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THE FUTURE RESEARCH DIRECTIONS ON THE USE OF AI IN HRM: A SYSTEMATIC REVIEW. AN EXPLORATION OF THE DARK SIDE.

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Abstract
The rapid integration of artificial intelligence (AI) into Human Resource Management (HRM) has revolutionized practices such as recruitment, performance monitoring, and decision-making, yet it introduces significant ethical and operational risks. This systematic review explores the "dark side" of AI in HRM, synthesizing 22 articles (2021–2024) through a hybrid bibliometric and TCM-ADO framework analysis to map evolving research themes, methodologies, and future directions. The study identifies five critical research clusters: (1) algorithmic impacts, (2) bias, fairness, privacy, and transparency, (3) ethical theories, (4) employee attitudes and trust, and (5) organizational change. Findings reveal AI's dual role in enhancing efficiency while perpetuating biases, eroding privacy, and fostering employee distrust due to opaque "black-box" systems. Ethical concerns, such as dehumanization and surveillance, underscore the need for explainable AI (XAI), stakeholder collaboration, and robust governance frameworks.
Methodologically, the review combines quantitative analyses (e.g., structural equation modeling) with qualitative insights (e.g., abductive case studies), highlighting interdisciplinary approaches to address AI's complexity. Key outcomes emphasize HR's evolving role from administrative to strategic oversight, prioritizing human-centric adoption, employee well-being, and ethical compliance. Challenges include resistance from job displacement fears, algorithmic opacity, and cultural adaptation, while enablers involve leadership commitment, upskilling, and inclusive design.
Future research must prioritize transparency, cross-cultural validity of models, and participatory AI development to mitigate risks. Theoretical contributions advocate integrating ethics (deontology, Rawlsian fairness) with technological innovation, while practical implications stress GDPR-inspired data governance and policies regulating intrusive AI tools. This review calls for balanced AI deployment that harmonizes efficiency with equity, fostering trust and sustainability. By addressing these dimensions, organizations can navigate AI's transformative potential while safeguarding ethical standards and employee welfare, ensuring HRM's evolution aligns with human dignity and organizational resilience.

Key Words: Dark Side of AI, Human Resource Management, Ethics in HRM

INTRODUCTION

In recent years, AI has increasingly been applied to HRM (Dima et al., 2024; Nawaz et al., 2024). AI has been increasingly used to predict employee turnover, sort numerous resumes at scale, match job seekers to suitable vacancies by resumes, monitor computer activity to predict job performance dynamically, identify potentially abusive messages in correspondence, and answer employees' questions about company policy and administration (Albaroudi et al. 2024; Chen, 2023; Dhaenens & Sanders, 2023; Gavaghan et al., 2021; Loehr, 2024). The opportunity for AI to improve the effectiveness and efficiency of the HRM function in an organisation is resulting in an increased adoption of AI (Budhwar et al., 2022; Han, 2023; Mendy et al., 2024; Nawaz et al., 2024).
The rapid nature of technological change associated with AI has meant that critical tasks performed by the HR professional may now be conducted through machine learning (Ekuma, 2024; Nawaz et al., 2024). As AI evolves, the complexity of the tasks that can be performed has expanded (Dima et al. 2024; Ekuma, 2024; Nawaz et al., 2024; Votto et al., 2021). AI is emerging as a critical factor in improving the operational capacity of the HR professional (Ekuma, 2024; Nawaz et al., 2024). AI enables the analysis of big data rapidly in real-time providing the HR professional with deep insights into workforce performance and trends (Madhani, 2023; Nocker & Sena, 2019). Using the insights gained from the analysis of big data, organisations are able to make rapid decisions based on employee performance (Madhani, 2023). AI is able to provide employees with personalised information on HR issues in real-time (Budhwar et al., 2023; Murugeson et al., 2023). HR professionals can assess employee's performance using AI (Ekuma, 2024; Nawaz et al., 2024). This better prediction and comprehension of employee behaviour can help companies to increase their return on their human resources thereby creating a competitive advantage (Ekuma, 2023; Franca et al., 2023). Companies are increasingly using AI to understand and manage employee performance (Ekuma, 2024; Nawaz et al., 2024). IBM Watson is one of the leading companies using

AI in HR (Most Loved Workplaces, 2024). IBM Watson have automated their HR processes and use AI to drive HR decisions (Most Loved Workplaces, 2024).

Businesses are working with AI developers to enhance AI capabilities and applications to build employee trust and extend the areas that AI can assist the HR practitioner (Ekuma, 2023; Nawaz et al., 2024; Tusquellas, et al., 2024). This rapid development has given rise to issues and concerns regarding the dark side of AI (Zhou et al., 2023). Issues of privacy, algorithm bias, data security and the potential for manipulation are areas of growing concern (Zhou et al., 2023). There is a growing need to address these functional and ethical concerns as they threaten the degree of trust that employees have in AI-enabled HR systems (Bankins & Formosa, 2023; Bar-Gilet al., 2024; Budhwar et al., 2022; Murugesan et al., 2023). There is a growing shift in the research from the exploration of the benefits of AI for HRM towards the exploration of the risks associated with AI (Dima et al., 2024; Ekuma, 2023; Nawaz et al., 2024). Significant growth has occurred progress in understanding AI's role and application to HRM, particularly in regard to the dark side of this development. A legitimate review process is required to explore these developments.

The approach adopted by this study is to identify relevant articles in multiple databases. This avoids issues arising from the reliance on one database. The use of multiple databases ensyres that a detailed and expansive review occurs. This is important for the development of a robust and reliable literature review.The systematic literature review used in this study includes research that explores the dark side of AI in respect to its use within the field of HRM. The specific research focus, scope, and methodology means that the findings are distinct from past research and systematic reviews. HRM research is broadening to explore the role that AI plays in HRM and the interaction between AI, organisational performance and employee trust. The necessity of creating ethical models that can direct the decision-making process in the design, development, and use of AI will be brought to light by a thorough literature review. The growing importance of AI in HRM and stakeholder worries about the technology's ethical application serve as the justification for this study. To improve knowledge of how AI is influencing HRM and the possible risks associated with this shift, this review is essential. In addition to offering new trends, topics, and frameworks on the issues that AI raises in the HRM domain, this review advances the theoretical evolution of the discipline. Finally, the analysis highlights important avenues for future study that will direct scholars to further our comprehension of the risks and challenges presented by AI and the means by which they might be mitigated. The research proposes several research questions:

- How has the AI-HRM literature on the risks of AI evolved?
- What are the most influential works in this area?
- What are the current research themes and topics on the dark side of AI and HRM research?

