience in the face of complexity and uncertainty.

III. Methodology for Review

To ensure a comprehensive and systematic synthesis of literature, this review adopted a structured qualitative methodology following the principles of integrative and systematic review techniques. The purpose was to identify, analyze, and critically evaluate existing empirical and conceptual studies that explore the relationship between Artificial Intelligence (AI), Human Resource Management (HRM) practices, employee engagement, and organizational resilience.

3.1 Data Sources and Search Strategy

The search was conducted across five major academic databases: Scopus, Web of Science (WoS), ScienceDirect (Elsevier), Emerald Insight, and Google Scholar. These databases were selected for their broad coverage of management, information systems, psychology, and organizational research. The keywords used in the search included combinations of "Artificial Intelligence" OR "AI in HRM" OR "AI-enabled HR practices" AND "Employee Engagement" OR "Creativity" OR "Resilience" AND "Digital Transformation" OR "Big Data Analytics" OR "Human-Centered HRM". Boolean operators (AND/OR) and truncation symbols were employed to ensure inclusion of all relevant variants. Reference lists of key studies were also manually reviewed to identify additional sources not captured through automated searches.

3.2 Time Frame and Selection Criteria

The review covered the period from 2018 to 2025, representing the era of accelerated digital transformation and post-pandemic recovery. Studies published within this timeframe reflect the most relevant technological and organizational shifts associated with AI adoption in HRM. Inclusion criteria were as follows:

a. Peer-reviewed empirical or conceptual studies written in English.
b. Focus explicitly on AI, digital HRM, or HR analytics.
c. Address outcomes such as employee engagement, creativity, mental well-being, or organizational resilience.
d. Include measurable relationships or conceptual linkages between AI-enabled HRM practices and human or organizational outcomes.

Studies that were not peer-reviewed, purely technical, or outside the HRM and organizational management domains were excluded.

3.3 Composition of the Dataset

A total of approximately 45–55 studies were included in the final synthesis. Of these, 14 originated from Yamin and co-authors (2017–2025), covering HR analytics, AI-enabled HR practices, well-being, and resilience. The remaining ~35 studies were drawn from global research in journals such as Sustainability, Frontiers in Psychology, Benchmarking, Logistics, Acta Psychologica, and International Journal of Business Information Systems. This combination allowed for both a context-specific (Saudi and Middle Eastern) and a global comparative understanding of AI-enabled HRM and its implications for workforce engagement and adaptability.

3.4 Analytical Approach

A thematic synthesis approach was adopted to integrate and interpret the results. Each study was examined for theoretical foundation (SDT, RBV, DCT, SET), methodology (quantitative, qualitative, or conceptual), key variables and findings, and identified gaps and limitations. Themes were derived inductively by grouping studies based on conceptual similarity, methodological approach, and observed outcomes. This process enabled the development of six overarching themes discussed in the following section: evolution of AI and digital HR practices, mechanisms linking AI-HR practices and engagement, AI-driven resilience, moderating and contextual factors, ethical implications, and future research directions. Finally, a critical evaluation was performed to identify theoretical convergence, methodological diversity, and remaining knowledge gaps in the current body of research.

IV. Thematic Structure and Key Discussions

The analysis of the reviewed literature revealed six major themes reflecting how Artificial Intelligence (AI)-enabled Human Resource (HR) practices contribute to employee engagement, creativity, and organizational resilience. These themes are interconnected and collectively explain the evolution of AI-HRM as both a technological and human-centered system.

4.1 Theme 1 Evolution of AI and Digital HR Practices

The first theme captures the historical and conceptual transformation of HRM through AI and digital technologies. Yamin (2024, Benchmarking) and Alyoubi & Yamin (2024, IJBIS) emphasized how big data analytics, HR digitalization, and environmental pressure have driven firms to adopt intelligent HR systems that enhance agility and strategic responsiveness. Earlier works such as Abdalatif & Yamin (2022) highlighted the importance of digital co-creation and innovation in strengthening supply chain and organizational resilience.

