مـجلـة جـامـعـة صـحـار
للأعـمـال الـمـستدامـة
Sohar University Journal of Sustainable Business

Sohar University Journal of Sustainable Business
e-ISSN: 3007-5572 | Volume 2, Issue 2, 59-82
DOI: 10.69983/SUJSB/0202/41, July 2026

AI-ENABLED TRANSFORMATION OF HR: A CONCEPTUAL REVIEW OF TRAINING AND TALENT MANAGEMENT

Anisha Dash[a], Juhi Agarwal[b], Rishika Binani[c], Debasis Dash[d]

[a] *SK Somaiya School of Commerce and Business Studies, Somaiya Vidyavihar University, Mumbai, India, https://orcid.org/0009-0006-6974-4739; dashanisha1207@gmail.com*

[b] *SK Somaiya School of Commerce and Business Studies, Somaiya Vidyavihar University, Mumbai, India, https://orcid.org/0009-0005-4513-519X; reply2agarwaljuhi@gmail.com*

[c] *SK Somaiya School of Commerce and Business Studies, Somaiya Vidyavihar University, Mumbai, India, rishika.binani@somaiya.edu*

[d] *MPSTME-NMIMS Deemed to be University, Mumbai, India, https://orcid.org/0000-0002-8101-8696; dashdebasis76@gmail.com*

Abstract

The research investigates how Artificial Intelligence (AI) systems create effects on Human Resource Management (HRM) functions which manage staff learning and worker advancement programs. The study employs a conceptual framework which unites a full literature review of academic sources between 2015 and 2025 by following PRISMA guidelines for selecting and synthesising studies. AI systems enable businesses to build data-driven HR systems which deliver tailored learning solutions and prediction-based talent management and improved personnel allocation decisions. AI technology needs employees to adopt it, and organizations require operational readiness and ethical standards for successful implementation. The study combines the Technology Acceptance Model (TAM) with the Technology–Organisation–Environment (TOE) framework to create a theoretical model which connects AI characteristics to HR outcomes and employee performance results. The research provides organizations with actionable guidance which enables them to implement AI-based human resource systems effectively The research provides a unified theoretical perspective on HRM transformation through artificial intelligence integration.

Keywords: Artificial Intelligence, Human Resource Management, AI-Enabled HR, Talent Management, Employee Training, HR Analytics, AI Adoption, Digital Transformation

1. Introduction

1.1 Digital Transformation and the Rise of AI in HRM

The rapid development of digital technology and artificial intelligence systems has brought about new workplace environments which organizations now use to achieve their organizational goals (Acemoglu & Restrepo, 2019; Autor, 2015). The impact of automation does not affect all positions at the same level because certain jobs can be automated completely

but others need people to perform their tasks (Arntz et al., 2017). AI refers to computer-based systems which process extensive data collections to identify patterns that help make decisions with minimum human input (Russell & Norvig, 2021). The economy now recognises AI-based decision systems, which operate using prediction and data optimisation methods to process information (Agrawal et al., 2018). Organizations implement AI technology within their HRM operations to handle recruitment and training and performance management tasks through automated systems which analyse workforce data (Brynjolfsson & McElheran, 2016). The new approach delivers swift decision processes which produce accurate results through data-based decision systems. Organizations must change their fundamental business operations and their organizational structure and value delivery systems through digital transformation (Verhoef et al., 2021). Organizations choose to implement AI technology for particular operational tasks instead of trying to achieve total organizational change (Davenport & Ronanki, 2018). The evidence demonstrates that organizations become more competitive through AI implementation, which also boosts their operational productivity (Bughin et al., 2018; Brynjolfsson & McAfee, 2017). Organizations achieve task automation through AI while it enhances human abilities and enables them to make better business decisions (Davenport et al., 2020).

1.2 From Traditional HRM to Data-Driven HR Practices

In its original form, HRM functioned as an administrative department. It handled recruitment, maintained employee records, and conducted training and performance evaluations. The procedures required human operators to perform them manually, which resulted in lengthy processing times while depending on their decision-making abilities. Researchers have widely discussed this limitation of traditional HR systems in the context of digital HR transformation (Fenech et al., 2019). Research shows that HR digital transformation depends on both technological features and human elements, which operate at the individual level (Bansal et al., 2023). The methods achieved their goals in organisations with stable operations, but they failed to process extensive data collections because the systems could not expand, their processing capabilities were slow, and their accuracy was insufficient (Stone et al., 2015). The technology-based evolution of HR operations occurred because workforce management systems developed into advanced systems which organizations now use for analysing their operational data. The growing complexity of workforce management and the increased availability of organisational data have encouraged HR functions to adopt more advanced technologies. AI and HR analytics improve efficiency by automating administrative work and enabling data-driven decision-making. The transition represents a shift from conventional HR systems which reacted to events toward strategic methods which actively manage workforce planning (Marler & Boudreau, 2017; Brynjolfsson & McElheran, 2016). This shift also reflects the increasing importance of human capital analytics in strategic decision-making (Boudreau & Cascio, 2017).

1.3 AI-Enabled Transformation in Employee Training

The most crucial area that requires transformation is the entire employee training and development process. Organizations operating in the digital economy require their staff to learn continuously because employees must acquire new knowledge to maintain their market position. This aligns with emerging perspectives on human–AI collaboration in knowledge-

intensive environments (Jarrahi, 2018). This enables organisations to use AI-powered learning systems to evaluate employee work results, their learning approaches, and their missing competencies, which further enable them to create customised learning programs. AI-enabled platforms differ from conventional training methods because they deliver adaptive learning paths that include real-time feedback and customised content. The method produces better learning results while it also boosts staff motivation and their engagement with work (Upadhyay & Khandelwal, 2018; Huang & Rust, 2021). AI enables organisations to achieve employee development and organisational agility through their ability to match training programs with personal needs and business targets. This shift reflects a movement from standardised training models to adaptive learning systems that align employee development with organisational needs.

1.4 AI and Strategic Talent Management

AI has revolutionised talent management by replacing its traditional experience-based approach with an automated system that uses data to improve its performance. The core activities of traditional talent management included recruitment and retention and performance assessment through scheduled evaluation sessions (Vrontis et al., 2022). The traditional HR methods faced restrictions because they based their evaluations on personal judgement, which created biased assessments and limited their ability to access full employee information. The system failed to deliver accurate performance measurement results because of its operational design. AI technology enables organizations to analyse big data sets which contain employee performance data and skill information and career development records (Tambe et al., 2019). AI-driven decision systems use data-driven methods to create more organised decision-making systems which help organizations make better choices (Shrestha et al., 2019). The tools enable HR professionals to identify potential leaders, while they can predict future skill requirements and create successful succession planning strategies. The development of talent management systems has led organizations to implement systematic approaches which provide transparent processes that support their strategic goals for the future (Edwards et al., 2024).

1.5 AI Adoption in HRM: Individual and Organisational Perspectives

Organisations differ considerably in the extent to which they adopt AI for HRM. The success of AI technology deployment varies based on several factors that influence its operational effectiveness. According to the *Technology Acceptance Model-TAM* (Davis, 1989), employees will use AI systems when they find these systems beneficial and user-friendly. The implementation of organisational change depends on four essential elements: technological infrastructure, leadership support, financial resources, and organisational culture. The *Technology–Organisation–Environment-TOE* framework demonstrates how organizations decide to adopt technology based on their technological preparedness and their organizational abilities and the environmental forces operating outside the organization (Tornatzky & Fleischer, 1990). The three perspectives together offer modern validation (Khan et al., 2024) and complete understanding of how HRM adopts AI technology (Dwivedi et al., 2021).

