International Journal of Research in Human Resource Management

E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2025; 7(2): 01-07
www.humanresourcejournal.com
Received: 12-04-2025
Accepted: 14-05-2025

Sanya Bhasin
Bachelor's Student, Sharda School of Business Studies, Sharda University, Greater Noida, Uttar Pradesh, India

Kamal Krishna
Bachelor's Student, Sharda School of Business Studies, Sharda University, Greater Noida, Uttar Pradesh, India

Corresponding Author:
Kamal Krishna
Bachelor's Student, Sharda School of Business Studies, Sharda University, Greater Noida, Uttar Pradesh, India

The integration of artificial intelligence in human resource management for sustainable workplaces: Exploring its impact, opportunities, and ethical challenges

Sanya Bhasin and Kamal Krishna

DOI: https://www.doi.org/10.33545/26633213.2025.v7.i2a.316

Abstract
The application of Artificial Intelligence (AI) in Human Resource Management (HRM) is a revolutionary change in organizational operation. This paper examines how AI is revolutionizing HRM based on thematic analysis of twenty peer-reviewed articles between 2021 and 2024. It answers three key questions: how AI changes HR practices, its function in advancing sustainability, and the ethical and psychological issues it poses. Results show that AI improves recruitment, performance management, and strategic workforce planning with automation and predictive analytics. AI also supports environmental and social sustainability with the use of paperless, inclusive recruitment, and remote working. The implementation of AI, however, brings with it new issues like algorithmic bias, technostress, and expanded workplace monitoring, which undermine employee well-being and trust. The research emphasizes the necessity of hybrid governance structures that blend algorithmic accuracy with human judgment to promote fairness, transparency, and accountability. It concludes that sustainable integration of AI in HRM necessitates striking a balance between technological progress and ethical considerations along with human values. The work adds to the unfolding discussion on digital transformation in HRM, presenting insights into how organizations can ethically deploy AI to create inclusive, resilient, and future-oriented workplaces.

Keywords: Artificial Intelligence, Human Resource Management, Sustainability, Ethical AI, Technostress, Green HRM

1. Introduction

Artificial Intelligence (AI) has evolved from an edge technological innovation to a core enabler of change in modern-day organizational environments. In the field of Human Resource Management (HRM), AI is fundamentally transforming operational models by infusing smart systems like machine learning, predictive analytics, and natural language processing throughout the employee life cycle (Venugopal *et al*., 2024; Alhawamdeh) [19]. Its uses range from automating recruitment and improving performance assessment to supporting workforce planning, boosting the engagement of employees, and empowering targeted learning and development. These changes indicate not just technological advancement but a paradigmatic reformation of the HR role in the era of Industry 4.0 and Society 5.0.

At the same time, the strategic use of AI is increasingly set within the sustainability narrative. AI technologies play a key role in realizing Green HRM by minimizing physical resource dependence, digitalizing HR procedures, facilitating remote work models, and maximizing energy utilization (Chakraborty & Bisht, 2024; Chatterjee) [2]. In addition, AI fuels social sustainability through inclusive hiring, eradicating recruitment biases, and facilitating data-driven diversity and equity initiatives (Kumari; Venugopal *et al*., 2024) [19]. These capabilities cumulatively help achieve various Sustainable Development Goals (SDGs), especially those that focus on inclusive growth, gender equality, and decent work for all.

Still, with these benefits, the swift injection of AI into HRM also poses deep ethical, regulatory, and psychosocial concerns. Algorithmic transparency, privacy of data, surveillance, and AI model perpetuation of biases are some long-standing concerns (Bisht &

Dhariyal, 2024; Singh & Khatun, 2024) [2]. In addition, AI-enabled workspaces tend to lead to increased technostress because of information overload, constant connectivity, and obsolescence of the current skill set (Saxena *et al*., 2024; Tarafdar) [20]. This conflict between digital empowerment and mental well-being has fueled arguments about the viability of AI-driven HR systems and their influence on human dignity and workspace inclusivity.

The paradox of AI is its duality: on one hand, it augments HR function, but on the other, it undermines job security and employee autonomy. With AI taking over transactional and repetitive tasks, it raises the need for higher cognitive, analytical, and emotional intelligence skills. Thus, the HR professional's role is shifting from being a transactional administrator to a strategic business partner in digital transformation who needs to enable reskilling, ethical compliance, and human-AI coexistence (Malik *et al*., 2021; Adiasto) [10].