In order to answer these issues, the systematic literature review maps and synthesizes the literature on the negative aspects of AI and HRM and offers an intellectual framework for future research. The increasing significance of AI in HRM research and the possible effects of AI risks on the adoption and advancement of AI in the HRM field serve as the driving forces for this study. AI is revolutionising the HR industry and giving HR workers efficacy and efficiency. This study presents the development and research themes for further study to inform critical scholarship and practice using a hybrid approach that combines bibliometric and framework-based literature review techniques. The literature is categorised using the TCM-ADO framework according to important elements like theory (Paul et al., 2023). In addition to offering a contextual framework and future research paths for the advancement of this area, this review addresses specific research themes about the direction of the dark side of AI. A discussion of the review's theoretical contributions, management implications, and limitations is included in the conclusion.

METHODOLOGY

RESEARCH METHOD

The hybrid methodology uses bibliometric techniques and a TCM-ADO framework to review publications in the AI-HRM literature. Through both computer-assisted and human-driven reviews, this method provides a rigorous and tried-and-true way to assess scientific research in a range of topics and contexts. Large volumes of data from the literature can be difficult to evaluate using traditional evaluation methods, but this methodology makes it possible. This process facilitates the comprehension and identification of publication trends. These resources are used to broaden the field and domain, pinpoint findings from ongoing investigations, and offer suggestions for new lines of inquiry. By eliminating human mistake and subjective bias that can occur with other review methods, bibliometric tools provide an objective review (Paul et al., 2023). This paper highlights information gaps, offers a comprehensive overview of the negative aspects of AI in the HRM field, and suggests directions for further study.

Framework-based analysis is used in conjunction with bibliometric analysis to improve the study's thoroughness, rigour, and contribution. This hybrid approach reveals key theories and variables utilised in the literature and offers insights beyond the bibliometric analysis's primarily descriptive contributions (Ellegaard & Wallin, 2015). The TCM-ADO framework, which presents the analysis's findings, may serve as a foundation for further study in

this field. Additionally, the framework-based approach sheds light on the qualitative aspect of the research corpus, while bibliometric analysis aids in the objective and quantitative analysis of the corpus (Chen et al., 2023). By combining these two review approaches, the research can provide a more thorough review and a more nuanced, multifaceted understanding of the study's goals while also addressing the specified research questions (Noyes & Shakibazedeh, 2019; Mukherjeeetal et al., 2022). In order to gather and examine the research corpus, the study uses the PRISMA protocol, which is informed by recent bibliometric articles and benchmark seminal works (Page et al., 2021). The protocol directs the researcher to adhere to the four steps of the corpus curation process: identification, screening, eligibility, and inclusion (Selçuk, 2019). Figure 1 illustrates this review procedure, which is predicated on the PRISMA protocol and the inclusion and exclusion criteria selected for the research.

SEARCH STRATEGY

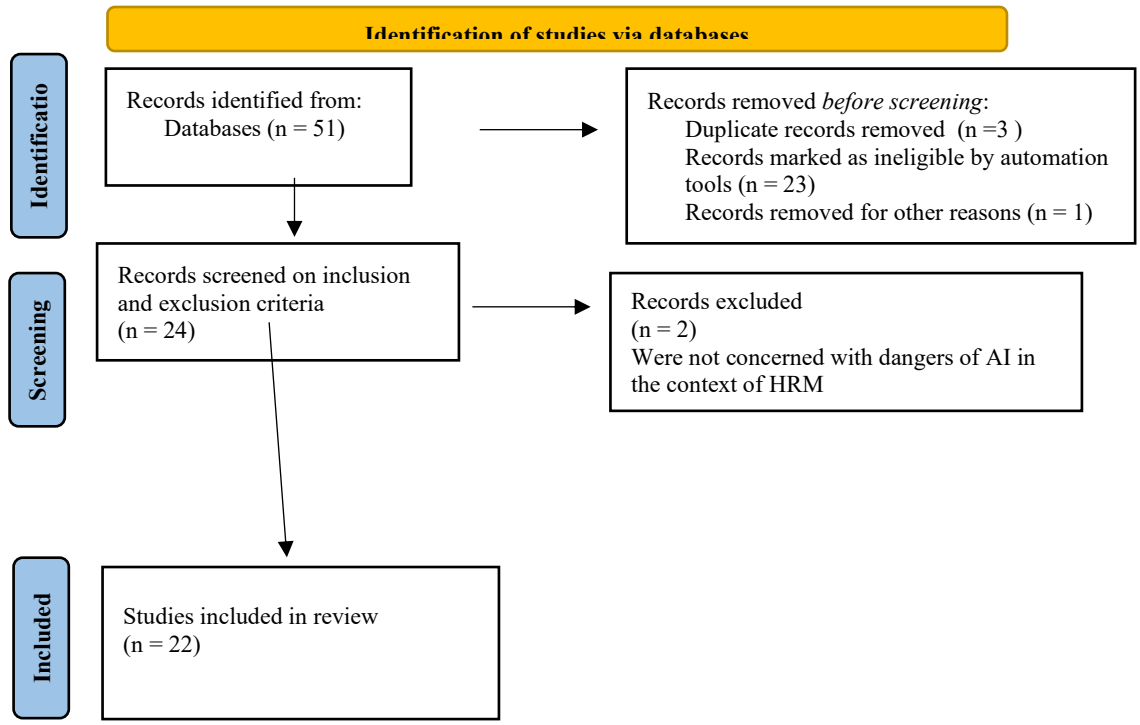
IDENTIFICATION

The initial keywords that were used for the search were derived from a scan of the key words that were present in Giorgi et al. (2022); Tang et al. (2022); Zhou et al. (2022); Dabic et al. (2023); and Prikshat et al. (2023), from definitions of key terms and from reviews in the literature of AI. The keywords used in the search string encompassed the three research fields of AI, HRM and the dark side. Terminology that had been used in previous research papers were used such as 'machine learning', 'intelligent machines', 'AI – adoption in HRM', AI – augmented HRM', 'deep learning', 'ethics' and 'artificial intelligence'. The keywords were entered into a library database across all fields. A total of 51 records were returned and were saved as pdf files. Records that were removed from screening were articles not in English, duplicate articles, books, chapters, videos, papers in print and conference papers. This resulted in the removal of 27 records, leaving 24 records.

