Journal of Humanities and Social Sciences Studies
ISSN: 2663-7197
DOI: 10.32996/jhsss
Journal Homepage: www.al-kindipublisher.com/index.php/jhsss

JHSSS
AL-KINDI CENTER FOR RESEARCH AND DEVELOPMENT

| RESEARCH ARTICLE

AI's Impact on Talent Acquisition Strategies and Employee Engagement Methodologies: Ethical Considerations for Trustworthy AI-HRM Integration

Sharmina Akter
Independent Researcher, Doctoral Candidate, Community and Educational Leadership, Texas State University, USA
Corresponding Author: Sharmina Akter, **E-mail**: Sharmina.findlay@gmail.com

| ABSTRACT
Human Resource Management (HRM) is being transformed by Artificial Intelligence (AI), which automates fundamental areas like talent acquisition and workforce planning, together with employee engagement and performance management. AI technologies provide organizations with efficient operations and predictive insights that help refine hiring processes and employee satisfaction while optimizing workforce distribution. The use of AI in HRM brings about substantial ethical issues such as algorithmic bias, together with transparency deficits and data privacy risks, and a reduction in human oversight. AI systems that learn from past datasets may propagate discrimination throughout hiring procedures and performance assessments by strengthening current workplace prejudices. The implementation of AI surveillance tools for employee monitoring brings up fundamental questions about workplace privacy and ethical practices while challenging notions of consent. Organizations should implement fairness-aware AI models along with explainability frameworks and robust data governance policies while incorporating hybrid AI-human decision-making methods for proper AI integration. HRM applications of AI demand ongoing bias evaluations alongside adherence to data protection regulations and clear AI decision processes to uphold accountability and trustworthiness. Through an extensive review, this paper investigates how AI affects HRM operations while identifying ethical risks and proposing governance strategies to achieve an equilibrium between automation and ethical responsibility. Future investigations must prioritize creating regulatory structures along with enhancing AI bias reduction methods and analyzing how AI influences long-term workforce diversity and employee job conditions, and well-being. HRM departments that prioritize ethical AI governance will fully harness AI capabilities while maintaining decision-making processes that are transparent and fair to build trust within organizations.

| KEYWORDS

Talent Acquisition Strategies; Employee Engagement Methodologies; Ethical Considerations; AI-HRM Integration

| ARTICLE INFORMATION

ACCEPTED: 19 July 2025 **PUBLISHED:** 26 August 2025 **DOI:** 10.32996/jhsss.2025.7.8.6

1. Introduction

Artificial intelligence (AI) has rapidly advanced in many sectors, including Human Resource Management (HRM), which is among the most drastically altered. Offering data-driven insights that simplify hiring, improve employee experience, and maximize decision-making, AI-driven solutions have demonstrated developing ability in talent acquisition, workforce planning, and employee engagement (Dima et al., 2024). From predictive analytics for staff retention to automated resume screening and AI-driven interview assessments, artificial intelligence is transforming conventional HR processes and increasing their responsiveness to changing corporate needs (Ekuma, 2023). AI integration into HRM can lower hiring prejudices, enhance candidate experience, increase output, and customize employee development initiatives. Along with these developments, nevertheless, artificial intelligence's involvement in HRM has brought difficult ethical and governance-related questions that need immediate consideration (Bujold et al., 2023).

The growing reliance on AI systems presents new obstacles within Human Resource Management operations. The use of AI presents dangers despite its ability to automate repetitive tasks and deliver fair decision frameworks while enhancing workforce analysis. Algorithmic bias presents a major concern because AI systems trained on biased historical data continue to propagate discrimination in hiring, promotion, and salary decisions (Tuffah a, 2023). AI models' inherent biases could unintentionally produce discriminatory employment practices that harm demographic groups. The adoption of AI-based surveillance and performance tracking systems by companies to measure productivity and examine workplace behavior creates concerns among employees about their privacy rights and autonomy (Murugesan et al., 2023).

A significant concern is the absence of openness and explanation in AI-driven human resource decisions. AI-driven hiring platforms frequently function as complex models, resulting in HR professionals and employees lacking comprehensive insight into how AI determines candidate compatibility, performance assessments, or promotion suggestions (Yu & Li, 2022). Lack of sufficient transparency hinders employees' ability to contest AI-driven judgments, hence raising ethical and legal issues related to fairness and accountability in human resource procedures. The General Data Protection Regulation (GDPR) and analogous legislative frameworks highlight the necessity of explainable AI models; however, several AI-driven HR technologies presently lack transparent channels for human oversight and interpretability (Malin et al., 2024).