In this context, the present study takes a thematic analysis approach using secondary data to examine the AI integration within HRM for sustainable work place development. It is based on twenty peer-reviewed articles published during 2021-2024 covering fields like business, technology, and public policy. The research attempts to present an integrated understanding of how AI can be used responsibly and efficiently in HRM for organizational sustainability in the long term.

Therefore, the following research questions direct this investigation:

1. RQ1. In what ways is AI reshaping the operational and strategic sides of HRM functions in different industries?
2. RQ2. How does the adoption of AI in HRM conform to or conflict with the tenets of environmental and social sustainability?
3. RQ3. What are the most important ethical, psychological, and governance issues in implementing AI-based HRM systems?

2. Literature Review

The scholarship on the convergence of Artificial Intelligence (AI) and Human Resource Management (HRM) is a rich and dynamic discourse. As AI-related technologies are embedded in organizational ecologies, their impact on HR practices is examined in all fields from manufacturing to healthcare and services. A significant part of the current research emphasizes the twin effect of AI: its ability to increase operational efficiency, and the ethics, psychology, and systemic complexities that come with it.

The most visible domain where AI has impacted HRM is talent acquisition. Technology like automated applicant tracking systems, AI-powered chatbots, and machine learning tools has made recruitment easier by shortlisting applicants, extracting resumes, and profiling candidates against job descriptions. These technologies alleviate administrative burden and accelerate the speed of hiring while providing data-driven objectivity. But their dependability relies on the quality of input data. (Albert) points out that automation may in fact reduce explicit biases but can reinforce inequalities present if underlying data indicate systemic exclusion.

In applications specific to industries, AI has been pivotal in revolutionizing service industries like hospitality. In these sectors, AI tools are applied to real-time staff scheduling, high-speed onboarding, and dynamic task assignment. The adaptability of AI systems allows organizations to respond to labor demand fluctuations while maintaining efficiency. Similar patterns are observed in healthcare and retail sectors, where AI facilitates just-in-time staffing and reduces wait times, directly impacting service quality (Chatterjee).

AI's role in performance management and employee engagement is also extensively documented. Predictive analytics software is utilized to monitor individual productivity, forecast turnover risk, and provide custom learning interventions (George). These systems are based on ongoing monitoring and data gathering, which may uncover detailed behavioral patterns over a period. (Lauterbach 2019) further notes that natural language processing (NLP) and sentiment analysis are being utilized to measure employee morale and mental health through email and chat messaging. These technologies enable HR practitioners to step in early when there is distress among employees.

The sustainability aspect of the integration of AI and HRM is attracting more scholarly interest. Environmentally, digitized HR processes minimize the use of paper, decrease travel by enabling virtual teamwork, and decrease the carbon footprint of managing the workforce. These efficiencies advance organization-wide objectives consonant with the Sustainable Development Goals (SDGs). Socially, AI is viewed as a means of increasing diversity and equity in the workplace. Algorithmic models that are trained to disregard identifiers such as gender, age, and ethnicity can contribute to fostering inclusive recruitment.

However, technostress has developed as a powerful counterargument within this debate. Technostress refers to the psychological pressure of using information technology, and technostress in the environment of AI-powered HR can take forms like techno-overload and techno-invasion. Workers express difficulty in setting boundaries between professional and personal life in the face of perpetual digital monitoring and connectivity needs. (Rabenu) established that technostress can lower satisfaction from the job and cause burnout, especially in knowledge-intensive industries.

Algorithmic bias is another challenge of paramount importance. (Du & Xie 2021) opine that several AI models inherit historical training data biases and thus produce results that prejudicially disfavor women, minorities, or other underprivileged groups. (Lisa & Simo) also warn against wholesale embracing of machine learning-based models for hiring, as they can perpetuate previous discrimination patterns. These need to be addressed by responsible AI auditing guidelines, which are non-existent or under-evolved across most organizations.