SCREENING

The screening of the 24 records used the inclusion and exclusion criteria. Each paper was evaluated with an assessment being made of the title, abstract and the keywords to ensure that the paper aligned with the objectives of the systematic review. The article was assessed on whether the article considered AI in respect to HRM and the dark side of the use of AI.

Figure 1: PRISMA 2020 flow diagram for systematic review



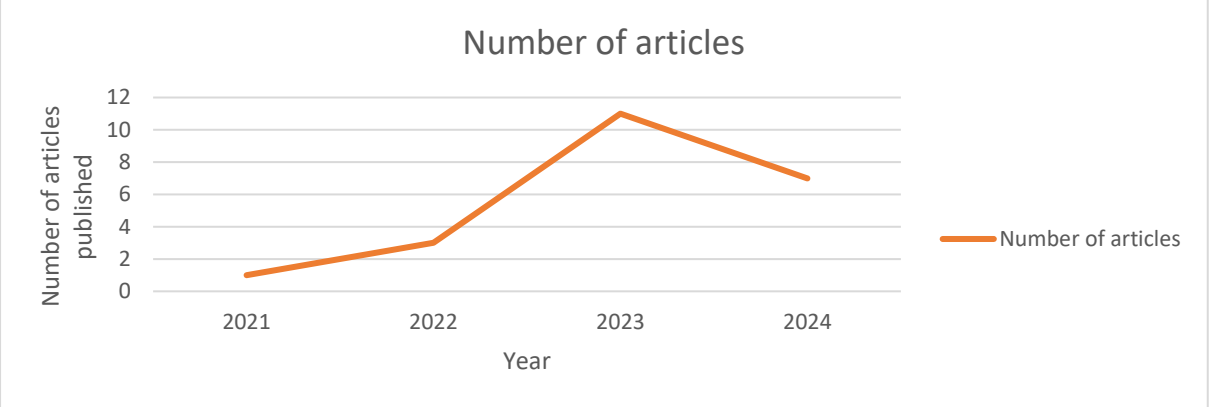
INCLUSION AND EXCLUSION CRITERIA

A reference review was then conducted on each article based on the inclusion and exclusion criteria. Firstly, the publication should focus on the dark side of artificial intelligence. This means that publications discussing the use of human resource management systems in general were included when the discussion contained sufficient detail on the disadvantages. Secondly, the literature should be original research that specifically deals with the use of dark traits in personnel selection, career-related processes such as performance management, and leaving/exit behavior such as absenteeism and turnover. Indeed, other HRM areas were excluded to keep the focus narrow and to not lose sight of the unique dark potential of AI for HRM. Thirdly, the publication was not included if less than half of the empirical results were enlightening regarding the use of artificial intelligence in HRM. In other words, the literature should be balanced or confirm AI's dark side rather than providing overall positive results. Fourthly, the literature was not included if it focused on other areas such as marketing or finance. Lastly, the literature was not included if it exclusively focused on what AI can do in the future in relation to HRM without referring to the actual state of the art.

RESULTS

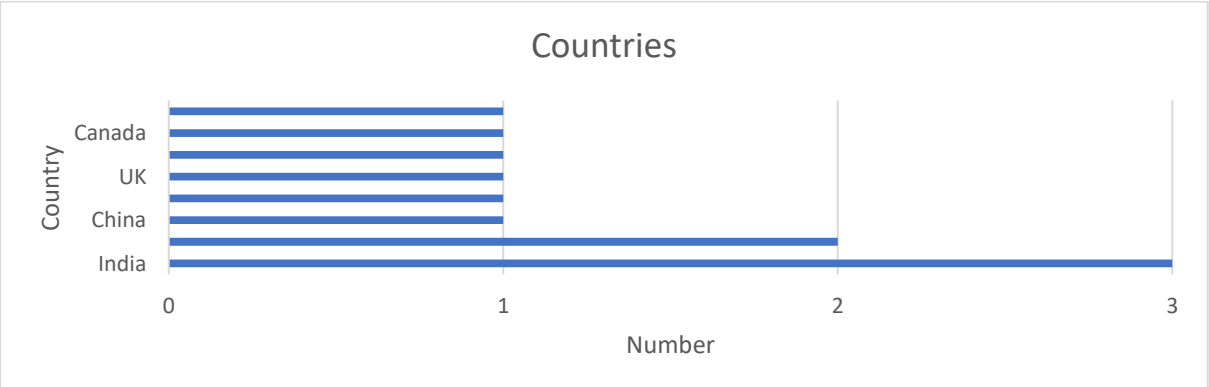
After the screening, 22 articles were analysed to determine the trends, key contributors, definitions, dominant themes, time of publication, key journals, key theoretical frameworks, research contexts, research methodologies, analysis approaches, sampling strategies, country of research and research findings, limitations and future research directions. The first article from the corpus was published in 2021, and the latest in 2024 (Figure 2).

FIGURE 2: ANNUAL ARTICLE PRODUCTION



Because the technology was still in its infancy, growth was only in the single digits during 2021–2022, and there was less interest in research. Academic interest rose in 2023 due to the increasing popularity of the technology and application to HRM. This suggests that early adopters were applying the technology to HRM in their organisations, researchers were seeking to develop theoretical frameworks to explain the impact of the new technology, and the growing importance of AI in the industry. A total of 22 articles over the period from 2022 to 2024 of which the majority were published in 2023, showing rising research interest in the field.
Country-wise, the focus of the research on specific countries was limited (Figure 3).

FIGURE 3: COUNTRY OF RESEARCH



India contributed 3 articles, the United States 2 and the remaining were distributed across a range of countries. This reflects the dominance of theoretical and conceptual articles, rather than country-specific research. The dominance of India and the USA suggests that technological companies may have dominated the early adopters providing a context for researchers. The data suggests that there is a need for a wider range of studies in culturally different contexts for evaluating the validity of the proposed models produced in the conceptual articles. There is a need for a more collaborative and inclusive research as reflected in the article by Budhwar et al. (2023).