1.6 Ethical and Organisational Challenges of AI in HR

AI technology brings multiple advantages to users, but it creates various ethical dilemmas and organizational problems. AI system deployment leads to three primary challenges, which consist of - algorithmic bias, data protection challenges, and inadequate system visibility that impacts staff confidence and their ability to use AI systems. Trust in AI systems plays a critical role in influencing employee acceptance (Glikson & Woolley, 2020). Concerns around algorithmic accountability and transparency further complicate AI adoption in HR contexts (Kroll et al., 2017). AI systems possess the ability to eliminate human prejudice, but their insufficiently developed algorithms will create existing social inequalities (Bankins, 2021). Employees use AI systems based on their digital skills and beliefs about technology. These vary across age groups and affect how they interact with AI tools, reflecting the automation–augmentation paradox (Raisch & Krakowski, 2021). Organizations must develop transparent systems which operate with fairness to manage their responsible AI deployment process. Organizations need to hold their staff members responsible for their work, while they must deliver suitable educational resources and assistance to their employees (Bankins, 2021).

1.7 Purpose and Objectives of the Study

HRM requires a unified framework which demonstrates how artificial intelligence systems affect employee training programs and talent management systems. The research goal involves creating a thorough conceptual framework which demonstrates how AI technology enhances HR operations to produce business results.

Objective-1: To investigate the process through which HR units replace their traditional operational methods with AI systems which manage their employee development and talent acquisition processes.

Objective-2: To analyse the impact of AI on employee training, performance, and talent development.

Objective-3: Research the elements which impact AI system implementation through the TAM and TOE framework analysis.

2. Literature Review

Human resource management and digital HR transformation have experienced substantial growth in AI implementation during the past few years, according to Bondarouk & Brewster (2016). This paper conducts a literature review to study how artificial intelligence transforms human resource operations, and it identifies essential subjects and research deficiencies, which this paper resolves.

2.1 Evolution from Traditional HRM to AI-Driven HRM

Human resource management has evolved from its initial position as an administrative department to function as a strategic business unit which collaborates with organizations as their business partner. The early HR methods operated through manual labour, which followed established rules and depended on management decisions. The methods delivered consistent results, but they operated at a slow pace while consuming many resources and proved insufficient to manage advanced workforce information (Stone et al., 2015; Strohmeier

& Piazza, 2015). Organizations now use HR analytics and AI tools thanks to digital technology progress, which helps them boost their operational efficiency and decision-making processes (Strohmeier & Piazza, 2015). AI systems allow HR staff to automate their repetitive work, while they can use these systems to process big data sets for pattern recognition, which leads to data-driven decision-making (Marler & Boudreau, 2017). AI can be understood as a system capable of interpreting data, learning from it, and making decisions with minimal human intervention (Kaplan & Haenlein, 2019). The change demonstrates how HR operations have moved from reactive management to forward-thinking workforce management, which predicts future needs. These developments are consistent with broader digital transformation processes that reshape organisational strategy, structure, and value creation (Verhoef et al., 2021; Hanelt et al., 2021). Innovation capabilities and digital readiness within organisations also shape this transformation (Bansal et al., 2023).

2.2 AI in Employee Training and Development

AI technologies have brought about major changes to the way organizations train their staff and help them develop their skills. The traditional training system delivered identical educational content to every employee without making any adjustments for their particular requirements. AI-powered learning platforms now offer training systems that adapt to individual learners through customised approaches. AI-driven learning systems also contribute to broader societal and workforce transformation (Brandao, 2025). AI systems analyse employee performance and learning patterns, identify skills that are missing, and generate personalised training recommendations. The customised learning method creates better employee engagement while developing their skills, and it ensures all training programs support company targets (Upadhyay & Khandelwal, 2018; Huang & Rust, 2021; Liu, 2025). AI systems enable employees to learn continuously by providing instant feedback and tracking their progress. This is especially important in modern workplaces, where employees need to adapt quickly to changing demands.

2.3 AI in Talent Management

Organizations now manage their talent operations through AI technology which has revolutionised their work processes. Traditional talent decisions, for example – recruitment, promotion, and succession planning, were often constrained by limited data and were therefore vulnerable to subjectivity and bias. AI technologies have introduced more systematic and data-driven approaches to talent management. AI tools perform resume screenings to evaluate candidate compatibility, and they forecast job success through improved prediction methods, such as analysing past employee performance and identifying key traits that correlate with success in specific roles. Advanced AI models also support workforce planning through predictive analytics (Venugopal et al., 2024). AI technology helps organizations select their next leaders by spotting staff members who will succeed and by showing what management positions will become available (Edwards et al., 2024; Tambe et al., 2019; Vrontis et al., 2022). This enables organisations to build their workforces for future success through this method, which helps them create an effective talent management system and improve their strategic workforce management processes.

2.4 Role of HR Analytics in AI-Driven HRM

HR analytics converts raw employee data into strategic insights that support recruitment, development, retention, and workforce planning. When integrated with AI, HR analytics enables organisations to identify patterns in employee engagement and performance (Bondarouk & Brewster, 2016), anticipate workforce risks, and design targeted interventions, such as personalised training and retention strategies (Marler & Boudreau, 2017). Recent studies highlight the growing maturity of HR analytics systems in enabling strategic workforce insights (Rigamonti et al., 2024). This shift toward data-driven decision-making also improves operational and strategic performance (Brynjolfsson & McElheran, 2016).

2.5 AI Adoption in HRM: TAM and TOE Perspectives

The adoption of AI in HRM is influenced by both individual and organisational factors. The TAM explains how individual perceptions of usefulness and ease of use affect technology adoption (Davis, 1989). The adoption of AI systems by employees depends on their perception that these technologies will enhance their work results and their belief that the systems are user-friendly. The TOE Framework demonstrates that organisations need to achieve technological readiness, receive organisational support, and navigate external environmental factors to decide on adoption (Tornatzky & Fleischer, 1990). Research from 2024 indicates that integrated TAM–TOE models elucidate individual and organisational factors influencing AI adoption in HR operations (Khan et al., 2024). This enables organisations to use the TAM and TOE frameworks together to identify every factor that impacts their AI system's implementation in HRM operations. According to empirical studies (Dwivedi et al., 2021), both individual and organisational factors influence AI adoption in HRM. Together, these frameworks offer a more comprehensive explanation of AI adoption in HR functions such as training and talent management (Khan et al., 2024). Managerial perceptions also play a critical role in AI adoption decisions (Chaturvedi & Dasgupta, 2024).