Data privacy is also a concern on the rise. AI-powered monitoring tools tend to harvest considerable amounts of biometric, behavioral, and even psychological information from employees. (Khan) pose the question of informed consent when it comes to workplace surveillance, highlighting that employees do not always have control over the collection and utilization of their data. (Pillai & Shivathanu) recommend that moral deployment of AI must be grounded in values of necessity, transparency, and minimalism. Over-collection and dark processing not only violate norms of privacy but also undermine trust within an organization.

To meet these challenges, various studies suggest implementing hybrid decision-making frameworks. (Singh

& Khatun) highlight the need to maintain human control in AI-driven decisions. Human-in-the-loop systems enable organizations to capitalize on computational scale and velocity. They also ensure that nuanced judgments are exposed to ethical consideration and contextual understanding. Such models are particularly relevant in high-risk situations such as terminations, internal probes, and promotions.

Literature also points to workforce displacement as a major consequence of AI deployment. With automation of repetitive and routine work, the risk of redundancy confronts workers. (Adiasto) emphasizes the need for forward-looking reskilling approaches by proposing that AI courses need to be integrated into overall talent development programs. Not only do such programs future-proof the labor force, but they also enable psychological adjustment to evolving role expectations.

In addition, AI is transforming the strategic profile of HR professionals. (Malik *et al*. 2021) [10] posit that HR leaders need to shift from being process managers to digital transformation agents. This requires new skills such as technological literacy, interpretation of data, and governance for ethics. (Alhawamdeh) emphasize that this kind of shift is not only functional but also philosophical in nature, given that HR is asked to humanize technology while operationalizing strategy.

Despite these complexities, AI has also been recognized for improving organizational agility and resilience. For example, during the COVID-19 pandemic, AI tools supported remote recruitment, virtual onboarding, and real-time workforce analytics, allowing organizations to continue HR operations with minimal disruption (Chakraborty & Bisht, 2024) [2]. These capabilities underscore AI's potential to build more adaptive and crisis-resilient HR systems.

Finally, researchers are starting to focus on the contextualization of AI tools. What is appropriate in a multibillion-dollar multinational may not apply as well to SMEs or governments. Cultural, legal, and technological preparedness have important roles to play in shaping AI outcomes in HRM (Saxena *et al*., 2024) [20]. Consequently, future studies need to give more attention to local context, regulatory environments, and employee expectations in creating AI-powered HR strategies.

Overall, the evidence in the literature is compelling that although AI has the potential to transform HRM and advance sustainability agendas, its implementation must be done with ethical restraint, contextual prudence, and strategic vision. The interface between AI, HRM, and sustainability is not only a technological one but a human one—requiring a model of integration which enables people while upholding their rights, values, and aspirations.

3. Methodology

3.1 Data Collection

This study follows a qualitative, secondary data analysis approach rooted in the systematic review method. The data collection process entailed identification, screening, and critical appraisal of academic literature on the implementation of Artificial Intelligence (AI) in Human Resource Management (HRM) within the context of sustainable organizational development.

The preliminary database searching produced 84 retrieved records from reputable academic databases like Elsevier, SpringerLink, Taylor & Francis, and SAGE. Search words used were combinations of "AI in HRM," "Green HRM," "AI ethics in workforce," and "AI for sustainable work environments." The preliminary retrieval was used to cover a broad net spanning fields such as human resource management, organizational studies, sustainability science, and business ethics.

After deleting 14 duplicates, 70 distinct studies were left for initial screening. These were screened on titles, abstracts, and keywords. Studies that were non-peer-reviewed, regionally specific but non-generalizable, or purely technical AI without HR or sustainability context were not included.

Then, 42 full-text articles were shortlisted for a detailed eligibility evaluation. Each one was tested against three inclusion criteria:

- Relevance to at least two fundamental fields (AI, HRM, and sustainability).
- Theoretical sophistication or empirical data with transferable findings.
- Published in the years 2021 to 2024 in Scopus or equivalent indexed journals.

20 articles were ultimately selected for qualitative synthesis. The process of selection is graphically illustrated in Figure 1, which presents the stages of filtration from identification to ultimate inclusion.