4.2 Theme 2 Mechanisms Linking AI-HR Practices to Employee Engagement and Creativity

AI has been shown to enhance employee engagement by promoting autonomy, competence, and meaningful work—dimensions rooted in Self-Determination Theory (SDT). Yamin & Sweiss (2024, SAGE Open) demonstrated that AI-enabled HR practices positively affect task satisfaction and creative willingness, providing empirical evidence that AI can stimulate intrinsic motivation when implemented ethically and transparently. Dalain & Yamin (2025, Sustainability) further revealed that AI-supported recruitment becomes more efficient when anthropomorphism, or human-likeness in AI systems, moderates user interaction and trust. Similarly, Amamou & Yamin (2024, International Journal of Business Excellence) highlighted the role of supportive leadership and employee voice in fostering creativity, showing that AI-enabled performance feedback and data analytics can empower employees to engage in innovative behaviors. Across multiple studies, including those by IGI-Global (2024), AI-based HR systems were linked to increased engagement when they maintained transparency, fairness, and responsiveness to human emotions. Collectively, this theme demonstrates that AI can act as a motivator when it supports, rather than controls, human potential.

4.3 Theme 3 AI-Driven HR and Organizational Resilience

The third theme explores the relationship between AI-HRM and organizational resilience—the capacity to adapt, absorb, and recover from disruptions. Yamin (2024, Benchmarking) identified data-driven HR practices as a crucial factor enhancing firm disaster immunity and agility. Yamin et al. (2025, Sustainability) extended this by demonstrating that intellectual capital and HR synergy reinforce resilience and firm performance, especially under digital transformation. Dalain et al. (2025, Logistics) confirmed that business resilience mediates the relationship between digital strategies and competitive advantage. These studies highlight that AI-enabled HR systems—through predictive analytics, talent forecasting, and real-time workforce monitoring—help organizations build adaptability and ensure business continuity. Yamin (2021, Sustainability) also noted that leadership and human capital are central to resilience, underscoring the need for alignment between technological and human systems. Together, these findings suggest that AI acts as a "resilience amplifier," allowing firms to anticipate disruptions, learn from crises, and continuously evolve through intelligent HR processes.

4.4 Theme 4 Moderators and Contextual Factors

The effectiveness of AI-enabled HR systems depends heavily on contextual variables such as technological readiness, organizational culture, leadership style, and ethical governance. Yamin & Habboush (2024, IJBIS) demonstrated that technological capabilities moderate the relationship between HR practices and innovation, implying that AI adoption must be supported by infrastructure and digital literacy. Similarly, Jaouadi & Yamin (2024, IJBIS) found that e-HRM service quality strengthens the link between digital HR systems and performance outcomes. Kiziloglu & Yamin (2024, IJBIR) explored how decision-making culture and inclusivity enhance innovation in AI-supported environments, suggesting that openness and participative culture are essential for successful AI integration. These contextual insights underline that technology alone cannot drive engagement or resilience; organizational readiness, trust, and cultural adaptability determine whether AI becomes an enabler or a barrier to HR transformation.

4.5 Theme 5 Well-being, Justice, and Ethical Implications

A significant portion of Yamin's work connects HR practices, organizational justice, and employee well-being—central to sustaining engagement and resilience. Yamin & Al Aqra (2025, Acta Psychologica) revealed that caring for HR practices, workplace spirituality, and responsible leadership significantly improve employee mental health, contributing to overall performance. Sweiss & Yamin (2023, IJMCP) found that socially responsible HRM and trust-based leadership enhance employee well-being during crises, reinforcing that ethics and empathy are essential in digital HR environments. Broader AI ethics literature (2023–2025) echoes these

findings, emphasizing the risks of algorithmic bias, privacy violations, and the loss of human dignity if AI systems lack transparency and moral grounding. This theme stresses that "ethical AI" is not a peripheral concern but a core determinant of sustainable HR outcomes. Without fairness and accountability, AI-HRM risks undermining trust, engagement, and organizational integrity.

4.6 Theme 6 Future Research Directions

The integration of AI and HRM presents immense potential yet remains theoretically fragmented. Future research should address several gaps: longitudinal studies are needed to capture the dynamic effects of AI on engagement, creativity, and resilience; cross-cultural comparisons can reveal differences in AI adoption between emerging and developed economies; human–AI collaboration models should explore digital trust and hybrid work systems that balance automation with empathy; methodological pluralism, combining big data analytics with qualitative insights, can deepen understanding of employee experiences; and ethics and sustainability frameworks should be integrated into AI-HRM theory to ensure human-centered digital transformation. By bridging technological, psychological, and ethical dimensions, future studies can help establish a unified paradigm for AI-driven, resilient, and humane HR systems.