2.6 Ethical and Organisational Challenges

HRM gains multiple advantages from AI systems, yet these systems generate essential ethical problems which impact organizational frameworks. The primary issues consist of algorithmic bias and data privacy threats and insufficient explanation of decision processes according to Siau & Wang (2020). AI systems eliminate human prejudice, but their weak design elements produce new social inequalities which already exist in society (Bankins, 2021; Floridi et al., 2018). Businesses face two key challenges: employees have different levels of digital skills, and some are reluctant to use AI technology. Staff members face challenges when they work with new systems because technostress and digital fatigue generate obstacles which prevent them from adapting (Kumar, 2024). People from different social backgrounds and age groups show various levels of technology understanding, which affects their ability to use AI systems (Rieder, 2025; Mittelstadt et al., 2016). Organizations need continuous training programs which should combine digital skill development to address these problems. The organization has specific ethical standards which governance systems will use to achieve operational transparency and equal treatment for all stakeholders while each person remains accountable for their actions. The solution of regulatory problems needs the same level of attention as other aspects (Zaidan & Ibrahim, 2024; Sadek et al., 2025). Organizations can establish trust through these steps, which enable them to handle AI systems with responsibility.

2.7 Research Gap

The research on AI implementation in HRM has produced valuable findings, yet multiple essential research areas remain unexplored. The research domain focuses on recruitment and analytics and performance management studies, but scientists have not conducted equivalent studies on employee development and talent management. The present research methods analyse the Technology Acceptance Model (TAM) and Technology Organisation–Environment (TOE) frameworks independently, which prevents a full understanding of AI technology adoption (Davis, 1989; Tornatzky & Fleischer, 1990; Marler & Boudreau, 2017). The existing frameworks fail to connect artificial intelligence capabilities with human resources results and employee work performance metrics. The current research fails to provide integrated frameworks which connect AI capabilities to HR results and employee performance metrics. Organizations need to address their current deficiencies to build a complete system which shows AI technology effects on HR operational methods. The AI-HRTM model in this research developed under specific limitations which continue to affect HR functions through digital workspace transformations (Minbaeva, 2021).

Table 1: *Summary of Literature on AI in Human Resource Management*

Author(s)	Year	Journal/ Book Chapter	Theme	Key Insight	Contribution to AI-HRTM
Strohmeier & Piazza	2015	Intelligent Systems Reference Library (Springer)	AI in HRM	AI introduces automation and intelligent techniques, transforming traditional HR functions.	Establishes AI as a strategic HR enabler
Upadhyay & Khandelwal	2018	Strategic HR Review	AI in Recruitment and HR Processes (with implications for training)	AI enhances recruitment and training processes through automation and improved decision-making.	Supports training effectiveness
Vrontis et al.	2022	International Journal of Human Resource Management	Talent Management	AI improves talent acquisition, performance evaluation, and workforce decision-making efficiency.	Supports talent management efficiency

Edwards et al.	2024	Human Resource Management Journal	HR Analytics	HR analytics integrated with AI supports predictive workforce planning and highlights ethical considerations.	Supports analytics-driven HR outcomes
Bondarouk & Brewster	2016	International Journal of Human Resource Management	Digital HR Transformation	Digital technologies reshape HR systems, enabling strategic and technology-driven HR functions.	Supports digital transformation context
Raisch & Krakowski	2021	Academy of Management Review	AI Ethics & Decision-Making	AI creates an automation–augmentation paradox, requiring human oversight and ethical balance.	Supports ethical/human oversight dimensions.

Source: Authors' synthesis

3. Methodology

The research uses a conceptual approach which applies a Systematic Literature Review (SLR) to study how artificial intelligence (AI) affects human resource management training programs and talent management systems. The review follows PRISMA guidelines through a specific approach which identifies and evaluates research studies while upholding transparent and trustworthy research procedures (Page et al., 2021).

3.1 Data Sources, Search Strategy, and Selection Criteria

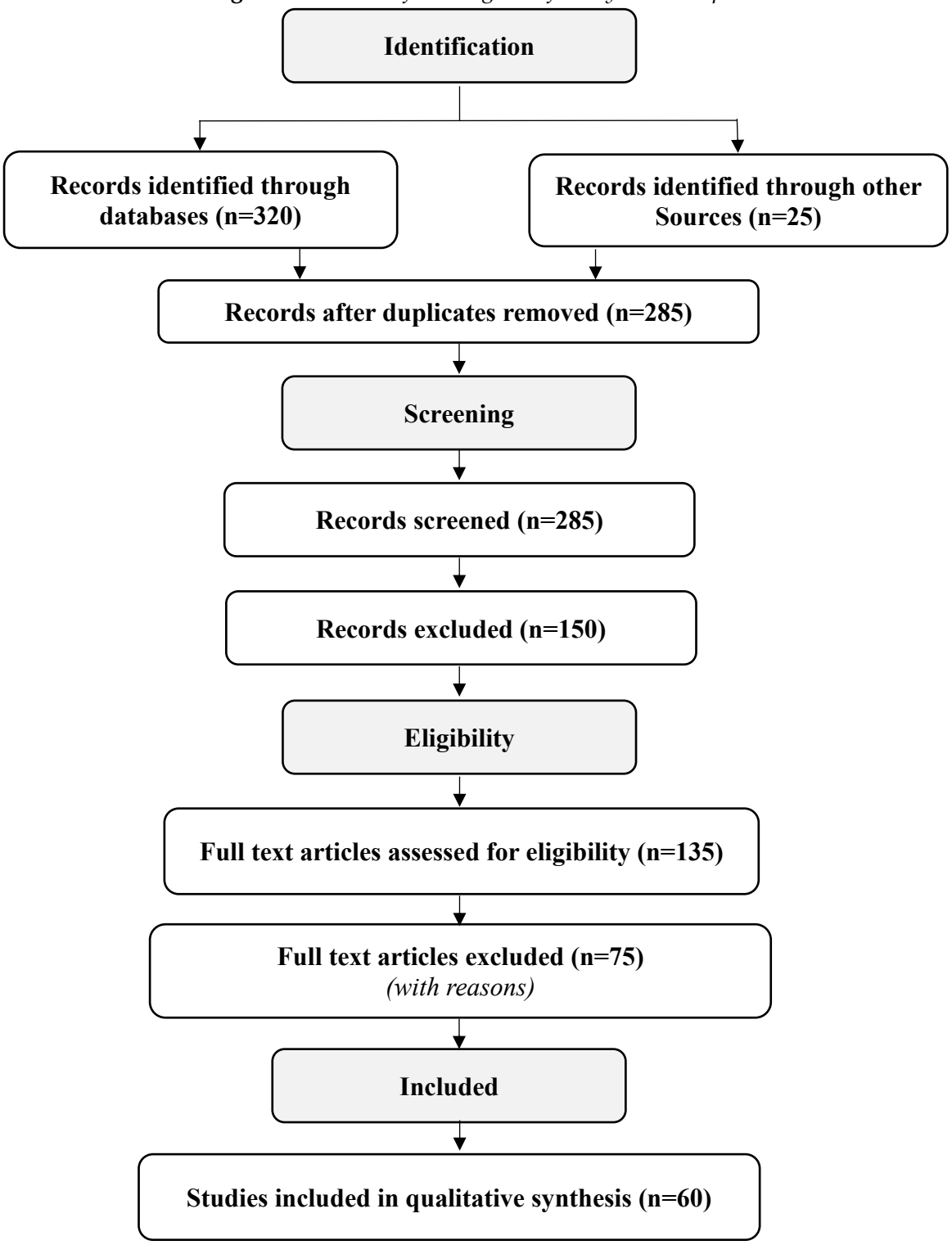
Researchers conducted a complete search operation through Scopus, the Web of Science, and Google Scholar to identify all relevant academic articles needed for their research. The databases provide access to high-quality academic publications, which contain research on human resource management (HRM), organisational behaviour, and information systems. The researchers conducted their search using three separate keyword combinations: "Artificial Intelligence AND HRM," "AI in Talent Management," and "HR Analytics AND AI," to locate academic and research-based information. The research study exclusively chose peer-reviewed journal articles published between 2015 and 2025 to ensure the data was current and

reliable. The review analysed research studies that examined AI applications for employee training and workforce management through talent management systems and human resources analytics tools. Research articles written in English about the primary topic were chosen to achieve uniformity and maintain high research standards (Kitchenham, 2004). The selected research articles were included in the evaluation process, which assessed their research value, scientific quality, and suitability for AI deployment in HRM systems.