To overcome these obstacles and implement AI-HRM integration that people can have faith in, businesses need to implement AI governance frameworks that make sure AI-driven judgments are honest, open, fair, and in line with human values (Dima et al., 2024). Guidelines for bias detection, responsibility for algorithms, compliance with data privacy requirements, and a balance between human judgment and automation are all part of ethical AI deployment in human resource management. Furthermore, businesses should educate their human resources staff about artificial intelligence (AI), helping them to recognize the benefits, drawbacks, dangers, and ethical considerations of using AI for workforce management (Mask et al., 2024).

Knowing how to use AI in a way that does not compromise ethics is crucial, especially since its use in HRM is expanding. To close the gap between technical advancement and ethical accountability, this paper examines AI-HRM from every angle. The article adds to the current conversations on AI's place in HRM by providing a literature review, outlining important ethical challenges, and suggesting governance structures. HR experts, politicians, and AI developers may all benefit from the report's insights. The research delivers essential guidance to businesses about how they can successfully integrate AI technology into HRM by addressing relevant issues. This study intends to verify that AI-driven HR technologies boost workplace productivity while maintaining standards of fairness, privacy protection, and clear operations.

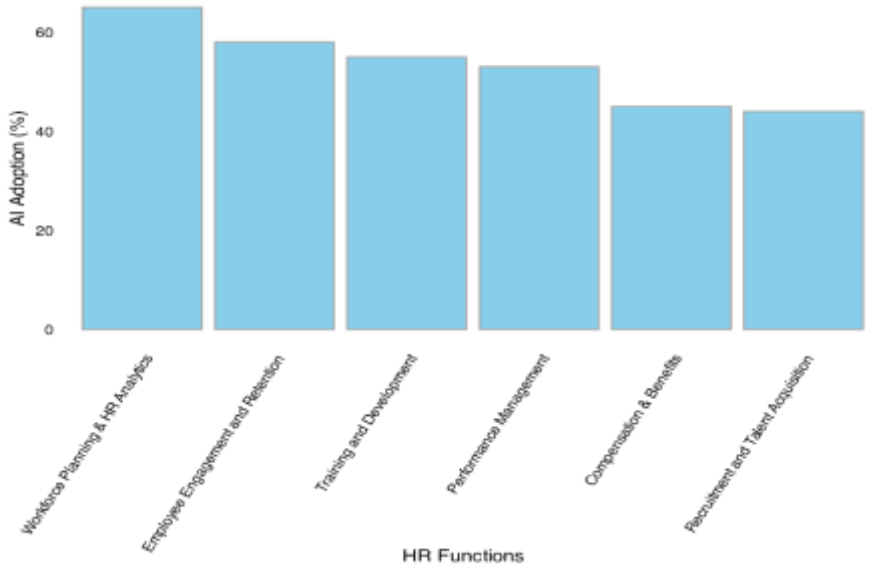

Figure 1. AI Adoption in HR Functions. The bar chart demonstrates how organizations apply Artificial Intelligence (AI) technology within different Human Resource Management (HRM) functions. Workforce Planning & HR Analytics leads in AI adoption with 65% adoption rates, followed by Employee Engagement & Retention and Training & Development, which maintain 58% and 55% adoption rates, respectively. AI usage in Recruitment & Talent Acquisition stands at 44% and in Compensation & Benefits reaches 45%, yet Performance Management lags Employee Engagement with a 53% implementation

rate. The chart demonstrates how AI is becoming increasingly important in HRM while showing differences in adoption rates across various HR functions. (Hire Bee AI, 2024)

2. Methodology

This study used a systematic literature review (SLR) approach to investigate ethical issues, governance frameworks, and problems related to artificial intelligence (AI) in Human Resource Management (HRM). A systematic search was performed across several academic databases, including Scopus, Web of Science, Google Scholar, IEEE Xplore, SpringerLink, and ScienceDirect, with keywords such as "Artificial Intelligence in HRM," "Algorithmic bias in hiring," and "Ethical AI in HR." The inclusion criteria emphasized peer-reviewed journal articles and conference papers published from 2018 to 2024 that examined AI applications in HRM, ethical issues, transparency, fairness, and regulatory frameworks, while excluding non-pear-reviewed publications and studies unrelated to HRM. Data was retrieved and classified into principal categories, including AI-driven HRM applications, ethical considerations, regulatory and governance frameworks, bias reduction measures, and prospective research paths. Thematic analysis was utilized to consolidate data, pinpoint deficiencies, and underscore exemplary practices for the appropriate implementation of AI in human resource management. Nonetheless, the review is constrained by linguistic limits, database limitations, potential selection bias, and the absence of empirical data. Notwithstanding these limitations, our technique guarantees a thorough examination of AI in HRM, providing significant insights for scholars, HR practitioners, and policymakers.