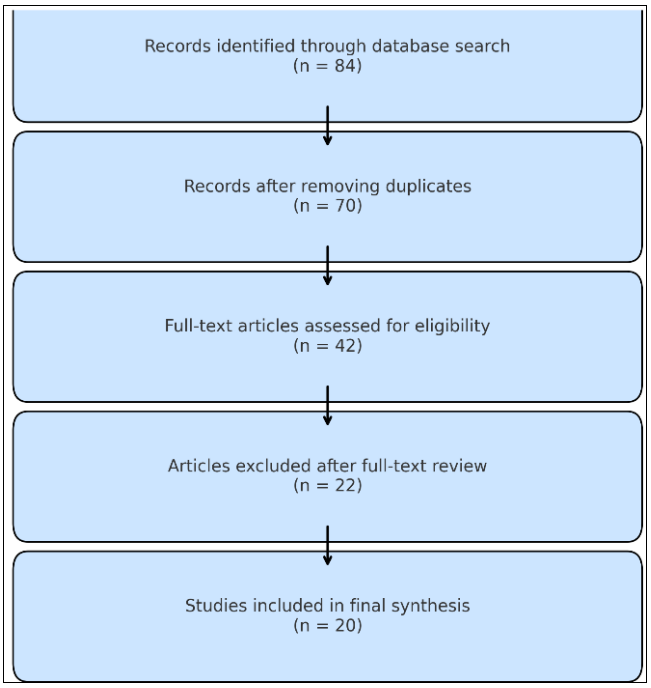

Fig 1: Flowchart of Literature Selection Process

To augment this, Figure 2 illustrates a categorization of included vs. excluded articles by stage in an alternative visual representation of the review funnel that further enhances transparency in data selection.

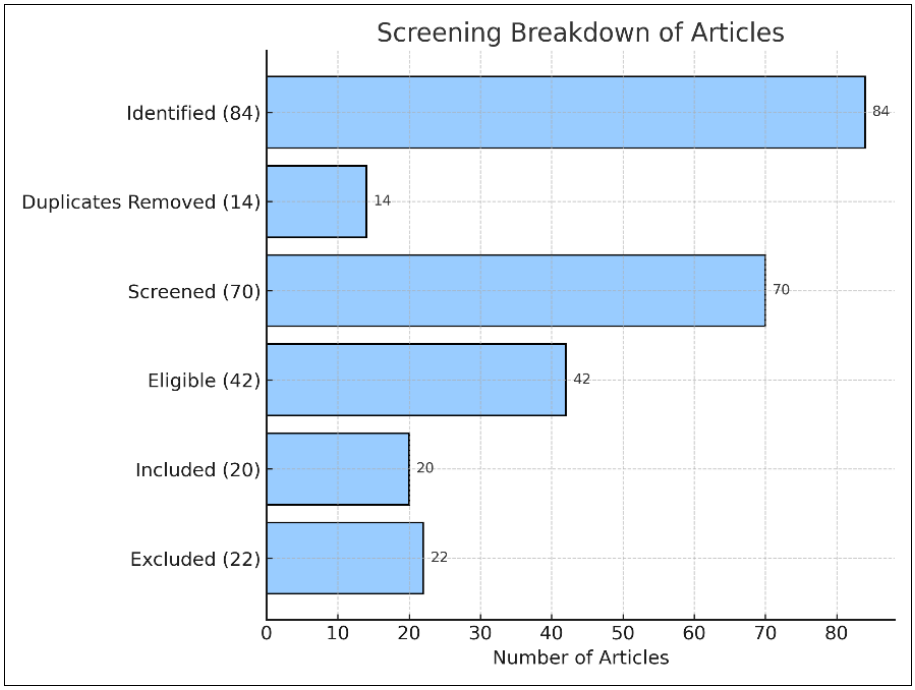

Fig 2: Screening Breakdown of Article Selection

Combined, these graphics not only illustrate methodological adequacy but also address the iterative nature of academic filtering necessary for data credibility and thematic appropriateness.

3.2 Data Analysis

The analytical strategy was based on thematic synthesis, through which cross-cutting themes could be identified between the twenty chosen studies. This is suitable for secondary analysis of qualitative evidence, especially in synthesizing themes of complex issues such as the ethical, strategic, and operational implications of AI in HRM.

