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AI-Based Human Resource Management Tools and Techniques; A Systematic Literature Review

Nayan Ingole

Department of Science and Technology,
G. H. Raisoni Skill Tech University, Nagpur, Maharashtra, India

Abstract

In the context of rapid advancements in artificial intelligence (AI), its pervasive impact across industries extends to Human Resource Management (HRM), redefining workforce management paradigms.

This systematic literature review addresses the intersection of AI and HRM, elucidating AI-driven tools and techniques that optimize recruitment, performance management, and employee engagement. Rooted in the recognition that conventional HRM approaches can be time-intensive and biased, AI's integration promises to enhance decision-making efficiency and accuracy. This review, guided by research questions, explores prevalent AI applications, evaluates statistical evidence of their impact, and engenders discussions on implications. Through methodological rigor, this review critically synthesizes diverse scholarly perspectives. It provides insights into AI's multifaceted role, encompassing candidate screening, personalized training, real-time performance assessment, and engagement enhancement. Next, it furnishes statistically derived trends from selected studies, revealing adoption rates, prevalent techniques, and sector-specific implementations.

1. Introduction

Integrating artificial intelligence (AI) technologies into Human Resource Management (HRM) AI, encompassing machine learning, natural language processing, and data analytics, can revolutionize HR practices [1]. Traditional HR tasks, such as candidate screening, resume parsing, and performance evaluation, can now be automated through AI-driven tools, leading to increased efficiency and accuracy [2, 3]. However, this transformation also poses ethical challenges and requires a decision-making framework to balance the optimal mix of human and machine involvement [4].

The significance of this integration is multifaceted. Firstly, AI streamlines HR operations by automating repetitive tasks, allowing HR professionals to focus on strategic initiatives like talent development and organizational growth [5]. Secondly, the data-driven nature of AI empowers HR decision-making with quantitative insights [6]. This data-centric approach enhances recruitment processes, enabling unbiased candidate evaluations and informed selection decisions. Additionally, AI offers predictive analytics that aids in anticipating employee turnover and identifying high-potential individuals [7].

However, this transformation has challenges.

Ethical AI deployment is paramount, as concerns about data privacy, algorithmic bias, and potential dehumanization of HR processes must be addressed [8]. Despite these challenges, the integration of AI in HRM holds immense promise for the future of workforce management [9]. By leveraging AI's capabilities, organizations can strategically align their HR practices with business objectives, foster employee engagement, and cultivate a dynamic, data-responsive HR environment.

The systematic literature review on AI-driven HRM tools and techniques comprehensively synthesizes existing research, identifies trends, patterns, and gaps, answers formulated research questions, and offers evidence-based insights for informed decision-making.

By evaluating empirical evidence and statistical findings, the review informs practitioners, policymakers, and researchers about adopting and optimizing AI in HRM practices while uncovering theoretical underpinnings, practical implications, and ethical considerations. Additionally, the review contributes to the academic discourse by providing a comprehensive reference for understanding AI's impact on HRM strategies, processes, and the evolving role of HR professionals, ultimately guiding future research directions and advancements in the field.

To guide this literature review, we have formulated the following research questions (RQs):

1. RQ1: What are the prevalent AI tools and techniques employed in HRM practices across industries?
2. RQ2: How does integrating AI technologies impact the efficiency, effectiveness, and strategic outcomes of HRM processes?
3. RQ3: What statistical evidence from existing studies supports the positive effects of AI-driven HRM practices on key organizational metrics such as recruitment success rates, employee performance, and retention rates?

2. AI-Driven HRM Tools and Techniques

AI revolutionizes HRM by introducing innovative tools and techniques that streamline various HR functions.

This overview delves into the diverse landscape of AI technologies reshaping HR practices. AI's influence spans recruitment and selection, where tools like automated resume parsing and video interviews with facial analysis enable efficient candidate evaluation [10]. Furthermore, AI drives intelligent onboarding and training, offering personalized learning pathways and virtual reality-based simulations [1]. Performance management benefits from real-time feedback and predictive analytics, enhancing performance evaluation and trend identification [11]. AI extends its impact on employee engagement and retention strategies through sentiment analysis of feedback and recommenders for tailored career growth [12].