TABLE 1 PRESENTS THE JOURNALS THAT CONTAINED THE RESEARCH ARTICLES.

TABLE 1: JOURNALS

JOURNAL	NUMBER
AI & Ethics	1
Discover Artificial Intelligence	1
Frontiers in Psychology	1
Human Resource Management Journal	5
Human Resource Development Review	1
International Journal of Environmental Research and Public Health	1
International Journal of Manpower	1
International Journal of Organizational Analysis	1
International Journal of Professional Business Review	1
Journal of Business Ethics	1
Journal of Enterprise Information Management	1
Journal of Innovation & Knowledge	1
Journal of Organizational Change Management	1
Journal of Risk and Financial Management	1
Marketing and Management of Innovations	1
Organisational Dynamics	1
Personnel Review	1

The 22 articles were published in 17 journals, with one article published online. The dominant journal was the Human Resource Management Journal (5). This suggests that the research is being published in a wide range of existing journals with evidence of a new journal, AI and Ethics, devoted to just the field. The contribution to the literature suggests that there are no significantly dominant authors in the field. No one author appears to influence the literature. Due to the field's newness, they were insignificant domination by a specific author (maximum 2) indicating that authors have yet to establish their influence in the field. Overall, the results reflect the undeveloped and emerging nature of the research into the dark side of AI in HRM. No one journal or author has established dominance in the field.

GENERAL OVERVIEW OF RESULTS: USE OF THE TCM-ADO FRAMEWORK

The 22 publications in this study are arranged using the TCM-ADO framework in the following categories: Theory, Context, Methodology, Antecedents, Decisions, and Outcomes. Using a framework offers an organized way to report on the assessment of the research's findings and gain a deeper understanding of its nature (Hulland & Houston, 2020; Lim et al., 2021; Paul & Criado, 2020). Among the 22 papers, the TCM framework offers a way to pinpoint the most important theories, contexts, and methodologies (Paul et al., 2021). The framework is useful for determining the research methodology, themes examined, and theoretical lenses employed (Lim et al., 2021). A more thorough examination of the research was made possible by the combination of the ADO and TCM frameworks (Paul & Benito, 2018). The research's constructs and variables are better understood when the ADO framework is used. The validity and reliability of this method of combining the TCM and ADO frameworks have been demonstrated in the field of study (Billore & Anisimova, 2021; Jain et al., 2021; Thomas & Gupta, 2021; Tsiotsou & Boukis, 2022).

THEORY

Fundamental to the development of a research domain is an understanding of the theories that underpin that domain (Hunt, 2018). The theoretical basis of research into the dark side of AI in HRM is contained in 16 of the 22 articles. The theories are classified according to their discipline and linked to the cited articles in Table 2.

TABLE 2: KEY THEORIES AND THEORETICAL FRAMEWORKS

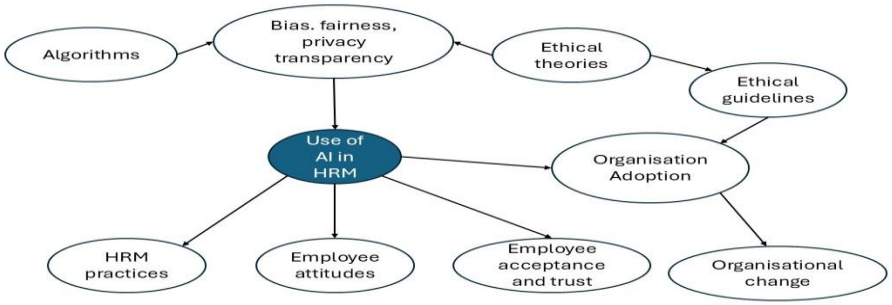
Discipline	Theoretical perspective	Key studies
Business	Digitalisation of work	Langer & Konig (2023)
	Dynamic capability	Bag et al. (2022)
	Organisation Development	Park et al. (2024)
	Resource-based view	Budhwar et al. (2023)
Ethics	Deontology, Utilitarianism, Virtue	Andries et al. (2024); Manroop et al. (2024); Mori et al (2024); Qamar et al. (2021)
	Moral principles framework	Manroop et al. (2024)
HRM	Adaptive Structuring Theory	Faqihi et al. (2023)
	Ecosystem theory	Singh & Pandey (2024)
	Emergent HR theory	Ore & Sposato (2022)
	Organisational behaviour theory	Zhou et al. (2023)
	Talent management theory	Faqihi et al. (2023)
	Work dependency	Tang et al. (2023)
Psychology	Goal theory	Tang et al. (2023)
Sociology	Socio-technology theory	Hajric et al. (2024)
Technology	Diffusion of innovation	Faqihi et al. (2023)
	Technological Acceptance Model	Faqihi et al. (2023)
	Technological Change	Dabic et al. (2023)
	Technology-Organisation-Environment	Faqihi et al. (2023)
	Technology-Organisation-People (TOP) framework	Prikshat et al. (2023)
	Theory of assimilation of technology	Prikshat et al. (2023)
	Unified theory of acceptance and use of technology (UTAUT)	Armijos et al. (2023); Faqihi et al. (2023)

The dominant disciplines from which the theories are extracted are HRM (6) and technology (8) (Table 2). Given that the research explores the concept of the dark side of AI within HRM, this is as expected. The growing theoretical basis for exploring AI that is growing is within the ethics field as researchers seek to explore the potential threats of AI in the context of HRM.

CONTEXT

Figure 4 presents the research context derived from the 22 articles. Within the articles, the infancy of research in this field results in a dominance of conceptual articles amongst the corpus. There is a need to link the three dominant theoretical domains of HRM, ethics and technology into a theoretical framework of the research fronts within this field. To conduct this bibliographic analysis, VOS viewer was used.

FIGURE 4: THEMATIC FRAMEWORK OF RESEARCH



The framework gives rise to a range of research questions and research clusters.
The key research questions are:

- What are the issues of bias, fairness, privacy and transparency when using AI in HRM?
- How do ethical theories inform approaches to bias, fairness, privacy and transparency in organisations?
- How do algorithms influence bias, fairness, privacy and transparency?
- What ethical guidelines influence the use of AI in HRM?
- In what ways are organisations using AI in HRM?
- What changes result from the use of AI in HRM?
- What impact does AI have on HRM practices?
- What are employee attitudes to the use of AI in HRM?
- What is the level of employee acceptance and trust to the use of AI in HRM?
- What changes result from implementing AI in HRM?