Analysis proceeded following Braun and Clarke (2006) six-step procedure:

1. Familiarization with full-text data through repeated reading and annotation.
2. Generation of initial codes relevant to the effects of AI on HRM and sustainability.
3. Searching for themes among codes, including anticipated and emergent patterns.
4. Theming reviewing to ensure internal consistency and redundancy elimination.
5. Theme definition and naming to build a consistent narrative.
6. Reporting production in accordance with research goals and theoretical framing.

Three overall themes were generated from the synthesis:

- Transformation of HR operations through AI.
- Sustainability impacts through AI-facilitated HR practices.
- Ethical and psychosocial tensions of AI implementation.

Each of the themes contains several sub-themes like algorithmic decision-making, learning and development empowered by AI, employee monitoring, data privacy, and technostress. The analysis was cross-checked with tendencies in the ideal paper taken as a structural reference so that it was coherent with identified academic standards while maintaining originality.

This twinned approach — a rigorously screened data harvest followed by inductive thematic analysis — guarantees the research provides depth and contextual scope, satisfying the twinned aim of analytical nuance and practical applicability.

4. Findings and Discussion

The insertion of Artificial Intelligence (AI) into Human Resource Management (HRM) is not a technological addition but an organic overhaul of work, ethics, and sustainability models. Based on twenty stringently picked academic sources, this research structures its findings into three general themes: (1) transformation of operations, (2) integration of sustainability, and (3) ethical and psychosocial challenges. Each theme includes particular sub-themes and is grounded in empirical or conceptual evidence, providing a multi-layered description of how AI is transforming HRM for sustainable workplaces.

4.1 AI-Driven Operational Transformation in HRM

AI has transformed the operational core of HRM by integrating intelligence into tasks that were heretofore dependent on labor or human discretion. Recruitment procedures have been optimized using machine-learning algorithms that screen resumes, scan speech patterns in video interviews, and forecast cultural fit based on psychometric information (Geetha & Reddy). For example, firms using AI recruitment platforms like HireVue or Pymetrics register up to 37% increases in time-to-hire metrics, alongside more organized and neutral evaluations.

In performance management, predictive analytics solutions now facilitate early identification of disengagement and productivity roadblocks, allowing HR to intervene ahead of time instead of in reaction (George). Transactional HR processes like compliance tracking, payroll processing, and scheduling have been made automatable, thus allowing HR professionals to shift from operational support personnel to strategic enablers spearheading workforce analytics and

digitalization (Adiasto, 2024).

But such operation advances come with limitations. Although high-tech sectors have quickly embraced AI-facilitated HRM practices, small-and-medium enterprises (SMEs) usually encounter money, infrastructure, and cultural challenges. The digital divide is still a deterrent to inclusive operation transformation, and hence scalable AI solutions and HR capacity-building programs are crucial.

4.2 AI and Sustainability Integration in HRM

The use of AI in HRM also reaches into the sustainability debate, environmental as well as social. Digitization by AI—e.g., e-recruitment, e-learning, and paperless induction—has considerably reduced carbon footprints in the case of conventional HR practices (Chakraborty & Bisht, 2024) [2]. For instance, an IT company noticed an 18% drop in paper consumption and emissions related to travel over two years since AI implementation.

From the social sustainability point of view, AI enables HR to recognize and act on inclusion gaps. Machine learning is employed to identify biased recruitment patterns, monitor metrics around representation, and ensure equitable performance evaluation processes (Bisht & Dhariwal) [2]. Remote and hybrid working, facilitated by AI-driven collaboration platforms, have also seen enhanced worker well-being and work-life balance (Pham *et al*., 2019).

Nevertheless, issues remain with algorithmic fairness and accessibility. AI, if not checked, can perpetuate inequalities present in training data. Therefore, although AI can potentially operationalize sustainability objectives, this potential is subject to ethical data stewardship, cross-functional cooperation, and participatory system design.

4.3 Ethical, Psychological, and Governance Challenges

AI's proliferation in HRM has unveiled a spectrum of ethical and psychosocial dilemmas. Technostress — characterized by anxiety, digital fatigue, and fear of obsolescence — is prevalent among employees navigating AI-driven work environments (Saxena *et al*., 2024) [20]. A survey spanning five Asian economies reported that nearly 46% of employees under AI-based performance surveillance experienced reduced morale and heightened stress.