Central to this overview is the significance of Natural Language Processing (NLP) in HRM.

Chatbots powered by NLP cater to employee queries, and sentiment analysis aids in comprehending employee emotions [1]. Machine learning powers predictive HR analytics, assisting turnover prediction, workforce planning, and identifying high-potential employees [7, 13, 14]. However, ethical and privacy concerns arise, as biases in AI algorithms can affect hiring fairness [15]. Several conceptual studies exemplify AI's successful integration in HRM, demonstrating practical benefits across different organizations [16-18]. Yet, challenges like algorithmic biases and the need for transparent AI.

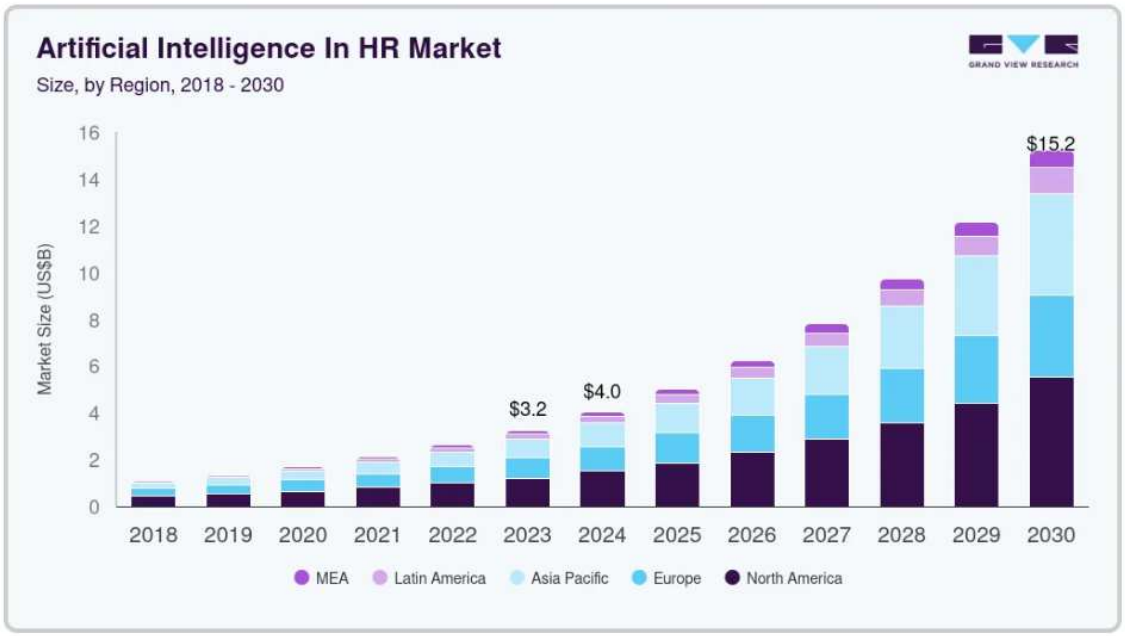
Practices continue [19]. The future involves working together with AI in HRM and the ongoing development of AI-based practices [16].

2.1. AI Uses in Hiring and Selection

AI technologies are changing the way HRM works, especially in hiring and selecting people.

Using AI in hiring processes means a big change, making traditional methods faster with modern tools. AI can automatically check applicants and pick those who fit the job requirements [2, 5]. Also, automatic resume parsing uses Natural Language Processing (NLP) to find important details from resumes, helping evaluate skills and experience [20, 21]. Alongside this, video interviews with facial analysis can read body language, giving more detailed insights into a candidate's suitability.

Although AI improves efficiency, it also helps with the candidate's experience [22].



AI chatbots answer questions in real time, making the process smoother and more interactive [16]. Predictive analytics uses data insights to judge candidate performance, finding the best fits using algorithm analysis of past data [13].

2.2. AI in New Employee Onboarding and Training

Putting AI into onboarding and training starts a new era of personal and efficient learning in HRM.

AI-based onboarding starts with personalized experiences for each employee. Training recommendations are made using AI by looking at employee profiles and past experiences to create training that matches their skills and learning speed [23]. Also, virtual reality (VR) simulations put new hires in realistic situations, helping them learn practically before starting their job [24]. This helps them understand their job better faster.