3. Applications for AI in HRM

AI applications in HRM have transformed traditional HR functions by enabling data-driven decision-making along with improved efficiency and predictive analytics for labor management optimization. Companies leverage AI technologies to improve talent acquisition and workforce planning while boosting employee engagement, which helps them optimize HR processes and improve employee experience. While AI brings multiple benefits to HRM operations, its deployment raises ethical concerns about bias and transparency, as well as privacy and fairness, which require strict management to ensure unbiased and dependable HR processes.

3.1 AI in Talent Acquisition and Recruitment

The recruitment industry experienced a transformation with AI automating numerous repetitive and demanding tasks that used to require significant human labor. In talent acquisition, automated resume screening represents a widespread use of AI where algorithms process large volumes of applications to identify candidates based on keywords and required skills and experience (Malik, 2024). The recruitment process becomes much faster with AI assistance, which allows recruiters to focus their attention on top candidate prospects. The use of AI-driven job matching algorithms improves hiring quality by aligning candidate qualifications with job requirements and reduces incorrect candidate-job pairings. Firms utilize predictive hiring analytics to assess future employee success through analysis of past performance records, behavioral patterns, and specific job-related skills (Yang & Yan, 2024). AI-driven video interview evaluations work alongside resume screening to assess candidates through their facial expressions, vocal tone, and language choices to determine personality traits and job suitability. AI assessments aim to provide objective evaluations of how well candidates match job requirements. The emergence of advanced AI recruiting tools has not eliminated worries about potential algorithmic bias. AI systems trained with old recruiting data that contain historical biases may continue to produce biased hiring decisions (Hewett & Shantz, 2021). The opacity in AI-powered hiring decisions raises fairness questions because those who receive rejection notices usually do not learn why they were not chosen.

3.2 AI in Workforce Planning and Employee Management

AI now serves as an essential instrument for workforce planning while enabling HR managers to make informed staffing and succession decisions through data analysis. AI technology has become an essential asset for workforce planning by enabling human resources managers to make decisions based on data analysis for staffing and succession planning as well as forecast performance outcomes. Businesses increasingly use attrition prediction algorithms that evaluate employee engagement and performance measures along with job satisfaction to identify those who are at risk of leaving. By identifying these patterns quickly, HR departments can implement initiative-taking campaigns, like career development programs, incentives, or targeted measures to enhance employee happiness (Kassa & Worku, 2025). Moreover, workforce optimization solutions utilize AI to assess labor allocation, assisting firms in strategizing recruiting initiatives, internal advancements, and team reorganization to improve productivity. AI contributes to diversity and inclusion programs by allowing HR managers to assess workforce demographics, identify diversity gaps, and formulate strategies for fostering a more inclusive work environment (Faruqui et al., 2024). AI-driven pay analysis solutions aid firms in formulating equitable and competitive remuneration frameworks by juxtaposing internal compensation patterns with market data.

3.3 AI in Employee Engagement and Performance Management

AI-driven applications are increasingly used to improve employee engagement and performance management, including tailored feedback, learning suggestions, and real-time performance monitoring (Khetarpals et al., 2024). Organizations now employ AI-driven performance reviews, wherein AI assesses productivity metrics, project completion rates, and team contributions to provide performance reports. These AI-powered evaluations furnish employees with prompt feedback, allowing them to recognize areas for enhancement and advance professionally (Prentice et al., 2023). Besides performance evaluation, AI improves learning and development (L&D) programs by suggesting tailored training courses aligned with employees' skill deficiencies and career goals. AI-driven chatbots and virtual HR assistants enhance engagement by addressing employee queries, aiding administrative duties, and delivering real-time updates on HR policies. Furthermore, AI's capacity to do sentiment analysis enables HR departments to evaluate employee well-being by scrutinizing communication patterns in workplace emails, questionnaires, and feedback platforms (Rožman et al., 2022).