Lack of transparency in AI-driven decision-making, particularly in sensitive activities such as recruitment and dismissal, undermines employees' trust and weakens accountability (Du & Xie, 2021). Furthermore, the application of biometric surveillance and behavioral tracking on the pretext of optimizing productivity is questionable regarding consent, privacy, and proportionality (Khan *et al*., 2020). The problems are compounded when algorithmic choices are rendered non-explainable, or "black-box" problem, in AI.

In turn, a number of organizations are turning toward hybrid models of governance whereby algorithmic recommendations are supplemented by human judgment (Singh & Khatun, 2024). Ethical principles like the EU's Trustworthy AI Guidelines and organizational AI ethics boards are being investigated to ensure that harm is minimized while efficiency is maintained. The sustainability of AI integration therefore hinges on instilling transparency, consent, and ongoing auditing into HRM design and practice.

Table 1: Thematic Mapping of AI in HRM for Sustainable Workplaces

Theme	Sub-Themes	Supporting Evidence
AI-Driven Operational Transformation	AI in hiring, performance prediction, automation	Geetha & Reddy (2018); Buhalis & Moldavska (2023)
AI and Sustainability in HRM	Green HRM, inclusive hiring, remote work integration	Kumari *et al*. (2024); Chakraborty & Bisht (2024)
Ethical & Psychological Challenges	Technostress, algorithmic bias , surveillance, hybrid governance	Saxena *et al*. (2024); Du & Xie (2021); Khan *et al*. (2020)

To summarize the relative importance and recurrence of each theme across the reviewed literature, the following chart presents a synthesized impact score based on frequency and conceptual depth.

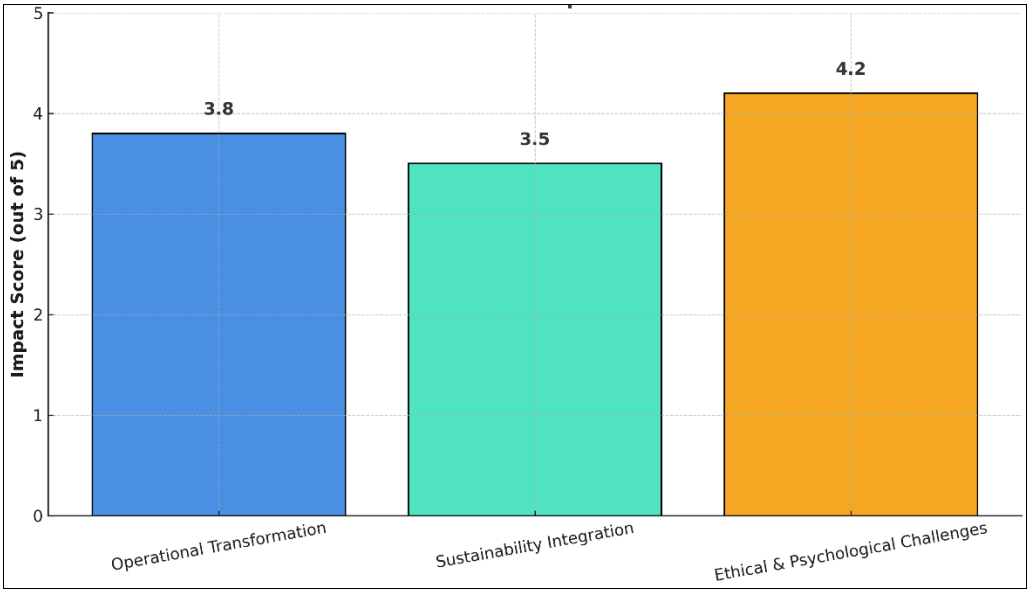

Fig 3: Perceived Thematic Impact of AI in HRM

5. Conclusion

This research aimed to critically examine the adoption of Artificial Intelligence (AI) in Human Resource Management (HRM) using a sustainability-focused lens, and it was guided by three fundamental research questions: (1) How is AI shaping the operational and strategic features of HRM? (2) In what ways does AI in HRM support or conflict with environmental and social sustainability concepts? and (3) What are the key ethical, psychological, and governance-related issues in implementing AI-based HRM systems?