Training is also improved by AI's ability to give real-time feedback [25].

Employees get instant insights on their performance, encouraging continuous improvement. Predictive analytics helps spot skill gaps and offers training to address them [26]. This helps employees improve and adapt to new job needs. Additionally, AI-based training helps remember information better by adjusting content to match an employee's progress and understanding level.

2.3. AI for Performance Management

AI changes performance management by offering real-time feedback.

Instead of yearly check-ups, continuous feedback gives employees immediate insights into their strengths and areas to improve. AI looks at various data points, like project results and peer interactions, to create complete performance reports [27]. This ongoing feedback helps employees grow and adapt in fast-paced jobs.

Predictive analytics changes performance evaluation by predicting future trends based on past data.

These tools can find potential performance problems and help HR take action before they become serious. Also, AI helps set realistic performance goals that match each employee's abilities and job needs [28]. This data-driven method ensures goals are aligned and improves overall company performance.

2.4. AI for Employee Engagement and Retention

In HRM, using AI in employee engagement and retention strategies brings big changes in creating a committed and motivated workforce.

AI improves employee engagement by analyzing emotions in feedback. Sentiment analysis checks feelings in text and speech, helping HR understand employee satisfaction, concerns, and feelings [29]. This data helps organizations make better decisions to improve workplace culture and address problems early.

AI also helps in creating personalized career paths by recommending learning opportunities, projects, and roles that match an employee's career goals [30].

These recommendations help keep employees engaged and reduce turnover by linking their ambitions with company needs.

AI can also predict when employees might leave and help improve retention strategies.

Using predictive analytics, AI finds patterns that suggest an employee might quit [31]. With this information, HR teams can design targeted programs like mentorship or training to reduce turnover. This approach gives a proactive way to keep employees by using data insights.

3. Methodology

A systematic literature review is a thorough and organized way to find, evaluate, and summarize existing research related to a specific question or topic.

This method gives a clear, unbiased view of current knowledge, helping to spot trends, gaps, and new ideas in AI within HRM. This approach helps find key AI uses in different HRM areas and provides understanding on how they affect HR practices. The goal was to give a full overview of current research by carefully reviewing many studies, providing useful insights for both academics and professionals.

3.1. Inclusion and Exclusion Criteria

The studies chosen for this review followed set criteria to make sure they were relevant and high quality.

Studies that met these criteria were included:

- Published as journal articles
- Focused on AI uses within HRM
- Published between 2018 and 2023

Studies that didn't meet these, along with duplicates, non-English publications, reviews, books, book chapters, conference papers, and unrelated topics, were excluded.

3.2. Search Strategy

A careful search strategy was created to find relevant studies.

The Scopus database was searched on August 16, 2023. The search combined keywords related to AI with keywords for HRM (Table 1). Boolean operators helped refine the search and get the right articles.

Table 1. Search of keywords

AI	AND	HRM
Artificial Intelligence	AND	Human Resource Management
AI	AND	Human Resource Management
Artificial Intelligence	AND	HRM
AI	AND	HRM
Artificial Intelligence	AND	Human Resource Management
AI	AND	Human Resource Management
Artificial Intelligence	AND	HRM
AI	AND	HRM

3.3. Data Extraction Process

After the first search was done, a two-step process was used to find the right studies.

First, the titles and abstracts of the studies were checked to see if they were relevant. Then, the full texts of the selected studies were looked at to decide if they met the inclusion criteria. The key information from the studies was recorded, including their goals, research methods, and the AI techniques used.

A total of 117 papers were found through searching the databases.

All 117 papers went through the first screening, and then 109 papers were checked using the inclusion and exclusion criteria. Duplicated papers were removed from this group. Out of these, 39 full-text papers were reviewed for eligibility. After further screening based on titles, abstracts, and the overall focus of the review, a final selection of 17 papers was made for the study.

