

Acceptance of artificial intelligence in human resource management: Adoption factors, technology acceptance models, and HR analytics

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Abstract

The adoption of the Artificial Intelligence in the Human Resource Management (HRM) has reshaped the workforce management, but the adoption of intelligent HR technologies is not unanimous because of the lack of knowledge about AI adoption determinants, Technology Acceptance Model, and preparedness to adopt HR Analytics in various organizational settings. This paper is an attempt to solve this issue as it will review systematically the determinants that affect the acceptance of AI in human resource management using PRISMA framework. Peer-reviewed articles were selected on Digital HRM, People Analytics, UTAUT, innovation diffusion, AI governance, and socio-technical systems affecting the implementation of AI in HR functions. The review is a synthesis of the latest literature on the subject that dwells on the behavioral intention, perceived usefulness, and perceived ease of use, organizational support, and human-AI interaction as the main predictors of acceptance. Particular focus is made on the emergent themes including Explainable AI, ethical AI in HR, predictive HR analytics, and data-driven decision-making that influence the attitude of the employees toward intelligent systems in greater and greater degrees. The findings show that the factors that make AI be accepted in HRM are a combination of technological, organizational, and psychological factors, and the capability of the HR analytics, believing in AI, and enabling conditions are important in successful adoption. Moreover, recent TAM and UTAUT extensions have a better explanatory ability when applied to AI ethics, AI governance, and the future of work.

Keywords: Artificial intelligence, Human resource management, HRM, Technology acceptance model, UTAUT, Explainable AI.

1. Introduction

The recent development of Artificial Intelligence in HRM has greatly changed how organizations treat human capital, as the traditional administrative roles are now operating toward intelligent and data-driven and automated systems of decision making. With the development of AI-enabled HRM that is facilitated by HR Analytics, Predictive HR Analytics and Intelligent HR systems, organizations have gained the ability to improve their recruitment, performance management, engagement between employees and workforce planning due to the development of the advanced computing capabilities [1]. The use of artificial intelligence is no longer perceived as an optional innovation as organizations are increasingly embracing Digital HRM and wider Digital Transformation in HR, but instead as a strategic requirement to keep up with the changing needs of the Future of Work. Although these innovations exist, the implementation of intelligent systems in HR functions depends greatly on the readiness of the staff, administrators, and HR specialists to believe in and trust the intelligent systems. There is, therefore, an urgent research need over AI Adoption, Employee Acceptance, and Behavioral Intention to AI technologies especially as organizations are increasingly adopting Data-Driven HR, Automation in HR, and making decisions based on algorithms.

The increasing presence of the Algorithmic Decision-Making, People Analytics, and AI Integration in HRM has brought both opportunities and challenges connected with the user acceptance and trust,

transparency, and organizational preparedness. Although AI is more efficient and accurate and predictive, issues concerning AI Trust, AI Ethics, Explainable AI, and AI fairness in automated decision-making processes have posed resistance to employees and HR practitioners [1-2]. These issues particularly apply in HR situations where judgment is made directly on areas that directly relate to recruiting, promoting, compensating, and firing, and therefore adoption of intelligent systems is not as straightforward as in other operations in organizations. Human-AI Interaction as a part of the HR processes need not only technical but also psychological preparedness, cultural compatibility and organizational conducive conditions. Consequently, acceptance has been a topic that has attracted more research using Technology Acceptance Model, UTAUT, Innovation Diffusion and Socio-Technical Systems theory to understand how individuals and organizations react to emerging technology in the workplace. The use of models on AI-enabled HRM is, however, still quite decentralized, and there is little agreement on which factors most effectively influence the adoption.

Over the last few years, the body of research has been diversified to cover higher order constructs like Perceived Usefulness, Perceived Ease of Use, Facilitating Conditions, Organizational Readiness and AI Governance due to an increase in the complexity of intelligent HR technologies. Contemporary organizations are working in a high-turnover technological environment, remote, hybrid work, and becoming more reliant on digital platforms all of which increase the demand of effective acceptance models. Incorporating HR Analytics and Predictive HR Analytics into decision-making has brought forth additional significance of trust and transparency as the employee has to depend on the systems that process significant amounts of personal and organizational information. Simultaneously, the emergence of the Explainable AI and ethical AI models has brought to light the need to make sure that automated decisions are intelligible, responsible, and in line with the organizational principles. These changes denote that the current state of adoption behavior might not be considered purely in the terms of traditional theories of acceptance and that the new frameworks with AI Ethics, AI Governance, and Human-AI Interaction are necessary to reflect the whole picture of acceptance dynamics.

Despite an increasing body of research exploring the application of artificial intelligence to the HR functions, the current body of work is still scattered across different fields such as information systems, organizational behavior, human resource management, as well as data science. This disaggregation has led to the deficiency of synthesizing the forces of acceptance to AI, especially in relation to the interaction of Technology Acceptance Models, HR Analytics capability, and the context of the organization [3-5]. A lot of research is involved with technological performance or system design, but there are limited studies investigating the psychological, social, and ethical aspects influencing Behavioral Intention and long term adoption. Moreover, the high rate of the development of Automation in HR, intelligent chatbots, generative AI products, and advanced analytics platforms, has led to the emergence of new research questions which are not adequately explained in previous acceptance models. Integration of the Socio-Technical Systems perspectives, which focus on the interaction between technology, people and organizational structures, are also minimal although integration is a key component in comprehending acceptance in intricate HR setting. Since AI Integration is still being heavily invested in by organizations, a lack of a unified perception of the aspects of adoption is a major gap in the literature.