3.2 Systematic Review Process and Data Analysis

The research implemented the PRISMA framework, which operates through four consecutive stages that include identification and screening and eligibility and inclusion (Page et al., 2021). Researchers conducted separate reviews of the studies to enhance reliability before they worked together to resolve their differing opinions. The identification process revealed 345 records, which consisted of 320 database entries and 25 records obtained from reference lists and conference materials. After removing duplicates, 285 records remained for screening. The process of screening eliminated 150 records because they contained no information about AI applications in HRM and their content lacked necessary detail. The assessment process involved 135 articles, which resulted in the elimination of 75 articles due to their poor quality and lack of relevant content. The analysis process included 60 studies, which constituted the final selection of research materials. The study used thematic analysis to examine the selected articles. The approach allows researchers to find recurring patterns, which represent the essential content that emerges from their data analysis (Braun & Clarke, 2006). The study revealed four primary themes, which included AI applications in training and talent management and the factors that influence AI adoption through TAM and TOE and the ethical and organisational challenges. The PRISMA flow diagram (*Figure 1*) presents this process clearly, and Appendix A lists all reviewed studies.

Figure 1: *PRISMA flow diagram of study selection process*



Source: Authors

4. Thematic Analysis

4.1 AI in Employee Training

Employee training has undergone a complete transformation because AI technology generates personalised learning modules which substitute standard training materials. Intelligent systems analyse employee performance and learning behaviours and skill deficiencies to develop personalised learning pathways which boost employee engagement and educational results (Upadhyay & Khandelwal, 2018; Huang & Rust, 2021). AI-powered platforms which use continuous learning systems enable employees to receive instant feedback while the system adjusts its content delivery to enhance training effectiveness in fast-paced work environments. This suggests that AI is shifting training from standard delivery to adaptive, outcome-orientated learning systems. AI-enabled learning environments also facilitate dynamic knowledge exchange between humans and intelligent systems (Faraj et al., 2018).

4.2 AI in Talent Management

AI technology has enhanced talent management systems through its automated resume screening and its predictive capabilities for hiring and performance monitoring, which work through data analysis methods. These tools help users make better decisions through their ability to reduce subjectivity and bias, yet the system maintains ongoing issues with algorithmic fairness (Vrontis et al., 2022; Tambe et al., 2019). However, algorithmic control may also reshape workplace power dynamics (Kellogg et al., 2020). AI technology enables succession planning through its ability to detect employees who show promise and predict upcoming leadership requirements, which helps organizations build sustainable workforce plans. This reflects a transition from traditional HR practices to data-driven and predictive decision-making approaches.

4.3 HR Analytics and Data-Driven Decision Making

Organizational decision-making has evolved through AI integration with HR analytics from basic descriptive methods to advanced predictive analytics. This aligns with the view that AI systems primarily enhance organisational decision-making through prediction capabilities (Agrawal et al., 2018). This approach identifies which skills employees lack, while it predicts which staff members will leave, and it helps organizations enhance their workforce management strategies. These developments are also associated with emerging concerns around technostress in digital workplaces (Tarafdar et al., 2019). The data-based method improves organizational performance through enabling HR departments to execute their strategic objectives more effectively (Marler & Boudreau, 2017; Brynjolfsson & McElheran, 2016). This suggests that HR is moving away from conventional methods toward more data-based and predictive decision systems.

4.4 AI Adoption and Conceptual Model (AI-HRTM)

AI adoption in HRM is shaped by both individual and organisational factors. The TAM identifies two main factors which determine user adoption through their assessment of system value and their ability to use the system easily (Davis, 1989). The TOE framework shows that organisations must have technological readiness, organisational support, and face external

pressures to adopt new technology (Tornatzky & Fleischer, 1990). While TAM explains individual acceptance, TOE highlights organisational readiness, indicating that successful AI adoption requires alignment across both levels (Haenlein & Kaplan, 2019; Khan et al., 2024). These capabilities reflect broader interpretations of AI as adaptive and learning-based systems (Kaplan & Haenlein, 2019). The connection between these elements develops through the way employees accept technology according to TAM and their organizations get ready based on TOE standards. The different perspectives have led to the creation of the AI-Enabled Human Resource Transformation Model (AI-HRTM). The model shows that AI capabilities, which include automation and predictive analytics and personalisation functions, operate to produce better operational results for training and talent management, which results in superior employee performance. The present system performs HR operations at a fundamental level, but it will transform into a system which uses advanced data analytics to generate predictive decisions.

4.5 Challenges and Ethical Concerns

AI systems provide multiple benefits to users, but they generate ethical problems which include automated discrimination and privacy violations and employee resistance to their deployment.

The current issues create barriers which impact user trust in AI systems and their readiness to accept these technologies (Raisch & Krakowski, 2021). Organizations will achieve their AI implementation goals after they develop trust between their staff members (Afroogh et al., 2024). Organizations need to establish operational clarity and equal treatment systems and human monitoring for their HR departments when implementing AI technology (Bankins, 2021). Organizations must apply AI through responsible methods which unite ethical principles, including fairness and accountability, with social benefit generation according to value-based ethical frameworks (Dash & Iyengar, 2025; Floridi et al., 2018). The example shows how HR methods have moved from traditional manual methods to systems which use data for predictive decision-making.

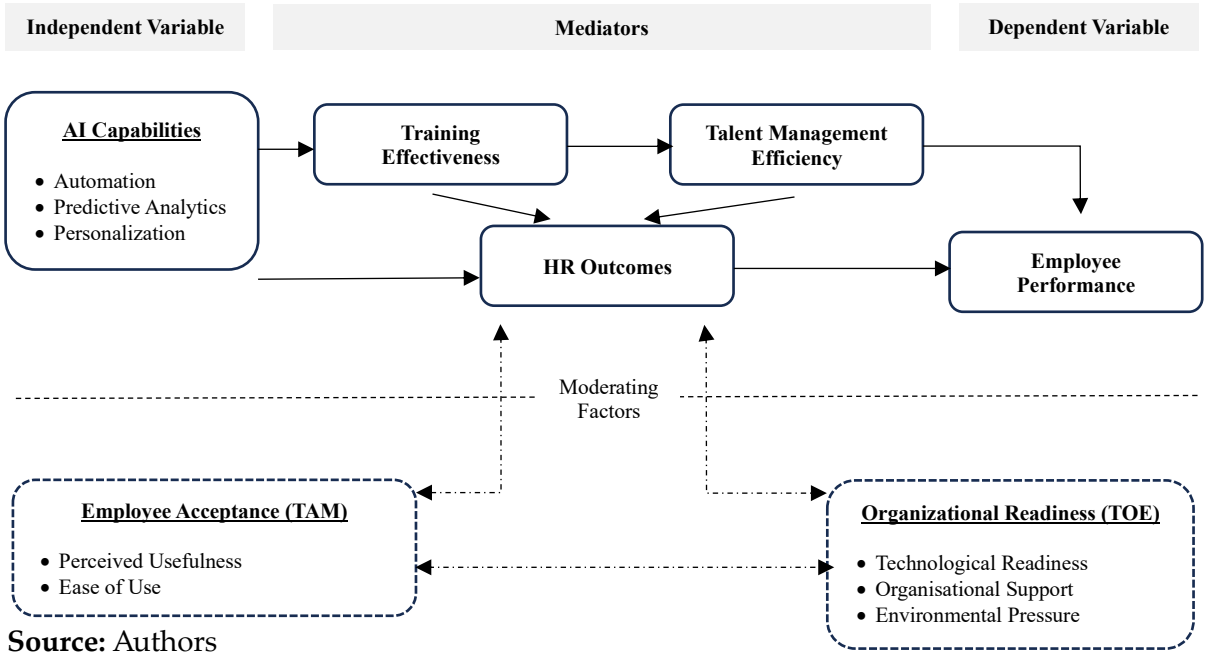
5. Conceptual Framework and Propositions