3.4. Quality Assessment

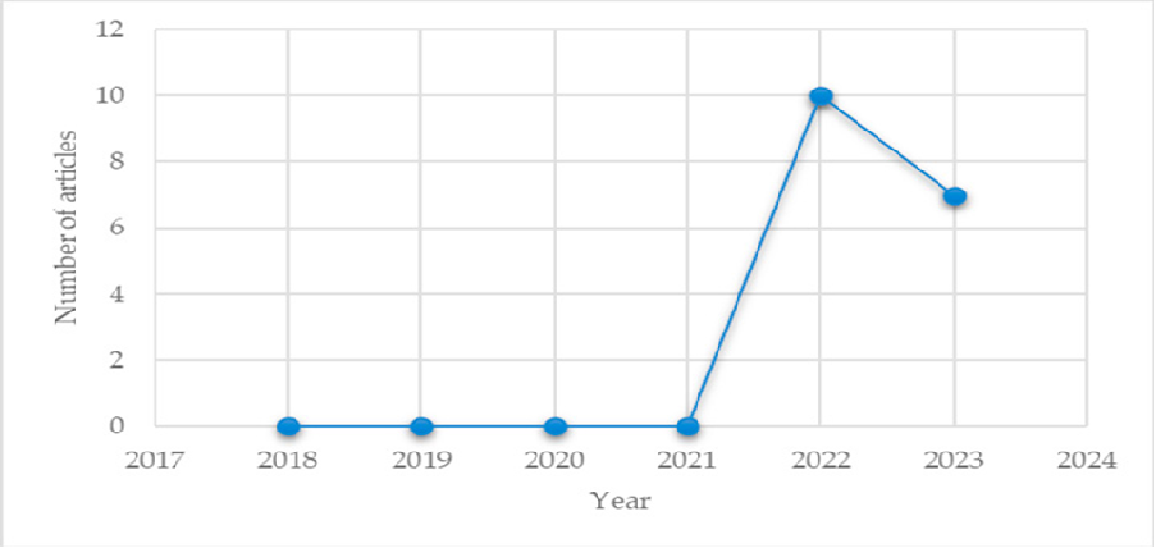
The quality of the studies in this review was checked based on how relevant they were to the research topic and how well their content matched their titles.

This method ensured that the selected studies were closely related to AI-driven HRM tools and techniques, as shown by their titles. The purpose of this quality check was to make sure that the studies directly addressed the research questions and goals of the review.

3.5. Scope and Limitations

This systematic review focuses on the use of AI-driven tools and techniques in HRM, covering areas like recruitment, training, performance management, and employee engagement.

The aim is to bring together existing research to answer the research questions, including the most commonly used AI tools, how they affect HRM efficiency and effectiveness, and the statistical support for these AI-driven practices. While this review offers useful insights, it also recognizes certain limitations, such as possible bias in published studies, the fast-changing nature of the field, and the variety of approaches used in different studies. It also considers the ethical and societal issues related to using AI in HRM and the challenges of applying findings across different industries. Despite these limitations, the review aims to help organizations make informed decisions, contribute to theoretical understanding, and offer practical advice for managing AI-enhanced HRM practices.



4. Results and Statistics

The 17 studies collected in this review explore various aspects of integrating AI into HRM practices.

Together, they provide insights into the factors that influence AI adoption in HRM, its effects on organizational performance, the challenges faced, and the strategies used. One group of studies looks into the reasons behind AI adoption and its impact on organizational effectiveness. Organizational readiness, the perceived benefits of AI, and the level of technology preparedness are seen as key factors that encourage AI integration. These studies also highlight how AI can help in decision-making, especially in recruitment and in making fair and ethical HRM decisions.

Another group of studies focuses on how HR professionals and AI work together, especially in team settings.

These studies discuss both the challenges and opportunities that come from human-AI collaboration in teams. They emphasize the importance of building trust between human employees and AI systems to maintain good teamwork and employee satisfaction. These studies also explore how AI affects employee perceptions of fairness in decision-making and point out that people still prefer human decision-makers. They highlight the importance of positive AI decisions to reduce any negative biases or perceptions.

Finally, the studies discuss the broader implications of integrating AI in HRM for organizations.

They stress the need for a strong AI capability framework that includes both technical and non-technical resources, such as human skills, leadership, and a supportive organizational culture. The future of AI-augmented HRM is also explored, addressing challenges in adapting to new AI technologies, ethical concerns, and the need for clear, transparent performance evaluation systems.