Based in this research, five research clusters emerge (Table 3).

TABLE 3: RESEARCH CLUSTERS

Cluster 1 Impact of algorithm	**Cluster 2 Bias, fairness, privacy and transparency**	**Cluster 3 Ethical theories and frameworks**	**Cluster 4 Employee's attitude, acceptance and trust**	**Cluster 5 Organisational change**
Zhou et al. (2023).	Albassam (2023)	Andries et al. (2024)	Armijos et al. (2023)	Bag et al (2022)
	Bujold et al. (2023)	Manroop et al. (2024)	Dabic et al. (2023)	Budhwar et al. (2023)
	Langer & Konig (2023)	Mori et al. (2024)	Giorgi et al. (2022)	Faqihi & Pocek (2023).
	Ore & Sposato (2022)		Prikshat et al. (2023)	Fenwick et al. (2024)
	Qamar et al. (2021)		Tang et al. (2023)	Hajic et al. (2024)
				Park et al. (2024)
				Singh & Pandey (2024)
				Tsiskaridze et al. (2023)

CLUSTER 1: IMPACT OF THE ALGORITHM

There is only one article in this cluster (Zhou et al., 2023). The journal article, The Dark Side of AI-Enabled HRM on Employees Based on AI Algorithmic Features**,** explores the negative implications of using AI in HRM and how algorithmic features of AI systems can adversely affect employees. AI is increasingly being integrated into HRM processes such as recruitment, performance evaluation, training, and decision-making. While AI offers efficiency, objectivity, and data-driven insights, it also has a "dark side" that can harm employees and organisational dynamics. The article identifies several algorithmic features of AI systems that contribute to the dark side of AI-enabled HRM. AI automates repetitive tasks, but this can lead to job displacement and reduced human oversight. AI relies on large datasets, which can introduce biases and inaccuracies if the data is flawed or incomplete. Many AI algorithms operate as "black boxes," making it difficult for employees to understand how decisions are made. AI predicts employee behaviour, but this can lead to privacy concerns and a sense of surveillance among employees. The article highlights several adverse effects of AI-enabled HRM on employees. Employees may feel disempowered as AI systems make decisions without human input or explanation. AI algorithms can perpetuate or amplify biases present in training data, leading to unfair treatment of certain groups. The use of AI to monitor employee behaviour, through keystroke tracking or sentiment analysis, can create a culture of surveillance and mistrust. Employees may experience anxiety, stress, or job insecurity due to AI-driven evaluations or the fear of being replaced by automation. Over-reliance on AI can reduce interpersonal interactions, leading to a lack of empathy and support in the workplace. For the organisation, this can create ethical challenges of accountability, ethical dilemmas, and resistance to change.

CLUSTER 2: BIAS, FAIRNESS, PRIVACY, AND TRANSPARENCY

The five reviewed articles in this cluster collectively highlight critical ethical concerns surrounding AI in recruitment and HRM, particularly regarding bias, fairness, privacy, and transparency. Multiple studies

(Albassam, 2023; Bujold et al., 2023; Ore & Sposato, 2022) emphasise that AI systems often perpetuate or amplify historical biases in recruitment, such as gender, racial, or socioeconomic disparities, due to flawed training data or algorithmic design. For instance, resume-screening tools may disadvantage non-traditional candidates. To address this, scholars advocate for diverse training datasets, regular audits, and human oversight to ensure fairness. Langer & König (2023) stress that fairness requires multi-stakeholder collaboration (e.g., HR professionals, ethicists, and employees) to identify and mitigate hidden biases.

AI's reliance on sensitive personal data (e.g., social media activity, psychometric assessments) raises privacy risks (Qamar et al., 2021; Bujold et al., 2023). Unauthorized data collection, insecure storage, or misuse of predictive analytics could breach confidentiality. Solutions include strict data anonymization, compliance with regulations (e.g., GDPR), and clear consent protocols.

Opacity in AI decision-making ("black box" algorithms) undermines trust and accountability (Langer & König, 2023; Ore & Sposato, 2022). Articles call for explainable AI (XAI) to make algorithmic processes interpretable to users and candidates. Transparency also entails disclosing AI's role in hiring decisions and enabling candidates to challenge outcomes. Bujold et al. (2023) and Qamar et al. (2021) argue that organizations must adopt ethical AI frameworks to balance efficiency with equity. This includes auditing tools for bias, training HR teams on AI ethics, and establishing redress mechanisms for affected individuals.Overall, the literature underscores that while AI enhances recruitment efficiency, its ethical deployment demands proactive measures to ensure fairness, protect privacy, and foster transparency. Failure to address these issues risks entrenching discrimination and eroding trust in HR systems.

CLUSTER 3: ETHICAL THEORIES AND FRAMEWORKS

The three articles in this cluster collectively explore ethical theories and frameworks to address challenges posed by AI in HR, emphasizing the need for principled governance. Andries et al. (2024) highlight the ethical risks of generative AI (e.g., biased outputs, dehumanisation) in HR processes like recruitment. They advocate for deontological frameworks, stressing duty-based ethics (e.g., fairness, respect for autonomy) and transparency to ensure AI aligns with organizational values. They argue for hybrid systems where human judgment oversees AI decisions to prevent harm. Manroop et al. (2024) focus on big data ethics in HR, applying consequentialist theories to evaluate outcomes like privacy breaches or discriminatory hiring. They propose integrating stakeholder theory to balance competing interests (employees, employers, society) and emphasize distributive justice to ensure equitable data use. The study underscores GDPR-inspired principles (e.g., data minimization, consent) as foundational. Mori et al. (2024), through a systematic review, identify virtue ethics and Rawlsian fairness as critical to addressing algorithmic bias. They critique "black-box" AI for undermining transparency and endorse explainable AI (XAI) frameworks to foster accountability. The authors also stress participatory design, involving diverse stakeholders in AI development to embed ethical norms. The common themes are justice and fairness (Rawls, distributive justice) are central to mitigating bias; transparency and accountability are non-negotiable for trust, and multi-perspective frameworks (stakeholder, deontological) are needed to balance efficiency with human dignity. All articles caution against over-reliance on AI without ethical safeguards, advocating for regulatory compliance, ongoing audits, and interdisciplinary collaboration to operationalize ethical theories in HR practices.