5.1 Conceptual Framework

The AI-HRTM model functions as a research base that demonstrates how AI capabilities produce effects on HR results and employee work achievements. The capabilities match the organizational AI implementation patterns which Chui and colleagues identified in their 2018 research. AI technology improves training systems and talent management through its automated systems, which use predictive analytics and system-based, personalised features. HR results lead to better work outcomes for employees, including higher productivity, improved job satisfaction, and extended employee retention (Marler & Boudreau, 2017). The framework integrates the TAM with the TOE framework to investigate AI deployment influences from individual and corporate factors (Davis, 1989; Tornatzky & Fleischer, 1990). The diagram shows all established connections between different elements in Figure 2. The model demonstrates how AI capabilities affect HR operational activities which produce

changes in employee performance through the factors of employee acceptance and organizational readiness.

***Figure* 2.** *AI-Enabled Human Resource Transformation Model (AI-HRTM)*



Source: Authors

5.2 Propositions

P1: *Organizations achieve better results through AI implementation because it enhances employee learning and training performance (Upadhyay & Khandelwal, 2018). AI systems create customised learning experiences, which deliver instant feedback to users for enhanced skill acquisition.*

P2: *Organisations enhance their talent management operations and decision-making results through AI technology deployments (Vrontis et al., 2022). Data-driven tools enable organizations to select candidates with higher accuracy, while they can use these tools to assess employee performance effectively.*

P3: *Organizations use their training programs and talent management systems to link AI implementation with employee performance results (Marler & Boudreau, 2017). HR process improvements enable AI systems to create workforce results which organizations can measure effectively.*

P4: *The effectiveness of AI in HR practices depends on how employees accept these systems according to TAM (Davis, 1989). The way employees perceive the usefulness and simplicity of AI systems determines their willingness to use them.*

P5: *Organisational readiness (TOE) positively influences successful AI implementation (Tornatzky & Fleischer, 1990), as technological infrastructure, organisational support, and external factors enable effective adoption.*

6. Discussion

6.1 Strategic Transformation of HRM

The research shows AI functions as more than a technological advancement because it enables HRM to develop into a strategic organizational framework. The transformation of businesses operates because agile HR practices emerged as described by Cappelli and Tavis in 2018. AI technology helps HR departments move beyond their traditional administrative role. The system allows organizations to evolve their operations into strategic units which implement data analytics and predictive models to predict upcoming market developments (Marler & Boudreau, 2017). The organizational transformation enables HR to deliver strategic value which drives organizational success (Brynjolfsson & McElheran, 2016). AI implementation success depends on organizations to create suitable connections between their business objectives and their functional implementation methods (Davenport & Ronanki, 2018).

6.2 Organisational Behaviour Implications

AI systems generate multiple changes, which impact workplace operations and affect workplace systems that function in professional work areas (Raisch & Krakowski, 2021). Organizations now experience transformed relationship patterns because of digital transformation, according to Rodriguez-Lluesma et al. (2021). The method reshapes employee learning through personalised training, which operates continuously to enhance decision-making with data-based insights and help leaders discover staff members who demonstrate leadership potential (Upadhyay & Khandelwal, 2018; Edwards et al., 2024). The new system enables organizations to achieve better flexibility, which helps them respond to their surrounding environment. Research shows that AI deployment leads to better employee results because it boosts operational performance which produces better choices and enhanced work results (Liu, 2025). Organizations now use human–AI systems to make decisions instead of depending on human judgment alone for their organizational choices.

6.3 Balancing Technology and Human Judgment

Organizations must establish an equilibrium between artificial intelligence systems and human decision-making abilities when selecting HR candidates. The Ethical AI framework bases its core principles on three essential components, which include fairness and transparency and accountability, according to Floridi et al. (2018). AI systems enhance operational efficiency through their support of data-based decision-making, yet human monitoring remains essential to produce unbiased choices which consider all relevant information (Bankins, 2021). Organisations need to implement training programs and internal systems which will help employees understand ethics better while working to eliminate biases from their operations (Nanade et al., 2026). The implementation of these initiatives enables staff members to develop confidence in AI-based operational methods. The success of human–AI teamwork depends on having a strong foundation of trust between the participants (Afroogh et al., 2024). The AI-HRTM model (*Figure 2*) integrates automated systems with human monitoring to achieve ethical and sustainable HR results.

7. Implications

7.1 Practical Implications

Organisations should invest in AI-enabled training infrastructure to support continuous learning and digital capability development. Organisations should also promote collaborative intelligence between humans and AI systems (Wilson & Daugherty, 2018). HR professionals need to develop analytical and digital competencies to effectively use AI tools in decision-making (Brynjolfsson & McElheran, 2016). Organizations need to create specific ethical rules which will combat bias and maintain transparency and protect data privacy (Bankins, 2021). The implementation of continuous employee training programs and digital upskilling initiatives serves to enhance employee acceptance and proper utilisation of AI systems (Upadhyay & Khandelwal 2018). AI technology implementation enables organizations to achieve better workforce productivity while they can employ data-driven approaches for talent management and strategic decision-making (Marler & Boudreau 2017).

7.2 Theoretical Contributions

The research findings deliver three distinct contributions, which advance the HRM and organisational behaviour knowledge bases. This approach merges AI technology with essential HR operations through its ability to connect training programs with talent management systems and employee performance monitoring into a single framework. The research expands the TAM and the TOE framework through the integration of personal background elements with organisational factors (Davis, 1989; Tornatzky & Fleischer, 1990; Khan et al., 2024). This approach demonstrates technological adoption through its ability to generate behavioural changes that link HR analytics with organisational behaviour research, ultimately leading to improved decision-making and enhanced employee performance within the organization (Dwivedi et al., 2021).

8. Limitations and Future Research

8.1 Limitations

The research study follows a conceptual framework that depends on existing literature data, which restricts the ability to apply results to different situations (Minbaeva, 2021). The evaluation process only includes particular academic databases, which might have missed important research articles that exist in other sources. The research model development lacks actual testing, which makes it impossible to prove its organizational usefulness (Marler & Boudreau, 2017).