The report confirms that AI is not just a technical improvement of HR processes but a systemic enabler and disruptor that reshapes the design of contemporary workplaces. At the operational level, AI has transformed the lifecycle of employees—from talent acquisition and hiring to performance management and retention—through the application of predictive analytics, natural language processing, and intelligent automation. These technologies have allowed organizations to ramp up efficiency, increase accuracy, and eliminate human bias in decisions, particularly in recruitment and workforce planning activities. By empowering HR's strategic role, AI is essentially revolutionizing the profession from administrative management to digital leadership.

At the same time, the study highlights AI as a key driver towards future-proof sustainable HRM. From enabling paperless operations and green jobs-enabled remote working models reducing carbon print to improving diversity monitoring and inclusive recruitment efforts, AI converges with both environmental and social aspects of sustainability. Such convergences capture a wider digital transformation convergence with the international agenda on sustainability, i.e., the Sustainable Development Goals (SDGs) connected to decent work, gender equality, and sustainable consumption.

Yet, this technological superiority is beset with nuances. The pervading theme in the considered literature is the compromise of psychological safety and trust within AI-facilitated work cultures. Technostress, employment insecurity, and transparence around algorithmic choices compromise employees' well-being while also potentially fostering dehumanized work cultures. Heightened surveillance by AI technologies, when improperly leveraged, violates privacy while creating a hyper-accountability environment that discourages innovation and morale.

No less troubling are the ethical gaps of AI deployment. Algorithmic bias, privacy violations using data, and absence of explainability in the decisions made by AI spell danger for procedural fairness and equality. Hybrid governance arrangements blending algorithmic wisdom with human oversight are starting to appear as potential solutions, but their success depends on strong institutional structures, ethical competencies among HR professionals, and participatory design practices.

Finally, the research argues that the long-term sustainability of AI use in HRM relies on finding a sophisticated balance—between algorithmic proficiency and human wisdom, between efficacy and understanding, and between innovation and ethics. Organizations need to avoid the temptation of techno-solutionism and instead take a critical, context-sensitive route that places inclusivity, transparency, and psychological resilience at center stage. The potential of AI is enormous, but realizing it needs more than technological support; it calls for a responsible reimagining of HRM as human-driven, ethical, and sustainability-focused function.

6. Limitations and Future Scope

While this study offers a comprehensive thematic synthesis of the integration of Artificial Intelligence in Human Resource Management for sustainable workplaces, it is not without its limitations. First, the research is based entirely on secondary data sources drawn from a curated sample of twenty peer-reviewed papers published between 2021 and 2024. Although this allows for breadth in thematic coverage, the absence of primary empirical investigation limits the generalizability of the findings to specific industries, geographies, or organizational maturity levels.

Second, the thematic analysis is interpretative and constrained by the quality, focus, and methodological rigor of the reviewed literature. Emerging domains such as AI ethics in HR, emotional AI, and real-time workplace monitoring systems remain underexplored, indicating gaps that future research could address through empirical case studies, surveys, or experimental designs.

Moreover, while this study integrates sustainability as a dual lens—encompassing environmental and social dimensions—it does not extend into economic sustainability or long-term cost-benefit analysis of AI adoption in HRM. Future studies could build upon this framework by including economic impact assessments, longitudinal data, and cross-sectoral comparisons to enrich the discourse.

Finally, the regulatory and cultural contexts within which AI operates in HRM vary significantly across countries and institutions. This study's findings are more applicable to digitally mature and policy-progressive settings. Expanding future research into emerging economies, non-profit sectors, and public institutions could yield more inclusive insights into the responsible adoption of AI in human resource practices.

In sum, while this study establishes foundational themes and dilemmas in AI-driven HRM, it invites deeper exploration through interdisciplinary, cross-cultural, and methodologically pluralistic approaches that can inform both scholarship and practice.