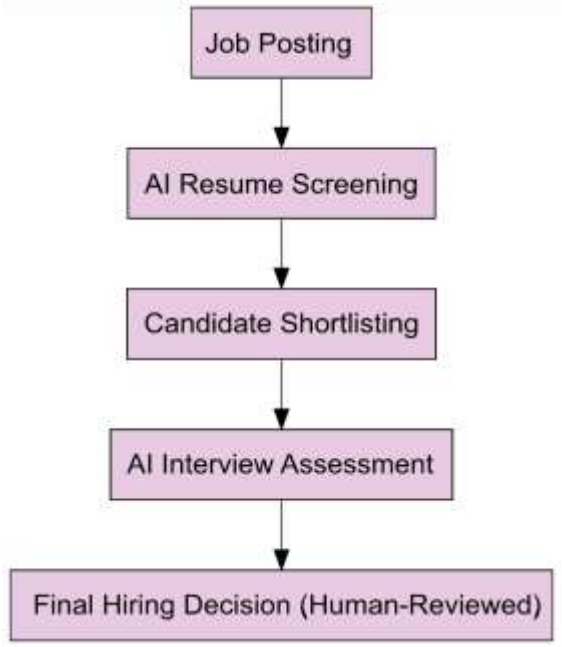

Figure 2. AI-Powered Talent Acquisition Process. The flowchart demonstrates AI's role in improving hiring procedures with preserved human control. The hiring process starts with Job Posting and then uses AI Resume Screening to filter potential candidates. The AI Interview Assessment evaluates shortlisted applicants through data-driven analysis of their responses. Human recruiters make the Final Hiring Decision after evaluating AI-generated recommendations to confirm both fairness and accuracy. The recruitment strategy optimizes hiring operations through automation while ensuring ethical supervision.

4. Ethical challenges in AI-driven HRM

The implementation of AI in HRM has led to better productivity and decision-making as well as improved employee experience but has also raised challenging ethical dilemmas. The widespread use of AI-based HRM systems has led to increased examination of issues such as algorithmic bias and privacy concerns alongside diminished human oversight. AI ethical issues in Human Resource Management have significant impacts on workplace equity and diversity, and influence employee trust and regulatory compliance. This section explores key ethical considerations in AI deployment within HRM while discussing potential risks and responsibilities that businesses need to face for ethical AI integration.

4.1 Algorithmic Bias and Fairness in AI-Driven HRM

AI-powered HRM's biggest ethical issue is algorithmic prejudice, which happens when AI systems unintentionally reinforce recruiting, performance appraisal, and workforce planning biases. If historical statistics reveal biased hiring or promotion practices, AI models may continue to favor certain demographic groups and disadvantage others (Capasso et al., 2025). An AI-powered recruiting tool trained on gender or racial discrepancies may unintentionally discriminate against disadvantaged candidates, resulting in unfair hiring practices. Due to its difficulty detecting and fixing, algorithmic bias in AI-driven HRM is problematic. Many AI recruiting systems are black-box models, making their decisions opaque. This lack of openness makes it hard for HR professionals to comprehend why candidates are accepted or rejected, generating accountability and fairness issues. Without explanations, wrongly rejected candidates cannot challenge AI-driven conclusions, thereby increasing hiring prejudice (Kim et al., 2024). Organizations need bias-detection methods, diversified training datasets, and fairness-aware AI models to reduce algorithmic prejudice. Continuous audits coupled with retraining on inclusive datasets help reduce bias in AI-driven HR

procedures. Organizations should establish human-in-the-loop (HITL) systems to maintain fairness by having HR professionals review and validate AI-generated decisions.

4.2 Transparency and Explainability in AI-Based Decision-Making

The lack of openness and explainability in AI decision-making is another important ethical concern in AI-driven HRM. AI-powered HR tools use complex machine learning algorithms, making decisions hard to understand for HR professionals and employees. AI-driven hiring, promotions, and performance evaluations may seem unfair to employees due to this opacity (Porkodi & Cedro, 2025). Transparency in AI-HRM is particularly critical for preserving corporate responsibility and regulatory compliance. It is impossible to assess whether AI-driven hiring decisions are legal and ethical if employees and HR professionals do not understand them. If an AI model used for performance evaluations gives certain employees low scores without explanation, it may hurt morale, trust, and career progression (Rao & Zhao, 2025). Organizations should prioritize explainable AI (XAI) models that provide clear, understandable decision justifications to address these concerns. Implementing AI explainability frameworks, such as giving extensive candidate evaluation reports or transparency dashboards, may assist HR professionals and workers comprehend AI-driven decisions. Additionally, organizations should make AI-based HR decisions reviewable and contestable so employees can challenge unfair AI assessments through grievance procedures.