8.2 Future Research Directions

Future research should focus on empirical validation of the proposed model using quantitative techniques such as Structural Equation Modelling (SEM) or SmartPLS to test relationships between AI capabilities and HR outcomes. Research, which studies AI implementation across multiple business sectors and international contexts, will uncover how adoption patterns differ between various operating environments. Further research is necessary to examine ethical issues, including algorithmic discrimination, system openness,

and staff confidence in AI-based HR management systems (Bankins, 2021). The combination of behavioural and technological approaches will help us understand how AI will reshape organizations throughout time.

9. Conclusion

AI has transformed HRM through its ability to create more efficient systems which use data to develop strategic approaches (Brynjolfsson & McElheran, 2016). These transformations align with broader organisational shifts toward AI-enabled business models (Brynjolfsson & McAfee, 2017). The research demonstrates that AI technology enables better employee training by providing customised learning experiences which combine with predictive analytics to enhance talent management and organizational decision-making processes (Upadhyay & Khandelwal, 2018; Marler & Boudreau, 2017). The Technology Acceptance Model (TAM) and Technology–Organisation–Environment (TOE) framework show that AI deployment success needs employee acceptance and organizational readiness (Davis, 1989; Tornatzky & Fleischer, 1990). The research develops a structured conceptual model which explains AI-based HR transformation while presenting a unified framework that connects AI capabilities to HR results and employee work outcomes. Bankins (2021) asserts that the deployment of AI requires organisations to clearly articulate ethical standards in order to ensure transparent operations and fair management systems. The research establishes a basis for upcoming empirical investigations which demonstrate how organizations should direct AI technology implementation for HRM systems. The research needs to investigate how AI adoption will affect employment patterns throughout extended periods according to Acemoglu and Restrepo (2019). Future studies should also consider task-level variations in automation impact across different job categories (Arntz et al., 2017).

References

Afroogh, S., Akbari, A., Malone, E., Kargar, M., & Alambeigi, H. (2024). Trust in AI: progress, challenges, and future directions. *Humanities & Social Sciences Communication*, 11, 1568 (2024). https://doi.org/10.1057/s41599-024-04044-8

Agrawal, A., Gans, J., & Goldfarb, A. (2018). *Prediction machines: The simple economics of artificial intelligence*. Harvard Business Review Press. Retrieved from - https://bpb-us-e1.wpmucdn.com/sites.uw.edu/dist/e/1511/files/2023/05/Prediction-Machines-Simple-Economics-of-AI-2018.pdf

Arntz, M., Gregory, T., & Zierahn, U. (2017). Revisiting the risk of automation. *Economics Letters*, 159, 157-160. https://doi.org/10.1016/j.econlet.2017.07.001

Autor, D. H. (2015). Why are there still so many jobs? The History and Future of Workplace Automation. *Journal of Economic Perspectives*, *29*(3), 3-30. https://doi.org/10.1257/aer.p20151101

Acemoglu, D. & Restrepo, P. (2019). Automation and New Tasks: How Technology Displaces and Reinstates Labor. *Journal of Economic Perspectives*, 33(2):3–30**.** https://doi.org/10.1257/jep.33.2.3

Bankins, S. (2021). The ethical implications of artificial intelligence in human resource management. *Ethics and Information Technology, 23*, 841–854. https://doi.org/10.1007/s10676-021-09619-6

Bansal, A., Panchal, T., Jabeen, F., Mangla, S.K., & Singh, G. (2023). A study of human resource digital transformation (HRDT): A phenomenon of innovation capability led by digital and individual factors. *Journal of Business Research*, 157, 113611, https://doi.org/10.1016/j.jbusres.2022.113611.

Bondarouk, T., & Brewster, C. (2016). Conceptualising the future of HRM and technology research. *International Journal of Human Resource Management, 27*(21), 2652–2671. https://doi.org/10.1080/09585192.2016.1232296

Boudreau, J. & Cascio, W. (2017). Human capital analytics: why are we not there?. *Journal of Organizational Effectiveness: People and Performance*, 4(2), 119–126. https://doi.org/10.1108/JOEPP-03-2017-0021

Brandao, P. R. (2025). The Impact of Artificial Intelligence on Modern Society. *AI*, *6*(8), 190. https://doi.org/10.3390/ai6080190

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

Brynjolfsson, E., & McElheran, K. (2016). The rapid adoption of data-driven decision-making. *American Economic Review, 106*(5), 133–139. https://doi.org/10.1257/aer.p20161016

Brynjolfsson, E., & McAfee, A. (2017). The business of artificial intelligence: What it can and cannot do for your organisation. *Harvard Business Review,* 1-13. Retrieved from https://hbr.org/cover-story/2017/07/the-business-of-artificial-intelligence and https://www.hbsp.harvard.edu/product/H03QXY-PDF-ENG

Bughin, J., Seong, J., Manyika, J., Chui, M., & Joshi, R. (2018). *Notes from the AI Frontier: Modeling the Impact of AI on the World Economy*. McKinsey Global Institute. https://www.mckinsey.com/featured-insights/artificial-intelli-gence/notes-from-the-ai-frontier-modeling-the-impact-of-ai-on-the-world-economy#/

Cappelli, P., & Tavis, A. (2018). HR goes agile. *Harvard Business Review*. Retrieved from https://hbr.org/2018/03/hr-goes-agile and retrieved from https://hbsp.harvard.edu/product/S18021-PDF-ENG

Chaturvedi, A., & Dasgupta, M. (2024). Managerial Perception of AI in Strategic Decision-Making. *Journal of Computer Information Systems*, 1–13. https://doi.org/10.1080/08874417.2024.2418403

Chui, M., Manyika, J., & Miremadi, M. (2018). What AI Can and Can't Do (Yet) for Your Business. *McKinsey Quarterly*. Retrieved from - https://www.mckinsey.com/capabilities/quantumblack/our-insights/what-ai-can-and-cant-do-yet-for-your-business#/

Dash, D., & Iyengar, S. R. (2025). Ethical technology framework. In *ICIKS Proceedings*. https://doi.org/10.2991/978-2-38476-477-8_10

Davenport, T. H., & Ronanki, R. (2018). Artificial intelligence for the real world. Retrieved from https://hbr.org/2018/01/artificial-intelligence-for-the-real-world and https://www.hbsp.harvard.edu/product/R1801H-PDF-ENG

Davenport, T. H., Guha, A., Grewal, D., & Bressgott, T. (2020). How artificial intelligence will change the future of marketing. *Journal of the Academy of Marketing Science, 48*, 24–42. https://doi.org/10.1007/s11747-019-00696-0

Davis, F. D. (1989). Perceived usefulness and ease of use. *MIS Quarterly, 13*(3), 319–340. https://doi.org/10.2307/249008

Dwivedi, Y. K. et al. (2021). Artificial Intelligence (AI): Multidisciplinary Perspectives on Emerging Challenges, Opportunities, and Agenda for Research, Practice and Policy. *International Journal of Information Management*, 57, 101994. https://doi.org/10.1016/j.ijinfomgt.2019.08.002

Edwards, M. R., Charlwood, A., Guenole, N., & Marler, J. (2024). HR analytics: An emerging field finding its place in the world alongside simmering ethical challenges. *Human Resource Management Journal, 34*(2), 326–336. https://doi.org/10.1111/1748-8583.12435