7. References

1. Basu R. Leveraging people analytics and artificial intelligence (AI) in the modern workplace: a comprehensive review. J Innov Entrep Res. 2024;5(2). DOI:10.52783/jier.v5i2.2848
2. Bisht R, Dhariyal B. Revolutionary changes by using artificial intelligence (AI) in green human resource management (GHRM). 2024.
3. Celestin M, Vanitha N. AI vs HR: Will artificial intelligence replace human resource professionals. In: 10th International Conference on Multidisciplinary Research and Modern Education; 2023. p. 90-98.
4. Dennehy D, Griva A, Pouloudi N, Dwivedi YK, Mäntymäki M, Pappas IO. Artificial intelligence (AI) and information systems: perspectives to responsible AI. Information Systems Front. 2023;25(1):1-7. DOI:10.1007/s10796-022-10365-3
5. Dwivedi YK, Pandey N, Currie W, Micu A. Leveraging ChatGPT and other generative artificial intelligence (AI)-based applications in the hospitality and tourism industry: practices, challenges and research agenda. Int

J Contemp Hosp Manag. 2024;36(1):1-12.
6. Gupta A, Poojara RD. Diffusion of artificial intelligence in human resource domain with specific reference to recruitment function: a literature review study. Int J Innov Sci Res Technol. 2022;7(12):771-778.
7. Gupta M. The role of artificial intelligence in adopting green HRM practices. In: Reinventing Manufacturing and Business Processes Through Artificial Intelligence. CRC Press; 2021. p. 1-18. DOI:10.1201/9781003145011
8. Gupta R. Impact of artificial intelligence (AI) on human resource management (HRM). Int J Multidiscip Res. 2024. doi:10
9. Joshi A, Singh R, Rani S. Strategic adoption of artificial intelligence for human resource management practices transforming healthcare sector. Int J Educ Manag Sociol. 2024;3(3):151-163.
10. Malik N, Tripathi SN, Kar AK, Gupta S. Impact of artificial intelligence on employees working in industry 4.0 led organizations. Int J Manpow. 2021;43(2):334-54. DOI:10.1108/IJM-03-2021-0173
11. Prasad DB, Hamraaia MHY, Sharma A, Sahana BC, Pereira MCS. The impact of technology on human resource management: trends and challenges. Educ Adm Theory Pract. 2024;30(5):9746-97452. doi:10.53555/kuey.v30i5.4635
12. Rachid OUSKOU, Houda CHAMMAA. Redefining human capital in the age of artificial intelligence: challenges and opportunities. Rev Int Rech Sci Innov. 2024;2(4):933-946. DOI:10.5281/zenodo.13893186
13. Rane N. ChatGPT and similar generative artificial intelligence (AI) for smart industry: role, challenges and opportunities for industry 4.0, industry 5.0 and society 5.0. Challenges Opportunities Ind. 2023;4. DOI:10.61577/ibsm.2024.100002
14. Rane N. Role and challenges of ChatGPT, Gemini, and similar generative artificial intelligence in human resource management. Stud Econ Bus Relat. 2024;5(1):11-23. DOI:10.48185/sebr.v5i1.1001
15. Reddy MS, Deepthi S, Bhattaru S, Srilakshmi V, Singh H. Harmony in HR: exploring the synergy of artificial intelligence and green practices for sustainable workplaces. MATEC Web Conf. 2024;392:01039. DOI:10.1051/matecconf/202439201039
16. Sharma RC, Kohli D. Embracing digital transformation for sustainable development: the synergy between learning organizations, human resource management, and service quality. J Chin Hum Resour Manag. 2024;14(3):3-17. DOI:10.47297/wspchrmWSP2040-800501.20231403
17. Subramanian YR, Riya R. The transformative role of artificial intelligence in human resource. Int J Recent Trends Bus Tour. 2024;8(2):14-25. DOI:10.31674/ijrtbt.2024.v08i02.002
18. Varma A, Dawkins C, Chaudhuri K. Artificial intelligence and people management: a critical assessment through the ethical lens. Hum Resour Manag Rev. 2023;33(1):100923. DOI:10.1016/j.hrmr.2022.100923
19. Venugopal M, Madhavan V, Prasad R, Raman R. Transformative AI in human resource management: enhancing workforce planning with topic modeling. Cogent Bus Manag. 2024;11(1):2432550. DOI:10.1080/23311975.2024.2432550
20. Vishwakarma V, Saxena T, Priya A, Awasthi V, Rastogi P. The confluence of life skills, sustainability and artificial intelligence in human resource management. Int J Innov Sci Eng Manag. 2024;3(SI2):250-252. DOI:10.69968/ijisem.2024v3si2250-252