CLUSTER 4: EMPLOYEE'S ATTITUDE, ACCEPTANCE, AND TRUST

The five articles collectively examine employee attitudes, acceptance, and trust toward AI in HRM, emphasising both opportunities and challenges. Employees exhibit mixed attitudes depending on AI's perceived benefits versus risks. Armijos et al. (2023) find that ethical perceptions of AI (e.g., fairness) strongly shape attitudes, with performance expectancy (belief in AI's effectiveness) enhancing positivity. However, Giorgi et al. (2022) note "technology-related stress" (e.g., job displacement fears) can foster resistance, particularly if AI is seen as intrusive or opaque.

Acceptance hinges on transparency and perceived utility. Tang et al. (2022) reveal that over-reliance on AI undermines autonomy, reducing acceptance unless employees retain control. Prikshat et al. (2023) highlight that acceptance improves when AI augments (rather than replaces) human roles, especially with proper training and change management. Dabić et al. (2023) stress that sustainable HRM requires involving employees in AI implementation to align tools with their needs.

Trust is fragile and contingent on ethical design. Armijos et al. (2023) link trust to social influence (e.g., management endorsing AI) and transparency in decision-making. Conversely, opaque algorithms or biased outcomes erode trust (Prikshat et al., 2023). Tang et al. (2022) warn that dependence on AI without accountability mechanisms (e.g., explainability) triggers distrust, harming morale. Overall, employees' responses to AI depend on balancing efficiency gains with psychological safety, autonomy, and ethical governance.

CLUSTER 5: ORGANISATIONAL CHANGE

The eight articles collectively underscore that AI-driven organisational change necessitates a fundamental rethinking of HR practices, structures, and cultures to balance efficiency with human-centric values. AI adoption demands moving from traditional HR models to data-driven, agile frameworks (Budhwar et al., 2023; Fenwick et al., 2024). Bag et al. (2022) link sustainable e-HRM systems to improved performance but stress the need for alignment with organizational sustainability goals. Park et al. (2024) highlight AI's role in organizational development, enabling real-time decision-making and adaptive learning cultures. Fenwick et al. (2024) argue that successful AI integration requires shifting from mere implementation to human-centric adoption, prioritising employee well-being and ethical governance. Similarly, Hajric et al. (2024) caution that AI tools like emotion recognition systems risk dehumanizing workplaces unless paired with policies safeguarding privacy and dignity. Resistance to AI often stems from fears of job displacement, opaque algorithms, or ethical risks (Faqihi & Pocek, 2023; Singh & Pandey, 2024). Tsiskaridze et al. (2023) note that AI in recruitment can enhance efficiency but requires transparency to maintain trust. Key enablers include leadership commitment, upskilling programs, and inclusive design involving employees (Singh & Pandey, 2024; Fenwick et al., 2024). HR's role evolves from administrative tasks to strategic oversight of AI ethics and workforce development (Budhwar et al., 2023). Organizations must foster AI literacy and reskilling to mitigate disruption (Dabić et al., 2023). AI drives a paradigm shift in organizational dynamics, demanding holistic changes in culture, processes, and governance. Success hinges on balancing technological innovation with empathy, transparency, and sustainability to ensure AI augments, rather than undermines, human potential.

METHODOLOGY

The articles employ diverse research methodologies to explore AI's role in HR and organizational contexts, reflecting the interdisciplinary nature of AI research. Quantitative empirical studies were used. Armijos et al. (2023) and Bag et al. (2022) used survey-based structural equation modeling (SEM) to analyze relationships between variables like trust, ethical perceptions, and organizational performance. Tang et al. (2022) combined field studies (employee surveys) with controlled experiments to test hypotheses about AI dependence and self-regulation.

Qualitative and mixed-methods were used. Singh & Pandey (2024) adopted an abductive case study approach, iterating between theory and empirical data from interviews to explore AI adoption barriers/enablers in HR ecosystems. Dabić et al. (2023) and Faqihi & Pocek (2023) utilized systematic literature reviews to synthesize existing research on AI ethics and talent management risks.

Conceptual/theoretical frameworks are part of the research. Budhwar et al. (2023) and Fenwick et al. (2024) developed conceptual models to theorize AI's impact on HRM, proposing frameworks for human-centric AI adoption. Manroop et al. (2024) applied stakeholder theory and ethical frameworks (e.g., consequentialism) to evaluate big data's implications.

There are systematic reviews and meta-analyses. Mori et al. (2024) conducted a systematic literature review on AI in recruitment, categorizing ethical issues and solutions through thematic analysis. Tsiskaridze et al. (2023) reviewed AI deployment in recruitment, combining bibliometric analysis with qualitative insights. Some articles conduct a technical and policy analysis: Hajric et al. (2024) blended technical evaluations of facial recognition systems with policy recommendations, integrating ethical and social considerations. There are cross-cultural and multi-stage studies. Prikshat et al. (2023) employed a multi-stage design, combining interviews, surveys, and longitudinal data to study AI-augmented HRM across industries. These methodologies collectively highlight the complexity of AI integration, requiring empirical validation, ethical reflection, and adaptive strategies to address evolving organisational and human challenges.

ANTECEDENTS

Based on a synthesis of the sources, the antecedents to the use of AI in HRM can be categorized into five main themes: organisational, technological, ethical/regulatory, environmental, and human factors.

ORGANISATIONAL ANTECEDENTS

There are a number of factors related to organisational goals, resources, and strategic alignment. One factor is efficiency and cost reduction. AI adoption is driven by the need to streamline HR processes, such as recruitment and payroll, and reduce operational costs (Albassam, 2023; Murugesan et al., 2023; Dhaenens & Sanders, 2023). Another factor is data-driven decision-making. Organisations seek to leverage HR analytics for talent management, retention, and performance prediction (Madhani, 2023; Nocker & Sena, 2019; Qamar et al., 2021).

Sustainability goals are another organisational antecedent. Sustainable HR practices and digital transformation need to be in alignment with Industry 4.0 (Bag et al., 2022; Dabic et al., 2023). Organisational readiness is another factor. Leadership support, cultural adaptability, and alignment with digital transformation strategies are extremely important (Fenwick et al., 2024; Nawaz et al., 2024; Singh & Pandey, 2024).