Faraj, S., Pachidi, S., & Sayegh, K. (2018). Working and Organizing in the Age of the Learning Algorithm. *Information and Organization, 28*, 62-70. https://doi.org/10.1016/j.infoandorg.2018.02.005

Fenech, R., Baguant, P., & Ivanov, D. (2019). The Changing Role of Human Resource Management in an Era of Digital Transformation. Journal of Management Information and Decision Sciences, 22, 166-175. Retrieved from - https://www.abacademies.org/abstract/the-changing-role-of-human-resource-management-in-an-era-of-digital-transformation-8154.html

Floridi, L. (2019) Establishing the rules for building trustworthy AI. *Nature Machine Intelligence,* 1, 261–262 (2019). https://doi.org/10.1038/s42256-019-0055-y

Floridi, L., Cowls, J., Beltrametti, M., *et al. (2018).* AI4People—An Ethical Framework for a Good AI Society: Opportunities, Risks, Principles, and Recommendations. *Minds & Machines*, 28, 689–707. https://doi.org/10.1007/s11023-018-9482-5

Glikson, E., & Woolley, A. W. (2020). Human Trust in Artificial Intelligence: Review of Empirical Research. *Academy of Management Annals*, 14, 627-660. https://doi.org/10.5465/annals.2018.0057

Haenlein, M., & Kaplan, A. (2019). A Brief History of Artificial Intelligence: On the Past, Present, and Future of Artificial Intelligence. *California Management Review*. https://doi.org/10.1177/0008125619864925

Hanelt, A., Bohnsack, R., Marz, D. and Antunes Marante, C. (2021), A Systematic Review of the Literature on Digital Transformation: Insights and Implications for Strategy and Organizational Change. J. Manage. Stud., 58: 1159-1197. https://doi.org/10.1111/joms.12639

Huang, M. H., & Rust, R. T. (2021). A strategic framework for artificial intelligence in marketing. *Journal of the Academy of Marketing Science, 49*, 30–50. https://doi.org/10.1007/s11747-020-00749-9

Jarrahi, M. H. (2018). Artificial intelligence and the future of work: Human-AI symbiosis in organisational decision-making. *Business Horizons, 61*(4), 577–586. https://doi.org/10.1016/j.bushor.2018.03.007

Kaplan, A., & Haenlein, M. (2019). Siri, Siri, in My Hand: Who's the Fairest in the Land? On the Interpretations, Illustrations, and Implications of Artificial Intelligence. *Business Horizons*, 62, 15-25. https://doi.org/10.1016/j.bushor.2018.08.004

Kellogg, K. C., Valentine, M., & Christin, A. (2020). Algorithms at Work: The New Contested Terrain of Control. *The Academy of Management Annals*, *14*(1), 366–410. https://doi.org/10.5465/ANNALS.2018.0174

Khan, F. A., Khan, N. A., & Aslam, A. (2024). Adoption of artificial intelligence in human resource management: An application of TOE–TAM model. *Research and Review: Human Resource and Labour Management*, *5*(1), 22–36. Retrieved from - https://matjournals.net/engineering/index.php/RRHRLM/article/view/417

Kroll, J. A., Huey, J., Barocas, S., Felten, E. W., Reidenberg, J. R., Robinson, D. G., & Yu, H. (2017). Accountable Algorithms. *University of Pennsylvania Law Review*, *165*(3), 633–705. http://www.jstor.org/stable/26600576

Kumar, P.S. (2024). Technostress: A comprehensive literature review on dimensions, impacts, and management strategies. *Computers in Human Behavior Reports*, 16, 100475. https://doi.org/10.1016/j.chbr.2024.100475.

Liu, Y. (2025). How Will Artificial Intelligence Affect the Performance of Employees? *Advances in Economics, Management and Political Sciences*, 166, 27-35. https://doi.org/10.54254/2754-1169/2025.20872

Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR Analytics. *The International Journal of Human Resource Management*, *28*(1), 3–26. https://doi.org/10.1080/09585192.2016.1244699

Minbaeva, D. (2021). Disrupted HR? Human Resource Management Review, 31(4), 100820. https://doi.org/10.1016/j.hrmr.2020.100820.

Mittelstadt, B. D., Allo, P., Taddeo, M., Wachter, S., & Floridi, L. (2016). The ethics of algorithms: Mapping the debate. *Big Data & Society*, *3*(2). https://doi.org/10.1177/2053951716679679

Nanade, S., Dash, D., Rizvi, A. H., & Kumar, A. (2026). Integrating AI Ethics and Bias Awareness into Undergraduate Engineering Education: A Curriculum-Embedded Framework. *Journal of Engineering Education Transformations*, 39. https://doi.org/10.16920/jeet/2026/v39is3/26099

Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., … Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *The BMJ*, *372*, n71. https://doi.org/10.1136/bmj.n71

Raisch, S., & Krakowski, S. (2021). Artificial intelligence and management: The automation–augmentation paradox. *Academy of Management Review*, *46*(1), 192–210. https://doi.org/10.5465/amr.2018.0072

Rieder, E. (2025). The Generational Divide in AI Adoption: How Age Shapes the Integration and Use of Intelligent Tools?. *Trends in Computer Science and Information Technology*, *10*(2), 035–042. https://doi.org/10.17352/tcsit.000095

Rigamonti E, Gastaldi L, Corso M (2024), Measuring HR analytics maturity: supporting the development of a roadmap for data-driven human resources management. *Management Decision*, 62(13), 243–282, https://doi.org/10.1108/MD-11-2023-2087

Rodriguez-Lluesma C, García-Ruiz P, & Pinto-Garay J. (2021). The digital transformation of work: A relational view. *Business Ethics*, the Environment & Responsibility, 30(1), 157–167. https://doi.org/10.1111/beer.12323

Russell, S., & Norvig, P. (2021). *Artificial intelligence: A modern approach* (4th ed.). Pearson. Retrieved from - https://aima.cs.berkeley.edu/

Sadek, M., Kallina, E., Bohné, T. *et al.* (2025). Challenges of responsible AI in practice: scoping review and recommended actions. *AI & Society*, 40, 199–215. https://doi.org/10.1007/s00146-024-01880-9

Shrestha, Y. R., Ben-Menahem, S. M., & von Krogh, G. (2019). Organizational Decision-Making Structures in the Age of Artificial Intelligence. *California Management Review, 61,* 66-83. https://doi.org/10.1177/0008125619862257

Siau, K. and Wang, W. (2020) Artificial Intelligence (AI) Ethics: Ethics of AI and Ethical AI. *Journal of Database Management*, 31, 74-87. https://doi.org/10.4018/jdm.2020040105

Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review, 25*(2), 216-231. https://doi.org/10.1016/j.hrmr.2015.01.002.