4.3 Data Privacy and Security Concerns in AI-Driven HRM

AI in HRM processes large volumes of employee data to better recruitment processes and workforce planning together with performance management. Data-driven HR strategies enhance decision-making capabilities but present considerable security and privacy threats. The use of AI in HR systems for processing personal data such as biometric details and private communications generates fundamental questions about the storage and usage of employee information (Mathur et al., 2024). Employee monitoring and surveillance create substantial privacy risks for workers. Numerous organizations implement AI-powered workplace analytics systems which examine employee activities through keyboard tracking and sentiment analysis of emails along with productivity monitoring. While these techniques aim to boost workplace productivity, they can create intrusive and stressful work conditions which decrease employee independence and trust through excessive surveillance. Ongoing employee observation forces behavioral changes that damage job satisfaction and mental well-being according to Matambanadzo (2024). Storing large volumes of sensitive employee information increases organizations' vulnerability to data breaches and misuse. Organizations need to manage employee data responsibly following GDPR and CCPA guidelines. Effective data governance standards should define clear permission protocols together with data anonymization and access controls to ensure employee privacy protection. Businesses should inform employees about their data usage while ensuring AI-driven HR systems process information ethically. To stop privacy breaches organizations, need clear data collection processes alongside employee consent and effective cybersecurity measures.

4.4 The Role of Human Oversight in AI-HRM

The ongoing AI automation of HR processes raises concerns that dependency on technology may lead to decreased human supervision in essential HR decisions. HR professionals' benefit from AI assistance through administrative task automation and data insights delivery but must remain cautious because fully automated decisions create biases and ethical oversights while diminishing accountability (Cornerstone Editors, 2025). Automated hiring systems might reject job applicants solely through algorithmic evaluations without any human recruiter examination of their applications. AI-based performance assessment systems can mistakenly label employees as underperforming by failing to account for workplace difficulties and individual situations or team interactions (Peng et al., 2022). Without human supervision systems tend to produce biased results leading to employee discontent. Organizations need to implement hybrid AI-HRM models to prevent AI from entirely overtaking human decision-making because these models require AI to support decision processes while humans review final outcomes (Arakawa & Yakura, 2023). HR professionals need to take an active role in reviewing AI-generated recommendations while examining potential biases and confirming compliance with ethical HR standards. HR departments require training in AI literacy to enable them to evaluate AI outputs critically instead of simply accepting algorithmic results.