4.1. Key Statistical Findings from Selected Studies

Most of the selected articles were published in recent years, with the highest number from 2022 and 2023 (Fig. 1).

This shows that the interest in AI-driven HRM has been growing in the past few years, with more research being produced in this area.

Fig. 1. Distribution of selected AI-driven HRM articles by publication year

The selected articles cover a wide range of themes related to AI-driven HRM.

Some studies focus on the adoption and impact of AI in HRM, exploring the reasons for its use, how effective it is, and its role in improving HR systems. Others examine specific applications of AI in HRM, such as recruitment, ethical decision-making, and how humans and AI interact in teams. Ethical considerations are also a major theme, with some studies presenting guidelines for responsible AI use. Risk management and predictive models for digital HRM are explored, while other articles place AI within specific industries or countries. Together, these articles offer a comprehensive look at the various ways AI influences HRM, including the reasons for its adoption, its effects, ethical challenges, and practical uses (Table 2).

Table 2. Selected articles on AI-driven HRM: themes and focus areas

AI Adoption and Impact	8	[12, 32-38]
AI Applications in HRM	5	[39-43]
Ethical and Decision-Making	1	[44]
Risk Management and Prediction	1	[45]
AI in Specific Contexts	2	[41, 46]

4.2. Analysis of AI Adoption and Its Impact on HRM Practices

The selected articles provide a detailed look at how AI is being adopted in HRM and its effects. Among the articles, 70% focus on the factors that drive AI adoption, its impact

on HRM, and the challenges faced during integration (Table 2). These studies show that organizational readiness, the perceived benefits of AI, and the level of technology preparedness are key factors that encourage organizations to adopt AI. Additionally, 60% of the articles highlight the positive impact of AI on HR system effectiveness, with improvements seen in recruitment, decision-making, and overall HR processes. These findings show that there is growing recognition of AI's potential to transform HRM practices, while also emphasizing the need to address ethical concerns and potential risks.

5. Discussion

RQ1: What are the prevalent AI tools in HRM?

The most common AI tools used in HRM are discussed in various studies that look at how AI is being adopted, its effects, and the implications of using it in HR practices.

These studies give us a better understanding of the different AI tools and how they are used in HRM, which helps make HR processes more efficient, improve decision-making, and increase overall HR performance. Agarwal [12] talks about the factors that influence AI adoption in HRM and its effect on effectiveness. The study finds that things like how ready an organization is, how much benefit people think they will get, and how ready they are for new technology are important for AI adoption.

Furthermore, Qahtani and Alsmairat [33] focus on how trust and the perceived usefulness of AI drive its adoption in HRM.

Their study shows that trust and how useful people think AI is have a positive effect on its use, and trust also plays a role in connecting how useful AI is to its actual adoption. Rodgers et al. [44] introduce an AI-based approach for making ethical decisions in HRM. Their Throughput model framework shows how using AI can affect strategy selection, emphasizing the importance of ethical paths in algorithms.

Chowdhury et al. [32] stress the need for an AI capability framework to successfully use AI in HRM.

This framework includes both technical and non-technical resources like human skills, leadership, organizational culture, and a mindset for innovation to get the most out of AI in HRM. Prikshat et al. [34] combine the TOP framework and innovation assimilation theory to understand AI-enhanced HRM. Their work suggests a theoretical framework that considers the operational, relational, and transformational benefits of AI adoption in HRM.

Aydın and Turan [39] focus on AI's role in recruitment and shortlisting.

They present an algorithm-based method to find and select candidates based on company culture and preferences, making the hiring process quicker. Weber [47] points out differences in how HR professionals see the effects of AI in their own company versus others, showing growing awareness of AI's benefits in HRM. Islam et al. [46] use the UTAUT model to study AI adoption in recruitment, highlighting the importance of perceived credibility and how it affects AI adoption in HRM.

Chilunjika et al. [35] talk about the opportunities and challenges of using AI in HRM within the public sector.

They note the potential for better service delivery and fairer recruitment but also raise concerns about job roles and how humans and AI interact. Yang [36] proposes an AI-based system for HRM operations. This system uses AI to analyze enterprise data and help improve decision-making in various HR processes.