Strohmeier, S., Piazza, F. (2015). Artificial Intelligence Techniques in Human Resource Management – A Conceptual Exploration. In: Kahraman, C., Çevik Onar, S. (eds), *Intelligent Techniques in Engineering Management*. Intelligent Systems Reference Library, 87. Springer, Cham. https://doi.org/10.1007/978-3-319-17906-3_7

Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial intelligence in human resources management: Challenges and a path forward. *California Management Review, 61*(4), 15–42. https://doi.org/10.1177/0008125619867910

Tarafdar M, Cooper CL, Stich J-F. (2019). The technostress trifecta – techno eustress, techno distress and design: Theoretical directions and an agenda for research. *Information Systems Journal*, 29:6–42. https://doi.org/10.1111/isj.12169

Tornatzky, L. G., & Fleischer, M. (1990). *The processes of technological innovation*. Lexington Books. Retrieved from - https://openlibrary.org/books/OL2207473M/The_processes_of_technological_innovation

Upadhyay AK, Khandelwal K (2018). Applying artificial intelligence: implications for recruitment. *Strategic HR Review*, 17 (5), 255–258, https://doi.org/10.1108/SHR-07-2018-0051

Venugopal, M., Madhavan, V., Prasad, R., & Raman, R. (2024). Transformative AI in human resource management: enhancing workforce planning with topic modeling. *Cogent Business & Management*, *11*(1). https://doi.org/10.1080/23311975.2024.2432550

Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., and Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research, 122*, 889–901. https://doi.org/10.1016/j.jbusres.2019.09.022

Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Trichina, E. (2022). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic review. *The International Journal of Human Resource Management*, *33*(6), 1237–1266. https://doi.org/10.1080/09585192.2020.1871398

Wilson, H. J., & Daugherty, P. R. (2018). Collaborative Intelligence: Humans and AI Are Joining Forces. *Harvard Business Review*, *96*, 114-123. - https://hbsp.harvard.edu/product/R1804J-PDF-ENG

Zaidan, E., Ibrahim, I.A. (2024). AI Governance in a Complex and Rapidly Changing Regulatory Landscape: A Global Perspective. *Humanities and Social Sciences Communications*, 11, 1121. https://doi.org/10.1057/s41599-024-03560-x

Appendix A. List of 60 Reviewed Studies

Sl.	Author(s)	Year	Source	Focus Area	Relevance to Study
1	Strohmeier & Piazza	2015	Intelligent Systems Reference Library	AI in HRM	Conceptual grounding for AI-enabled HR transformation
2	Upadhyay & Khandelwal	2018	Strategic HR Review	AI in recruitment / HR processes	Supports AI use in HR processes with implications for training
3	Vrontis et al.	2022	IJHRM	AI and HRM review	Supports talent management and HR transformation
4	Edwards et al.	2024	HRM Journal	HR analytics	Supports analytics, workforce planning, ethics
5	Bondarouk & Brewster	2016	IJHRM	HRM and technology	Supports digital HR transformation
6	Raisch & Krakowski	2021	AMR	AI and management	Supports ethics and human oversight
7	Marler & Boudreau	2017	IJHRM	HR analytics	Supports predictive decision-making
8	Stone et al.	2015	HRM Review	Technology and HRM	Supports digital HR transition
9	Brynjolfsson & McElheran	2016	AER	Data-driven decisions	Supports analytics-based HR
10	Khan et al.	2024	HRM Journal	TAM–TOE adoption	Supports integrated adoption logic
11	Bankins	2021	Ethics & IT	AI ethics	Supports fairness and bias concerns
12	Rieder	2025	Tech Science	AI adoption	Supports employee readiness
13	Dash & Iyengar	2025	ICIKS	Ethical framework	Supports ethical AI governance
14	Davis	1989	MIS Quarterly	TAM	Supports user acceptance
15	Tornatzky & Fleischer	1990	Book	TOE	Supports organisational readiness

16	Davenport et al.	2020	JAMS	AI transformation	Supports organisational impact
17	Verhoef et al.	2021	JBR	Digital transformation	Supports the macro digital shift
18	Liu	2025	Advanced Economics	AI performance	Supports employee outcomes
19	Huang & Rust	2021	JAMS	AI strategy	Supports capability framework
20	Tambe et al.	2019	CMR	AI in HR	Supports HR transformation
21	Acemoglu & Restrepo	2019	JEP	Automation	Labour market impact
22	Agrawal et al.	2018	Book	AI economics	Decision-making logic
23	Arntz et al.	2017	Economics Letters	Automation	Job risk analysis
24	Autor	2015	JEP	Automation	Work transformation
25	Bansal et al.	2023	JBR	HR digitalisation	Innovation in HR
26	Boudreau & Cascio	2017	JOEPP	HR analytics	Strategic HR insight
27	Bughin et al.	2018	McKinsey	AI economy	Workforce transformation
28	Cappelli & Tavis	2018	HBR	Agile HR	HR redesign
29	Chaturvedi & Dasgupta	2024	JCIS	AI decision-making	Strategic AI use
30	Dwivedi et al.	2021	IJIM	AI adoption	Adoption framework
31	Faraj et al.	2018	Info & Org	AI work	Human–AI interaction
32	Fenech et al.	2019	JMIS	HR transformation	Digital HR evolution
33	Floridi	2019	Nature MI	AI ethics	Trustworthy AI
34	Floridi et al.	2018	Minds & Machines	AI ethics	Ethical AI framework
35	Glikson & Woolley	2020	AM Annals	AI trust	Trust in AI systems
36	Haenlein & Kaplan	2019	CMR	AI overview	Conceptual AI
37	Hanelt et al.	2021	JMS	Digital transformation	Strategy integration
38	Jarrahi	2018	Business Horizons	AI decision-making	Human-AI collaboration
39	Kaplan & Haenlein	2019	Business Horizons	AI implications	AI applications

40	Kellogg et al.	2020	AM Annals	Algorithm control	Workplace control
41	Kroll et al.	2017	Law Review	Algorithm accountability	Governance
42	Kumar	2024	CHBR	Technostress	Workforce impact
43	Minbaeva	2021	HRMR	HR disruption	HR transformation
44	Mittelstadt et al.	2016	Big Data & Society	AI ethics	Ethical concerns
45	Nanade et al.	2026	JEET	AI education	Ethics awareness
46	Page et al.	2021	BMJ	PRISMA	Methodological rigour
47	Rigamonti et al.	2024	Management Decision	HR analytics maturity	Data-driven HR
48	Rodriguez-Lluesma et al.	2021	BEER	Digital work	Work transformation
49	Sadek et al.	2025	AI & Society	Responsible AI	Governance
50	Shrestha et al.	2019	CMR	AI decisions	Decision structures
51	Siau & Wang	2020	JDM	AI ethics	Ethical AI
52	Tarafdar et al.	2019	ISJ	Technostress	Digital stress
53	Venugopal et al.	2024	Cogent Business	AI HR planning	Workforce planning
54	Wilson & Daugherty	2018	HBR	Human-AI collaboration	Hybrid work
55	Zaidan & Ibrahim	2024	Humanities Comm	AI governance	Policy perspective
56	Afroogh et al.	2024	Humanities Comm	AI trust	Trust building
57	Brandao	2025	AI Journal	AI society	Macro implications
58	Chui et al.	2018	McKinsey	AI capability	Business use
59	Davenport & Ronanki	2018	HBR	AI deployment	Practical AI
60	Stone et al.	2015	HRM Review	HR tech evolution	Reinforces HR digital shift

CORRESPONDING AUTHOR

Anisha Dash can be contacted at: *dashanisha1207@gmail.com*

CITATION

Dash, A., Agarwal, J., Binani, R., Dash, D. (2026). AI-Enabled Transformation of HR: A Conceptual Review of Training and Talent Management. Sohar University Journal of Sustainable Business, 2(2). 59-82.