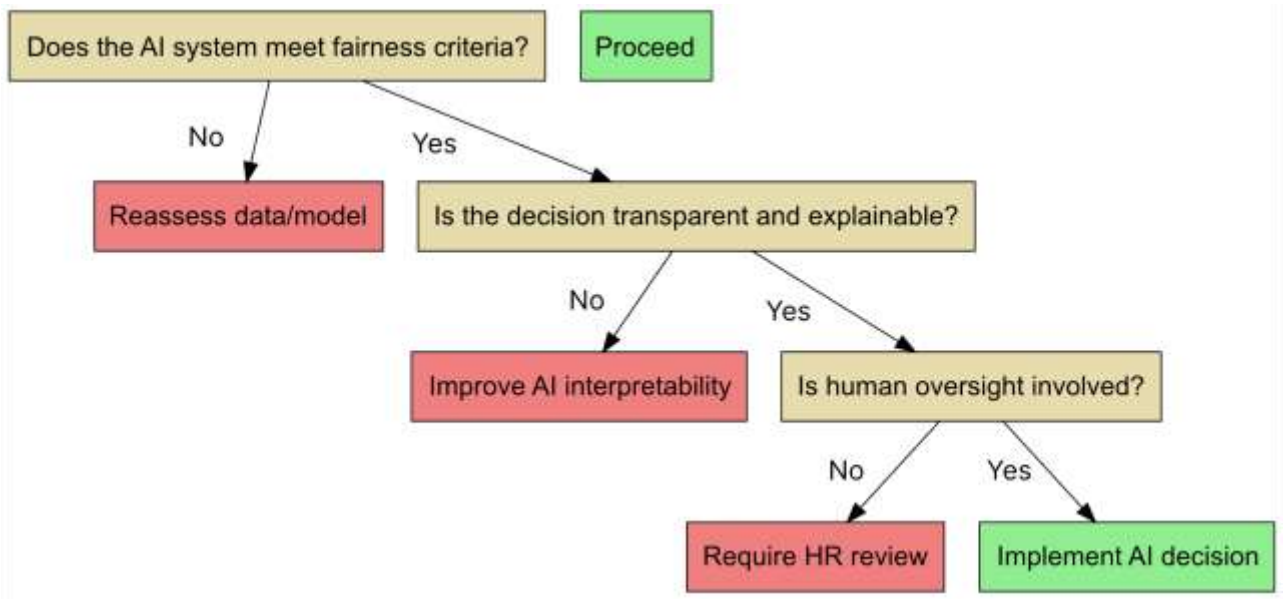

Figure 3. Ethical AI Compliance Decision Tree. This decision ensures fair, transparent, and accountable AI-driven HR decisions. The process begins by assessing AI fairness—if biased, a data/model reassessment is required (red nodes). If fair, the next step evaluates transparency, unclear decisions need interpretability improvements. Finally, the model checks for human oversight—if absent, HR review is mandated. Approved AI decisions (green nodes) proceed only when they meet fairness, transparency, and oversight standards, ensuring responsible AI use in HRM.

5. Future directions for AI driven HRM.

The ethical implications and practical constraints of AI in HRM require continuous investigation (Tambe et al., 2019). Although AI has enhanced talent acquisition, workforce planning, and employee engagement, challenges like algorithmic bias, insufficient transparency, privacy issues, and limits in human oversight are unaddressed. Future research should prioritize the development of fair AI models, the enhancement of regulatory compliance, and the comprehension of AI's long-term effects on HR practices (Raghavan et al., 2020). More research requires guaranteeing ethical, transparent, and efficient AI use in Human Resource Management. A significant worry in AI-driven human resource management is algorithmic prejudice, which may result in unfair recruiting practices, performance assessments, and workforce choices. Notwithstanding progress in bias identification and fairness-oriented AI models, current methodologies remain insufficient in completely eradicating prejudice (The MIT Press, 2024). Future research should concentrate on enhancing fairness-aware algorithms that actively identify and rectify biases in AI-driven human resource procedures. The creation of bias-resistant AI training datasets that more accurately reflect diverse populations is a viable strategy for mitigating prejudice (Floridi et al., 2018). Research should investigate approaches for synthetic data creation and adversarial debiasing, ensuring that AI models are trained on datasets devoid of historical inequities. Furthermore, academics should investigate the efficacy of multi-stakeholder audits, wherein AI-driven HRM tools are systematically evaluated by HR experts, data scientists, and ethicists to detect possible discriminatory sources. An important domain of research is the effect of bias reduction strategies on AI efficacy. Although methods like as re-weighted sampling and adversarial debiasing help mitigate bias, they may also compromise model accuracy and efficiency. Future research should examine the trade-offs between algorithmic fairness and predictive efficacy, ensuring that AI systems are both equitable and efficient.

6. Conclusion

Artificial Intelligence (AI) has transformed Human Resource Management (HRM) by revolutionizing talent acquisition and workforce planning while improving employee engagement through enhanced efficiency and data-driven decision-making. The extensive use of AI systems in HRM operations introduces critical ethical problems that encompass algorithmic biases along with transparency deficits and data protection issues while reducing human control over decisions. Organizations need to implement bias mitigation strategies while adopting explainable AI models and strengthening data protection measures to maintain human oversight in AI-driven HR decisions. The establishment of AI governance frameworks together with ethical policies and regulatory compliance mechanisms serves as a critical foundation for AI-powered HRM tools to demonstrate fairness and accountability while earning employee trust. The advancement of AI demands that future research efforts concentrate on developing fair AI models and enhancing data privacy protections while evaluating how AI technology affects both workforce diversity and employment patterns. Organizations that focus on responsible AI adoption can unlock AI potential through ethical practices to build fair and transparent workplaces driven by AI HRM systems.

