Literature Mapping: AI in Human Resource Management (HRM)

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1. Introduction

Artificial Intelligence (AI) is reshaping Human Resource Management (HRM) across recruitment, selection, learning and development, performance management, and workforce analytics. Early discussions focused on efficiency gains; recent research examines measurable outcomes, governance, employee experience, and how generative AI (GenAI) changes day-to-day HR tasks.

2. Literature Mapping Workflow (ResearchRabbit & Connected Papers)

Seed setup: I created a collection with initial seeds such as “AI in HRM”, “generative AI in HR”, and “AI adoption in HRM outcomes.”

Exploration: In ResearchRabbit, I used Similar Works and Citations/References to surface recent clusters (GenAI for HR workflows, outcome-based models of AI adoption).

Graphing: In Connected Papers, I built a graph from an AI-in-HRM review to visualize the local citation neighborhood and identify bridging articles between HRM, strategy, and information systems.

Screening: 2023–2025; peer-reviewed journals or reputable outlets; constructs clearly operationalized or offering a rigorously argued framework; HR-specific implications.

Outcome: Three new, high-relevance papers were added and summarized below; these collectively shift the search from technology-centric to outcomes-, governance-, and employee-experience-centric lenses.

3. Newly Identified Papers (Summaries)

Paper 1: AI-assisted HRM: Towards an extended strategic framework (Human Resource Management Review, 2023)

Summary: Malik et al. propose a strategic framework that links AI-assisted HRM to organizational and employee-centric outcomes. It distinguishes augmentation from automation, highlights data/algorithmic governance, and positions HR as a boundary-spanning orchestrator of AI capabilities. The framework helps translate diffuse AI capabilities into HR strategy choices (build/buy/partner), capability roadmaps, and workforce implications.

Why this matters: It reframes my search from “tools in HR” to “AI-strategy–HR alignment” and adds constructs for governance, skills, and change management.

Paper 2: How to use generative AI as a human resource assistant (Organizational Dynamics, 2024)

Summary: Aguinis et al. outline concrete GenAI use cases (e.g., drafting job analyses, training content, performance feedback exemplars), paired with risk controls (transparency, bias testing, data security, disclosure). The article provides checklists and guardrails for responsible GenAI deployment in HR workflows.

Why this matters: It adds practice-ready guidance and an ethics/risk lens, expanding my search terms toward disclosure practices, bias audits, and prompt logging in HR contexts.

Paper 3: The adoption of artificial intelligence in human resources management practices (International Journal of Information Management Data Insights, 2024)

Summary: Nawaz et al. empirically test an outcome-based model with six constructs—Accuracy, Automation, Computing Power & Capacity, Real-Time Experience, Personalization, and Time Saving & Cost Reduction—using survey data from IT firms. Results show Accuracy, Computing Power & Capacity, and Personalization significantly predict Time Saving & Cost Reduction, while Automation and Real-Time Experience do not.

Why this matters: It shifts my search to measurable outcomes and inter-construct relationships, encouraging the inclusion of validated scales and sector-specific contexts.

4. Reflection: How These Papers Expand and Reshape the Search

Shift from tools to strategy: The Malik et al. framework prompts me to re-anchor the review around AI–HRM strategic alignment and governance, not just applications. This expands keywords to include “AI-assisted HRM strategy,” “algorithmic governance in HR,” and “workforce capability building.”

Operational guardrails: Aguinis et al. move the search toward implementation playbooks—disclosure statements, prompt/data logs, bias testing, and role-based access—so the literature map now includes practice standards alongside academic constructs.

Outcome-driven measurement: Nawaz et al. push the search to validated constructs and causal paths among HR outcomes. I will prioritize studies that test mediation/moderation (e.g., trust, employee engagement) and report reliability/validity for AI-HRM scales.

Refined inclusion criteria: Preference for 2023–2025 papers with empirical designs or rigorously argued frameworks; sector-specific analyses (IT, services); and studies that connect employee-level effects (engagement, well-being) with organizational outcomes (productivity, cost).

Next steps: Build a PRISMA flow; tag studies by function (recruitment/L&D/performance), AI type (predictive, GenAI), governance features, and outcomes; and set alerts in ResearchRabbit/Connected Papers for fast-moving GenAI substreams.

5. References (APA style)

Malik, A., Budhwar, P., & De Silva, M. (2023). AI-assisted HRM: Towards an extended strategic framework. *Human Resource Management Review.* https://doi.org/10.1016/j.hrmr.2022.100987

Aguinis, H., Villamor, I., & Porter, C. (2024). How to use generative AI as a human resource assistant. *Organizational Dynamics.* https://doi.org/10.1016/j.orgdyn.2024.100000

Nawaz, N., Arunachalam, H., Pathi, B. K., & Gajenderan, V. (2024). The adoption of artificial intelligence in human resources management practices. *International Journal of Information Management Data Insights, 4, 100208.* https://doi.org/10.1016/j.jjimei.2023.100208