TECHNOLOGICAL ANTECEDENTS

Technological advancements and capabilities enable AI integration. Advancements in technological infrastructure becomes available through advanced tools, such as machine learning and NLP, and interoperable systems (Tusquellas et al., 2024; Ekuma, 2024; França et al., 2023). The level of data availability is important as it provides access to large datasets for training AI models (Madhani, 2023; Votto et al., 2021). The level of innovation and competitive advantage influences the pursuit of cutting-edge solutions to stay competitive in talent acquisition and management (Han, 2023; Tsiskaridze et al., 2023; Budhwar et al., 2023).

ETHICAL/REGULATORY ANTECEDENTS

Compliance, fairness, and governance considerations are important antecedents. Bias mitigation reduces human prejudices in hiring and promotions (Albaroudi et al., 2024; Chen, 2023; Mori et al., 2024). Ethical frameworks arise from the demand for transparency, explainability, and accountability in AI decisions (Bar-Gil et al., 2024; Langer & König, 2023; Zhou et al., 2023). Regulatory compliance is important for adherence to labour laws, data privacy regulations and ethical guidelines (Andries et al., 2024; Manroop et al., 2024).

ENVIRONMENTAL ANTECEDENTS

External market and societal pressures are influenced by the level of globalization that creates a need to manage a diverse, international workforce through AI tools (Budhwar et al., 2022; Prikshat et al., 2023). Labour market shifts create a need to respond to skill shortages, remote work trends, and gig economy dynamics (Gavaghan et al., 2021; Park et al., 2024). Competitive hiring creates a need to enhance employer branding and to attract top talent via AI-driven recruitment (Tsiskaridze et al., 2023; Ore & Sposato, 2022).

HUMAN FACTORS

Employee and stakeholder expectations will drive the level of AI adoption. The level of employee experience drives the need to improve engagement, retention, and personalised development (Loehr, 2024; Dima et al., 2024). Trust and social influence requires the : building of organisational trust through ethical AI practices (Armijos et al., 2023; Tang et al., 2022). Workplace well-being creates a need to address stress and ensure meaningful work in AI-augmented environments (Bankins & Formosa, 2023; Giorgi et al., 2022).

CONCLUSION

The adoption of AI in HRM is propelled by a complex interplay of organizational goals (efficiency, sustainability), technological advancements (data infrastructure, innovation), ethical imperatives (bias reduction, compliance), market pressures (globalization, competition), and human-centric needs (trust, well-being). These antecedents highlight the need for a balanced, strategic approach to AI integration in HRM, as emphasized across the literature. Future research could explore how these factors interact dynamically in different organisational contexts.

DECISIONS

There are a number of important decisions that need to be made. Based on the research, the decisions organisations must make when adopting AI in HRM span strategic alignment, ethical governance, operational implementation, human-centric considerations, and compliance. These decisions are critical to balancing efficiency, fairness, and organizational trust.

STRATEGIC ALIGNMENT AND SCOPE

Decisions about where, why, and how to deploy AI in HRM processes are important. The scope of the adoption requires decisions on which HR functions, such as recruitment, performance management, and retention, need to be automated or augmented with AI (Albassam, 2023; Budhwar et al., 2023; Ekuma, 2024). A decision needs to be made on the vendor ensuring AI tools align with organisational values and technical requirements (Nawaz et al., 2024; Singh & Pandey, 2024). Balancing short-term efficiency gains with long-term workforce development and ethical outcomes is another important decision (Dabic et al., 2023; Fenwick et al., 2024).

ETHICAL AND GOVERNANCE DECISIONS

Addressing fairness, transparency, and accountability in AI systems is another important decision: Decisions need to be made on how to audit and reduce algorithmic bias in hiring, promotions, and evaluations (Albaroudi et al., 2024; Chen, 2023; Mori et al., 2024). Management need to decide whether to use "black-box" AI models or explainable AI (XAI) for HR decisions (Langer & König, 2023; Bar-Gil et al., 2024). Deciding the level of human intervention in AI-driven processes is another important decision (Andries et al., 2024; Dima et al., 2024).

OPERATIONAL IMPLEMENTATION

Technical and procedural choices for integrating AI are necessary: A decision needs to be made on how to collect, store, and use employee data ethically (Votto et al., 2021; Madhani, 2023). It is important to ensure compatibility between AI tools and legacy HR systems (Murugesan et al., 2023; Qamar et al., 2021). Management must decide which workflows to automate and which to keep human-centric (Tsiskaridze et al., 2023; Han, 2023).

HUMAN-CENTRIC CONSIDERATIONS

Decisions need t be made on how to balance technology with employee well-being and trust. To gain employee acceptance, management must decide how to communicate AI adoption to employees and address fears of job displacement (Armijos et al., 2023; Tang et al., 2022). A decision must be made on whether to reskill employees to work alongside AI or hire new talent (Bankins & Formosa, 2023; Park et al., 2024). Management need to ensure AI enhances, rather than undermines, employee engagement and purpose (Giorgi et al., 2022; Loehr, 2024).

COMPLIANCE AND RISK MANAGEMENT

It is necessary to navigate legal and reputational risks: Regulatory adherence must be achieved through complying with data privacy laws, labour regulations, and anti-discrimination laws (Manroop et al., 2024; Zhou et al., 2023). Risk assessments need to be conducted to identify and mitigate risks of AI misuse (Andries et al., 2024; Hajric et al., 2024). Accountability frameworks need to be created that assign responsibility for AI errors or ethical violations (Bar-Gil et al., 2024; Budhwar et al., 2023).

CONTINUOUS IMPROVEMENT AND INNOVATION

Sustaining AI's value over time is dependent upon key decisions. Decisions need to be made on how to measure AI's impact on HR outcomes (Nocker & Sena, 2019; Dhaenens & Sanders, 2023). Management must decide when and how to retrain AI models to reflect changing workforce dynamics (França et al., 2023; Tusquellas et al., 2024). Balancing experimentation with AI's potential against organisational risk tolerance is essential (Prikshat et al., 2023; Mendy et al., 2024).