Funding: This research received no external funding
Conflicts of interest: The authors declare no conflict of interest
Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers

References

[1] Arakawa, R., & Yakura, H. (2023). AI for human assessment: What do professional assessors need? *Association for Computing Machinery*. https://doi.org/10.1145/3544549.3573849
[2] Bujold, A., Roberge-Maltais, I., Parent-Rocheleau, X., Boasen, J., Sénécal, S., & Léger, P. (2023). Responsible for artificial intelligence in human resources management: a review of empirical literature. *AI And Ethics*, *4*(4), 1185–1200. https://doi.org/10.1007/s43681-023-00325-1
[3] Cornerstone Editors. (2025, February 19). *The crucial role of humans in AI oversight*. https://www.cornerstoneondemand.com/resources/article/the-crucial-role-of-humans-in-ai-oversight/
[4] Capasso, M., Arora, P., Sharma, D., & Tacconi, C. (2025). On the Right to Work in the Age of Artificial Intelligence: Ethical Safeguards in Algorithmic Human Resource Management. *Business and Human Rights Journal*, 1–15. https://doi.org/10.1017/bhj.2024.26
[5] Dima, J., Gilbert, M., Dextras-Gauthier, J., & Giraud, L. (2024). The effects of artificial intelligence on human resource activities and the roles of the human resource triad: opportunities and challenges. *Frontiers in Psychology*, *15*. https://doi.org/10.3389/fpsyg.2024.1360401
[6] Ekuma, K. (2023). Artificial Intelligence and Automation in Human Resource Development: A Systematic review. *Human Resource Development Review*, *23*(2), 199–229. https://doi.org/10.1177/15344843231224009
[7] Faruqui, N., Thatoi, P., Choudhary, R., Roncevic, I., Alqahtani, H., Sarker, I. H., & Khanam, S. (2024). *AI-analyst: An AI-assisted SDLC analysis framework for business cost optimization*. Research Online. https://ro.ecu.edu.au/ecuworks2022-2026/4958/
[8] Floridi, L., Cowls, J., Beltrametti, M., Chatila, R., Chazerand, P., Dignum, V., Luetge, C., Madelin, R., Pagallo, U., Rossi, F., Schafer, B., Valcke, P., & Vayena, E. (2018). AI4People—An Ethical Framework for a Good AI Society: Opportunities, risks, principles, and recommendations. *Minds and Machines*, *28*(4), 689–707. https://doi.org/10.1007/s11023-018-9482-5
[9] Hewett, R., & Shantz, A. (2021). A theory of HR co-creation. *Human Resource Management Review*, *31*(4), 100823. https://doi.org/10.1016/j.hrmr.2021.100823
[10] Kassa, B. Y., & Worku, E. K. (2025). The Impact of artificial intelligence on organizational performance: The mediating role of employee productivity. *Journal of Open Innovation Technology Market and Complexity*, 100474. https://doi.org/10.1016/j.joitmc.2025.100474
[11] Kim, S., Khoreva, V., & Vaiman, V. (2024). Strategic Human Resource Management in the era of Algorithmic Technologies: key insights and future research agenda. *Human Resource Management*. https://doi.org/10.1002/hrm.22268
[12] Kheterpal, S., Chadha, A., & Shabi, A. (2024). Artificial Intelligence Integration for Employee Engagement: A review to Redefine Predictors. *Advances in Economics, Business and Management Research/Advances in Economics, Business and Management Research*, 189–205. https://doi.org/10.2991/978-94-6463-544-7_13
[13] Murugesan, U., Subramanian, P., Srivastava, S., & Dwivedi, A. (2023). A study of Artificial Intelligence impacts on Human Resource Digitalization in Industry 4.0. *Decision Analytics Journal*, *7*, 100249. https://doi.org/10.1016/j.dajour.2023.100249
[14] Malin, C. D., Fleiß, J., Business Analytics and Data Science-Center, University of Graz, Seeber, I., Department of Management, Technology and Strategy, Grenoble Ecole de Management, Kubicek, B., Kupfer, C., Institute of Psychology, Work and Organizational Psychology, University of Graz, Thalmann, S., & Business Analytics and Data Science-Center, University of Graz. (2024). The application of AI in digital HRM – an experiment on human decision-making in personnel selection. In *Business Process Management Journal* (Vols. 30–30, Issue 8, pp. 284–312) [Journal-article]. Emerald Publishing Limited. https://doi.org/10.1108/BPMJ-11-2023-0884
[15] Mask, E., Pearl, J., University of California System, & Judea Pearl. (2024). *Artificial intelligence in Human Resources: ethical implications and performance enhancement* [Research]. https://doi.org/10.13140/RG.2.2.35360.39683
[16] Malik, A. (2024). A study on the relationship of artificial intelligence applications in HR processes for assessing employee engagement, performance, and job security. *International Review of Management and Marketing*, *14*(5), 216–221. https://doi.org/10.32479/irmm.16838
[17] Mathur, M., Pramanik, B., Rosalyn, S., Thulaseedharan, A., Mirzani, Y., & Namdeo, S. (2024). Ethical Implications of AI in HRM: Balancing efficiency and privacy in employee monitoring systems. *Nanotechnology Perceptions*, 4490–4496. https://doi.org/10.62441/nano-ntp.vi.3870
[18] Matambanadzo, S. (2024, August 12). The impact of artificial intelligence on HR processes. *Tulane*. https://online.law.tulane.edu/blog/artificial-intelligence-on-hr-processes
[19] Prentice, C., Wong, I. A., & Lin, Z. (2023). Artificial intelligence as a boundary-crossing object for employee engagement and performance. *Journal of Retailing and Consumer Services*, *73*, 103376. https://doi.org/10.1016/j.jretconser.2023.103376
[20] Prentice, C., Wong, I. A., & Lin, Z. (2023). Artificial intelligence as a boundary-crossing object for employee engagement and performance. *Journal of Retailing and Consumer Services*, *73*, 103376. https://doi.org/10.1016/j.jretconser.2023.103376
[21] Peng, A., Nushi, B., Kiciman, E., Inkpen, K., & Kamar, E. (2022, February 21). *Investigations of Performance and Bias in Human-AI Teamwork in Hiring*. arXiv.org. https://arxiv.org/abs/2202.11812
[22] Porkodi, S., & Cedro, T. L. (2025). The Ethical Role of Generative Artificial Intelligence in Modern HR Decision-Making: A Systematic literature review. *European Journal of Business Management and Research*, *10*(1), 44–55. https://doi.org/10.24018/ejbmr.2025.10.1.2535
[23] Rožman, M., Oreški, D., & Tominc, P. (2022). Integrating artificial intelligence into a talent management model to increase the work engagement and performance of enterprises. *Frontiers in Psychology*, *13*. https://doi.org/10.3389/fpsyg.2022.1014434
[24] Rao, S., & Zhao, T. (2025). Ethical AI in HR: A Case study of Tech Hiring. *Journal of Computer Information Systems*, 1–18. https://doi.org/10.1080/08874417.2024.2446954