Figure 1 illustrates the integrated conceptual framework linking AI-enabled Human Resource Management (HRM) practices, employee engagement, and organizational resilience. The model synthesizes insights from four theoretical perspectives: Self-Determination Theory (SDT) explains how AI-driven HR practices enhance employee motivation and autonomy; Social Exchange Theory (SET) clarifies how trust and fairness mediate engagement–resilience relationships; Resource-Based View (RBV) highlights the strategic value of AI and data-driven HR capabilities as organizational assets; and Dynamic Capabilities Theory (DCT) emphasizes adaptability and learning under uncertainty. Together, these frameworks demonstrate how AI-enabled HRM contributes to developing a resilient and creative workforce in the digital era.

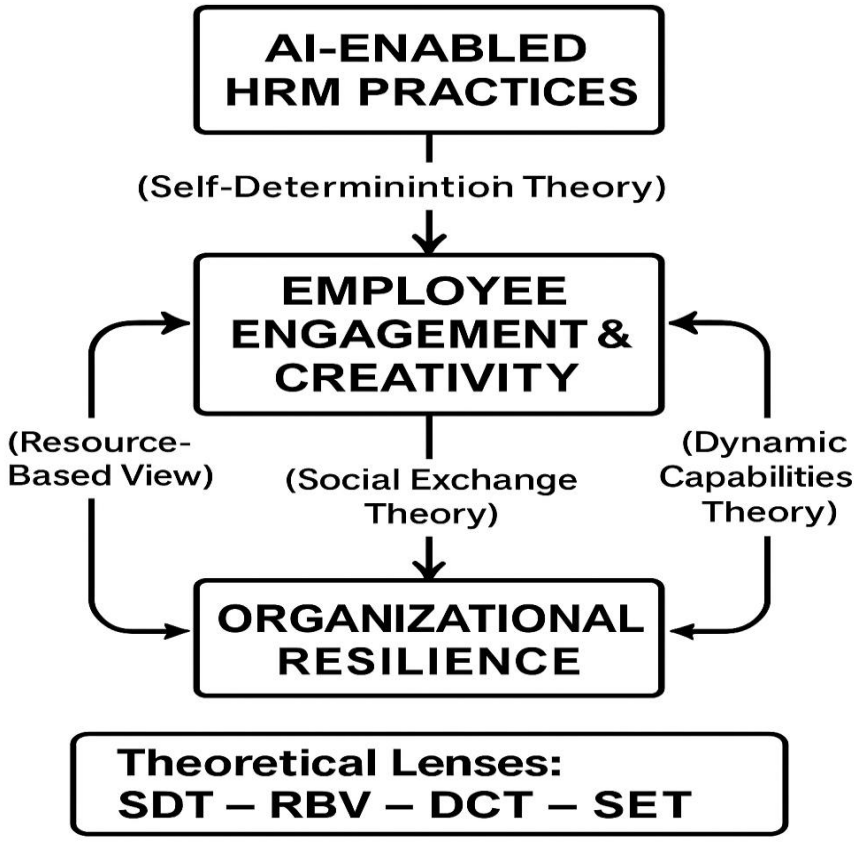

Figure 1. *Integrated Conceptual Framework Linking AI-Enabled HRM Practices, Employee Engagement, and Organizational Resilience (SDT–RBV–DCT–SET)*

V. Analytical Synthesis

This section presents a synthesized overview of the reviewed literature, integrating both primary and supporting studies to provide a comprehensive analytical framework. The analysis combines empirical and conceptual contributions focusing on AI-enabled Human Resource Management (HRM), employee engagement, creativity, and organizational resilience.