CONCLUSION KEY

The literature emphasises that AI adoption in HRM is not a one-time decision but a dynamic process requiring ongoing evaluation of trade-offs such as efficiency vs. fairness, innovation vs. stability, automation vs. human judgment; stakeholder involvement that engages employees, managers, and legal experts in decision-making (Dima et al., 2024; Armijos et al., 2023); and ethical guardrails that proactively embed ethics into AI design and governance (Bar-Gil et al., 2024; Albaroudi et al., 2024).

OUTCOMES

The research outcomes collectively reveal that AI's integration into HR and organizational practices yields transformative benefits but introduces complex ethical, operational, and human challenges, necessitating strategic, balanced approaches. AI tools significantly improve recruitment efficiency (e.g., automated resume screening, predictive analytics) and decision-making accuracy (Tsiskaridze et al., 2023; Budhwar et al., 2023). However, studies like Bujold et al. (2023) and Mori et al. (2024) highlight persistent algorithmic biases (e.g., gender, racial disparities) rooted in flawed training data, undermining fairness. Generative AI (e.g., ChatGPT) poses risks of dehumanization and misinformation unless governed by ethical frameworks (Budhwar et al., 2023; Andries et al., 2024).

AI drives structural shifts toward data-driven agility but demands cultural adaptation. Bag et al. (2022) link sustainable e-HRM systems to improved firm performance, while Fenwick et al. (2024) emphasize that AI

adoption must prioritize human-centric values—employee well-being and participatory design—to avoid resistance. Park et al. (2024) find AI fosters adaptive learning cultures but requires leadership commitment to reskilling and transparency.

Employee acceptance hinges on perceived fairness and autonomy. Armijos et al. (2023) show trust in AI correlates with ethical perceptions (e.g., transparency), while Tang et al. (2022) reveal over-reliance on AI erodes self-efficacy and morale. Giorgi et al. (2022) identify "technology-related stress" as a barrier, particularly when AI threatens job security or invades privacy (e.g., emotion recognition systems, Hajric et al., 2024).

HR transitions from administrative tasks to strategic oversight of AI ethics and workforce development (Budhwar et al., 2023). Singh & Pandey (2024) stress that successful AI adoption in HR ecosystems requires addressing barriers like skill gaps and mistrust through inclusive training and transparent communication. Dabić et al. (2023) argue that sustainable HRM in the digital age depends on balancing AI efficiency with social equity. Manroop et al. (2024) advocate for GDPR-inspired data governance to protect privacy, while Hajric et al. (2024) call for policies regulating intrusive AI tools (e.g., facial recognition). While AI offers unprecedented opportunities for efficiency and innovation, its success hinges on ethical governance, human-centric design, and continuous adaptation. Organizations must prioritize fairness, transparency, and employee well-being to harness AI's potential without compromising trust or sustainability.

FUTURE DIRECTIONS

Albassam (2023) suggests that AI-based recruitment will continue to evolve, with advancements in NLP, predictive analytics, and emotional AI. Organizations must strike a balance between automation and human involvement to ensure ethical and effective recruitment practices. Ongoing research and collaboration between HR professionals, AI developers, and policymakers are essential to address the challenges and maximize the benefits of AI in recruitment.

Zhou et al. (2023) proposes that organisations should ensure that AI systems are transparent and that employees understand how decisions are made. Regular audits of AI algorithms and datasets should be conducted to identify and eliminate biases. Employees should be involved in the design and implementation of AI systems to ensure their concerns are addressed. Organisations should adopt ethical guidelines for AI use in HRM, prioritising fairness, privacy, and employee well-being. Employees should be provided with training to adapt to AI systems and offered support to manage the psychological impacts of AI adoption.

Research underscores the need for explainable AI (XAI) to enhance transparency (Langer & König, 2023) and multi-stakeholder collaboration to co-design ethical systems (Faqihi & Pocek, 2023). Prikshat et al. (2023) highlight the potential of AI to augment (not replace) human roles, fostering symbiotic human-machine collaboration.

CONTRIBUTIONS AND IMPLICATIONS OF THE REVIEW

The systematic review of AI's "dark side" in HRM carries profound implications for theory, practice, and policy, reshaping how organizations and scholars approach AI integration. The synthesis of ethical frameworks (e.g., deontology, Rawlsian fairness) with HRM theories bridges gaps between technology and human-centric values, advancing interdisciplinary scholarship. By categorizing research into clusters—algorithmic impacts, bias/fairness, ethical governance, employee trust, and organizational change—the review establishes a structured intellectual foundation for future studies. It underscores the need for hybrid theoretical models that integrate socio-technical, psychological, and ethical perspectives to address AI's complexity.

For practitioners, the findings highlight the urgency of adopting human-centric AI design to mitigate risks like bias, surveillance, and dehumanization. HR professionals must prioritize transparency (e.g., explainable AI) and employee participation in AI implementation to foster trust. Organizations are urged to invest in upskilling programs to equip HR teams with AI literacy and ethical oversight capabilities. The emphasis on GDPR-inspired data governance and anonymization practices provides actionable guidelines to safeguard privacy and compliance.

The hybrid bibliometric-TCM-ADO framework offers a replicable model for future systematic reviews, combining quantitative trend analysis with qualitative depth. This approach validates the importance of mixed-methods research in capturing AI's multifaceted impacts, encouraging scholars to blend empirical rigor with ethical reflection. The review calls for stricter regulatory frameworks to govern AI use in HRM, particularly around intrusive tools like emotion recognition systems. Policymakers must collaborate with technologists and ethicists to develop standards for algorithmic audits, bias mitigation, and accountability mechanisms.

The research signals a paradigm shift in HR's role—from administrative efficiency to strategic stewardship of ethical AI. Leaders must balance AI-driven agility with cultural adaptation, ensuring structural changes (e.g., data-driven workflows) align with employee well-being and inclusivity. By identifying gaps in cross-cultural validity and participatory AI design, the review steers scholars toward understudied areas, such as AI's impact on

marginalized groups and longitudinal studies on trust erosion. It also advocates for exploring symbiotic human-AI collaboration models to enhance—not replace—human judgment.

Ultimately, this research compels the field to confront AI's dual-edged nature, urging a balanced approach that harmonizes innovation with ethical imperatives. Organizations that heed these insights will not only mitigate risks but also cultivate resilient, equitable workplaces in the AI era.

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