[25] Raghavan, M., Barocas, S., Kleinberg, J., Levy, K., Cornell University, & Microsoft Research. (2020). Mitigating bias in algorithmic hiring: Evaluating claims and practices. In *Conference on Fairness, Accountability, and Transparency (FAT* '20)* (p. 13). https://creatingfutureus.org/wp-content/uploads/2021/10/RaghavanEtAl-2020-MitigatingBiasHiring.pdf

[26] Tuffaha, M. (2023, July 26). *The impact of artificial intelligence bias on human resource management functions: Systematic Literature Review and Future Research Directions - European Journal of Business and Innovation Research (EJBIR)*. *European Journal of Business and Innovation Research (EJBIR)*. https://eajournals.org/ejbir/vol11-issue-4-2023/the-impact-of-artificial-intelligence-bias-on-human-resource-management-functions-systematic-literature-review-and-future-research-directions/

[27] 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

[28] The MIT Press, Massachusetts Institute of Technology. (2024, June 18). *Book details - MIT Press*. MIT Press. https://mitpress.mit.edu/9780262048613/fairness-and-machine-learning/

[29] Yu, L., & Li, Y. (2022). Artificial intelligence Decision-Making transparency and employees' trust: The parallel multiple mediating effect of effectiveness and discomfort. *Behavioral Sciences*, *12*(5), 127. https://doi.org/10.3390/bs12050127

[30] Yang, X., & Yan, S. (2024). Encourage or reject Employee Involvement: Value Creation in Human Resource Management in the AI Era—An Evolutionary Game Analysis of Enterprises and Employees. *Behavioral Sciences*, *14*(12), 1220. https://doi.org/10.3390/bs14121220