5.1 Core Analytical Table – Primary Studies by Yamin and Collaborators

Table 1. *Thematic and Methodological Synthesis of Foundational Studies by Yamin et al.*

Author(s)	Year	Theory Base	Key Focus / Variables	Key Findings	Identified Gaps / Future Directions
Yamin & Sweiss	2024	Self-Determination Theory (SDT)	AI-enabled HR practices → Task satisfaction & creativity	AI enhances autonomy and creativity via competence and personalized support.	Explore moderators like AI trust and cultural context.
Dalain & Yamin	2025	Anthropomorphism Theory	AI recruitment efficiency moderated by human-likeness	Human-like AI interfaces improve trust and recruitment outcomes.	Cross-sector and cross-cultural validation needed.
Yamin	2024	Resource-Based View (RBV)	Big Data HR Analytics → Resilience	Data-driven HR strengthens organizational adaptability.	Psychological mechanisms remain unexplored.
Yamin et al.	2025	RBV + Dynamic Capabilities	Intellectual Capital → Resilience → Performance	Intellectual capital enhances resilience under digital transformation.	Longitudinal models and employee-level data required.
Yamin & Al Aqra	2025	Social Exchange Theory + Justice Theory	HR practices & spirituality → Mental health	Fair, caring HR improves employee well-being.	Integrate AI-enabled justice perceptions.
Sweiss & Yamin	2023	Event System Theory + SET	Responsible leadership & trust → Well-being	Ethical HR strengthens sustainability during crises.	Include AI-HR during crises.
Yamin & Alyoubi	2024	Diffusion of Innovation + RBV	Innovation capability & pressure → Digital adoption	Capabilities mediate digital adoption.	Focus on behavioral mechanisms.
Yamin & Habboush	2024	Technology Capability Theory	HR practices → Innovation moderated by tech capability	Technological readiness boosts innovation.	Develop AI capability indices.
Jaouadi & Yamin	2024	E-Service Quality Model	e-HRM quality → Performance	e-HRM quality predicts firm performance.	Extend to AI-based HR analytics.
Kiziloglu & Yamin	2024	Organizational Culture & Decision-Making	Culture & decision processes → Innovation	Inclusive culture promotes agility.	Integrate AI-based leadership analytics.
Amamou & Yamin	2024	Leadership Theory + Personality Traits	Leadership & voice → Creativity	Supportive leadership enhances creativity.	Test under AI-supervised environments.
Abdalatif & Yamin	2022	DART Model + Innovation Theory	Digital co-creation → Resilience	Digital collaboration fosters agility.	Extend to AI ecosystems.
Dalain et al.	2025	Dynamic Capabilities Theory (DCT)	Digital strategy → Resilience → Advantage	Resilience mediates digital success.	Need HR micro-foundation analysis.
Yamin	2021	Supply Chain Resilience Theory	HR & leadership → Resilience	Leadership improves resilience.	Include AI-HR synergy in future.

5.2 Extended Analytical Matrix – Supporting Studies (2018–2025)

Table 2. *Extended Analytical Matrix: Supporting Studies on AI-Driven HRM, Engagement, and Resilience (2018–2025)*

Author(s)	Year	Theory Base	Key Focus / Variables	Key Findings	Identified Gaps / Future Directions
Zhou et al.	2023	SDT + AI Ethics	AI use → Psychological empowerment & engagement	AI improves engagement when ethical transparency exists.	Further explore fairness perceptions in AI systems.
Chen & Huang	2022	RBV	AI HR analytics → Innovation performance	AI HR analytics drive innovation capability.	Lack of longitudinal evidence.
Singh et al.	2023	Dynamic Capabilities	Digital HRM → Agility & resilience	Digital HR strengthens firm agility.	Explore cross-sector differences.
Lee & Kim	2024	SET + Ethics	AI fairness → Trust & organizational citizenship	Ethical AI promotes trust & citizenship behavior.	Cultural factors underexplored.
Patel et al.	2021	RBV + SDT	AI learning systems → Employee motivation	AI learning boosts intrinsic motivation.	Need integration with emotional well-being.
Nguyen & Tran	2020	DOI	Digital HR adoption drivers	Technology readiness predicts adoption.	Focus on HR analytics dimension.

Rahman et al.	2023	SET	AI transparency → Job satisfaction	Transparency fosters satisfaction & trust.	Include AI error accountability.
Brougham & Haar	2018	RBV	AI capability → HR strategy alignment	AI enhances HR strategic contribution.	Outdated pre-pandemic; update needed.
Cascio & Montealegre	2019	Strategic HRM	Digital HR transformation	AI changes HR from administrative to strategic.	Limited empirical validation.
Tursunbayeva et al.	2021	E-Government + AI Ethics	AI in public HR → Efficiency & ethics	AI improves efficiency but raises privacy concerns.	Ethical governance frameworks required.
Huang & Rust	2021	AI-Human Collaboration	AI service agents → Employee roles	AI complements human intelligence.	Explore HR interface implications.
Mahmood et al.	2025	SET + Well-being	AI HR practices → Employee happiness	AI enhances happiness via justice perception.	Longitudinal design needed.