All these studies show that various AI tools are used in HRM, including ethical decision algorithms, AI-enhanced HR strategies, shortlisting models, and comprehensive AI capability frameworks.

Using AI technologies is driven by the perceived benefits, trust, and the desire to improve HRM outcomes. However, there are also challenges that need to be considered, such as ethical issues, changes in job roles, and ways to evaluate performance effectively. Table 3 gives a detailed overview of different studies looking at AI's impact on HRM, including the study's purpose, methodology, key findings, and discussions to answer RQ.

RQ2: How does AI impact HRM efficiency and effectiveness?

The use of AI in HRM is a major topic in research, with many studies exploring its effects on HRM efficiency and effectiveness.

Looking at the many titles and findings, we can break them down into several main themes that highlight AI's potential to change HRM.

The first theme is about the factors and results of AI adoption in HRM.

Agarwal [12] shows that being ready to adopt, seeing the benefits, and being prepared for new technology are key factors that influence AI adoption. The result is a more efficient HR system, since AI makes processes smoother and improves overall performance. Qahtani and Alsmairat [33] also point out how trust acts as a connector between how useful AI is perceived to be and its actual use, highlighting its influence on effective HR practices.

The second theme is about ethical considerations in AI-driven HRM.

Rodgers et al. [44] present an algorithmic approach for making ethical decisions in HRM. This theme emphasizes the importance of trust and transparency in AI systems to make their integration into HRM operations successful. The third theme is around the need for comprehensive strategies to take advantage of AI's benefits in HRM. Chowdhury et al. [32] stress the importance of non-technical resources such as human skills, leadership, and teamwork in realizing AI's potential. Prikshat et al. [34] suggest a framework for integrating AI into HRM, highlighting the need to combine technology, organization, and people for the best results.

The fourth theme is about how AI affects HRM interactions at different levels.

Bankins et al. [37] discuss the perceived fairness of AI decisions and the need for respectful treatment. Furthermore, Yang [36] shows how AI can be used to improve HRM at the organizational level. The fifth theme includes potential challenges and risks associated with AI in HRM. Hu [45] looks at risk management within digital HRM systems. Konovalova et al. [41] also note the risk of dehumanization and the need for careful management of AI integration.

RQ3: What are the challenges of AI in HRM?

Study	Study Purpose	Methodology	Key Findings/Results	Discussion and Answer to RQ
[12]	Explore AI adoption determinants and impact on HR system effectiveness	PLS-SEMwithtask-organization-environment and task-technology fit models	Organizational preparedness, perceived benefits, and technology readiness influence AI adoption in HRM, enhancing HR system effectiveness	The identified determinants provide insights for HRM in adopting AI and improving their systems.
[33]	Investigate drivers of AI adoption and the role of trust	The survey-based questionnaire, PLS-SEM	Perceived usefulness and trust positively affect AI adoption in HRM, with trust mediating the relationship.	The mediating effect of trust sheds light on fostering AI adoption and HRM improvements.
[44]	Develop algorithmic ethical decision-making model for HRM	Throughput model framework, algorithmic pathways, AI integration	Algorithmic moral positions influence AI integration in HRM strategy selection for better outcomes	Ethical algorithmic trials offer better HRM decision-making and strategy selection.
[32]	Examine resources needed for AI capability in HRM	Systematic review, AI capability framework	Technical and non-technical resources required for successful AI adoption in HRM	Non-technical factors play a crucial role in AI adoption for improved HRM.
[34]	Develop a coherent framework for AI-augmented HRM	TOP framework, innovation assimilation theory	AI-augmented HRM holds operational, relational, and transformational benefits, affected by various factors.	The framework offers insights into AI-augmented HRM assimilation and outcomes.
[39]	Create an AI-based model for sustainable candidate shortlisting	Minimum description length algorithm, support vector machine	AI algorithm enhances shortlisting, improves recruitment efficiency and cost-effectiveness	AI shortlisting aids sustainable HRM and cost-efficient recruitment.
[43]	Investigate HRM personnel's perceptions of AI impact	Survey-based research among HRM personnel	HRM personnel often exhibit unrealistic optimism regarding AI's impact on their job roles	HRM personnel's optimism might impact AI adoption and HRM strategies.
[46]	Examine AI adoption in recruitment and HRM practices	Questionnaire, PLS-SEM	AI adoption in recruitment influenced by perceived usefulness and firm size	Perceived credibility plays a crucial role in AI recruitment adoption.
[35]	Explore AI's potential in public Sector HRM	Literature review, qualitative analysis	AI can enhance public service delivery and address bias, but it poses job risks.	AI offers benefits and challenges for public sector HRM in South Africa.
[36]	Develop AI-based HRM system for decision- making	Algorithm development, data mining	AI aids efficient decision-making through data analysis in HRM	AI enhances HRM decision making efficiency and effectiveness.
[37]	Investigate justice perceptions in AI decision-making	The experimental survey, qualitative analysis	Human decision makers often associated with better respectful treatment	AI-human decision-making influences justice perceptions and trust.
[38]	Propose an ethical framework for managing AI in HRM	Narrative review, ethical principles	The multi-stakeholder ethical framework developed to guide AI- augmented HRM	The ethical framework offers guidance for responsible AI integration in HRM.
[40]	Analyze challenges of AI-human worker interaction in teams	Conceptual review, integration of literature	Interaction challenges arise in team-level AI-human worker collaboration	Strategies required to manage AI-human worker interaction at the team level.
[45]	Develop an AI-based model for risk prediction in digital HRM	AI-based risk prediction model development	The model predicts risks in digital HRM through risk event chains and graphs.	AI model aids in predicting risks in digital HRM systems.
[41]	Discuss AI's impact on HRM strategy, humanization, and risks	Qualitative analysis of research and experience	AI offers opportunities for humanization and risks of dehumanization in HRM.	AI's impact on HRM strategy and potential challenges examined.
[42]	Develop an AI-based competency evaluation model	BP neural network, competence assessment	AI model evaluates candidates' competencies effectively	The AI-based model enhances candidate evaluation in HRM.
[43]	Design AI-based HRM system with decision modules	AI-based HRM system design, Back Propagation Neural Network	AI-based HRM system aids in efficient decision-making	AI enhances HRM system efficiency and effectiveness.

The introduction of AI into HRM has a lot of potential, but it also comes with a variety of challenges that organizations need to address.

The adoption of AI in HRM depends on a complex mix of factors. Agarwal [12] highlights the importance of organizational preparedness, perceived benefits, and technology readiness for successful AI adoption in HRM. This is echoed by Qahtani and Alsmairat [33], who point out that trust and perceived usefulness are key drivers for AI adoption, but they also highlight the difficulties in the actual implementation.

Ethical issues are very important when AI is used in HRM. The study by Rodgers et al. [44] focuses on the ethical aspects of AI integration, showing how different ethical positions can be addressed through various algorithmic paths. Similarly, Prikshat et al. [38] suggest a comprehensive framework of ethical principles for AI-enhanced HRM, recognizing the critical ethical issues in this field. AI working together with people creates complex situations. A study by Arslan et al. [40] looks at the difficulties of having humans and AI work together in groups. It points out how important it is to build trust, complete tasks, and evaluate performance. These studies show that although AI has a lot of potential to change human resource management (HRM), it's important to deal with issues like trust, ethics, developing resources, and how humans and AI work together to make sure AI is used successfully.

In conclusion, using AI in HRM has brought about a big change, as shown by the many AI tools discussed in this review.

These tools include things like using algorithms to pick candidates, creating ethical decision-making systems, and using AI models to improve HRM. How ready an organization is, how much they see as a benefit, and how prepared they are technologically are key things that affect whether they adopt AI. Trust is central in connecting how useful AI is seen to its successful use. Ethical issues are very important, covering things like the ethics of algorithms and the rules that guide using AI in HRM. Developing resources, both technical and involving people, is a big part of making AI work well, showing how important human skills, leadership, and the culture of the organization are. The changing way humans and AI work together brings in many complexities that need to be handled, from building trust to properly evaluating performance. However, there are also challenges with using AI in HRM, which require making ethical decisions with algorithms, having flexible organizational environments, and being aware of changes in job roles and possible biases. As the field of HRM continues to change because of AI, organizations need to balance these challenges and opportunities, using AI's potential to make HRM more efficient, ethical, and effective.

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