Together, the core and extended analytical matrices provide a comprehensive mapping of the literature between 2018 and 2025. The synthesis highlights theoretical convergence (SDT, RBV, DCT, SET), empirical diversity, and persistent methodological gaps. Future research should integrate multi-level models linking AI-HRM systems to human well-being, innovation, and organizational resilience.

VI.Conclusion and Research Implications

The current review synthesized empirical and conceptual contributions from 2018 to 2025 to explore how Artificial Intelligence (AI)-enabled Human Resource Management (HRM) practices influence employee engagement, creativity, and organizational resilience. Drawing upon the integrated perspectives of Self-Determination Theory (SDT), Resource-Based View (RBV), Dynamic Capabilities Theory (DCT), and Social Exchange Theory (SET), this study provides a holistic understanding of how AI transforms HRM from a traditional administrative function into a strategic and human-centered discipline. The findings reveal that AI-enabled HRM contributes to both technological efficiency and human flourishing. Empirical evidence across multiple contexts—especially from Yamin's studies (2021–2025)—demonstrates that digital HR analytics, responsible leadership, and caring HR practices promote higher engagement, innovation, and mental well-being among employees. Moreover, AI capabilities enhance organizational adaptability and resilience, allowing firms to sense and respond to crises with agility and informed decision-making.

However, the review also exposes persistent challenges. Despite technological advances, many organizations still lack ethical frameworks, trust mechanisms, and employee readiness necessary for successful AI adoption. Issues such as algorithmic bias, data transparency, and perceived fairness remain critical to achieving sustainable human–AI collaboration. Furthermore, most existing studies are cross-sectional, limiting causal inference about the long-term effects of AI on human outcomes. From a theoretical standpoint, the review reinforces the value of multi-theoretical integration, combining motivational, strategic, and ethical perspectives to explain AI-HRM phenomena. The alignment of SDT (motivation), RBV (capabilities), DCT (adaptability), and SET (trust and fairness) offers a powerful framework for future research and practice.

6.1 Practical Implications

For practitioners, the findings suggest several actionable insights:

a. Human-centered AI design: HR leaders should ensure that AI systems empower, not replace, human capabilities by supporting autonomy, competence, and psychological safety.

b. Ethical governance: Establishing transparent data policies and explainable AI algorithms is essential for building trust among employees.

c. Strategic capability building: Firms should invest in developing digital HR competencies that enhance resilience and agility.

d. Inclusive leadership and digital readiness: Managers must foster a culture of openness and learning to facilitate human–AI collaboration.

These implications stress that technological transformation must be guided by empathy, ethics, and education. The future of HR lies in balancing data intelligence with human intuition—creating organizations that are not only efficient but also humane.

6.2 Directions for Future Research

This review identifies multiple avenues for future exploration:

a. Longitudinal and experimental research to capture the dynamic effects of AI on engagement, well-being, and performance.

b. Cross-cultural studies comparing AI-HRM implementation in emerging and developed economies to identify context-specific enablers and barriers.

c. Multi-level models integrating individual, team, and organizational outcomes of AI use.

d. Ethical and social implications, including algorithmic transparency, digital justice, and responsible innovation in HR.

e. Sustainability-driven AI-HRM frameworks, examining how intelligent HR systems contribute to long-term human and environmental well-being.

Such research can deepen theoretical understanding while offering practical guidance for organizations seeking to harmonize technology and humanity in the digital age.

6.3 Concluding Remark

In conclusion, this review highlights that AI in HRM is not merely a technological transformation—it represents a paradigm shift toward human-centric digital management. When guided by ethics, trust, and competence development, AI-enabled HR systems can cultivate a resilient, creative, and engaged workforce prepared for the future of work. AI-driven HRM holds the promise of transforming organizations into adaptive, compassionate, and sustainable ecosystems where technology amplifies human potential rather than replacing it. The road forward demands collaboration among researchers, practitioners, and policymakers to ensure that AI becomes a force for empowerment, inclusivity, and resilience in the evolving world of work.

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