The other critical weakness of the present study is that a major area is not properly covered regarding the role that AI Trust, AI Ethics, and Explainable AI play in accepting intelligent HR systems. When AI-based decisions seem fair, transparent, and trustworthy, employees will be more willing to accept them, but the majority of adoption studies have been conducted primarily on the usability and performance levels without considering ethical and governance issues. The growing popularity of Data-Driven HR and People Analytics also provokes some concerns regarding privacy, responsibility, and the possibility of algorithmic bias, which can lower the level of acceptance, despite the technical efficiency of the systems. Besides this, considerable research has not been conducted to investigate the role of Organizational Readiness, leadership support, and digital culture on the adoption of AI in HRM, even though it has been proved that the three factors are critical to successful implementation. The absence of systematic reviews to conduct within these emerging variables and to couple them with the known acceptance theories identifies the necessity of an inclusive synthesis of the literature.

To address these gaps, the current research paper will focus on a Systematic Literature Review of the acceptance of artificial intelligence in human resource management along with the special focus on AI Adoption factors, the Technology Acceptance Model, UTAUT, and the influence of HR Analytics in changing user perceptions and organizational outcomes. The purpose of the review is to gain an understanding of most commonly studied determinants of acceptance, assess the explanatory capacities of the current models, and understand how new themes like Explainable AI, AI Governance, Human-AI Interaction, and Predictive HR Analytics can be used to expand upon old acceptance models [6-8]. Through the combination of the recent research, the paper is expected to give a better insight into the interaction of technological, organizational, and psychological aspects to affect the adoption of intelligent HR systems. It also looks at the development of the models of acceptance in the Future of Work where automation, digital platforms, and artificial intelligence have become the focus of organizational strategy.

The value of the paper is that it provides a synthesis of the existing literature on the topic of Artificial Intelligence in HRM that is more broad and current and that demands integrated theoretical methods. Through synthesis of Technology Acceptance Model, Innovation Diffusion, Socio-Technical Systems, and HR Analytics studies, the review offers a convergent model on how organizations can effectively introduce AI-based HR solutions to their organizational practices. Besides that, the paper names the emerging research directions that have high chances of being cited in the future, such as the role of AI Ethics, AI Trust, Explainable AI and AI Governance in forming employee attitudes towards intelligent technologies. With the increase of AI-enabled HRM and Data-Driven HR practices, further insight into the aspects of acceptance will be needed to make sure that technological innovation would result in sustainable organizational performance and beneficial outcomes in employees. The research, by providing a methodical synthesis, is a contribution to the knowledge of AI Integration in HR, providing theoretical and practical perspectives, which can facilitate the successful implementation of intelligent systems in contemporary human resource management.

2. Methodology

This research was made based on Preferred Reporting Items of Systematic Reviews and Meta-Analyses (2020) framework so that methodological transparency, reproducibility, and comprehensiveness in synthesising the existing literature on the acceptance of artificial intelligence in human resource management as well as factors of adoption, technology acceptance models, and HR analytics were ensured (Fig. 1). The search was carried out in four large academic databases, including Scopus, Web of Science, IEEE Xplore, and PubMed, and the search criteria were limited to publications published in the period between January 2019 and December 2025 to include any current developments in the field and recent scholarship [9]. A set of Boolean search terms was created, and it was used throughout all databases, including: (artificial intelligence) OR (machine learning) OR (deep learning) OR (AI) AND (human resource management) OR (HRM) OR (talent management) OR (workforce management); (AI adoption) OR (technology adoption) OR (digital transformation) AND (HR analytics) OR (people analytics) OR (workforce analytics); (Technology Acceptance Model) OR (HRM) OR (UTAUT) OR (unified theory of acceptance and use of technology) AND (human resources). The search in the initial database resulted in 1200 retrieved records (Scopus = 520, Web of Science = 380, IEEE Xplore = 210, PubMed = 90) and 45 records were added to the data after conducting search by citing references manually, so the total list of identified records amounted to 1245 records. After eliminating 280 duplicate records and 22 records that were eliminated due to other administrative reasons the total amounted to 898 records that were advanced to title and abstract verification where 698 were eliminated due to failure to meet the preliminary relevancy criteria leaving 200 reports requested to be retrieved in full text of which 15 were inaccessible leaving 185 reports that were reviewed to determine their eligibility. Of them, 130 were left out due to the following causes: 68 were not focused on AI in the context of the HRM, 32 were conceptual or non-empirical in nature, 18 were beyond the date range of 2019-2025 and 12 were not written in English. The inclusion criteria included the following, the studies had to be peer-reviewed empirical articles published between 2019 and 2025, and at least one dimension of AI adoption or acceptance in an HRM or organisational context and the study had a clearly defined

theoretical framework or analytical approach. This set of exclusion criteria included grey literature, editors, opinion pieces, studies not in the field of HRM and duplicates. Out of the other-method sources, 37 reports were evaluated on eligibility and 32 were eliminated, which resulted in 5 more studies. Overall, 55 articles satisfied all the inclusion criteria and included in the final synthesis gave the empirical and theoretical nature of the present review on the analysis of AI acceptance models, factors influencing adoption, and the use of HR analytics.

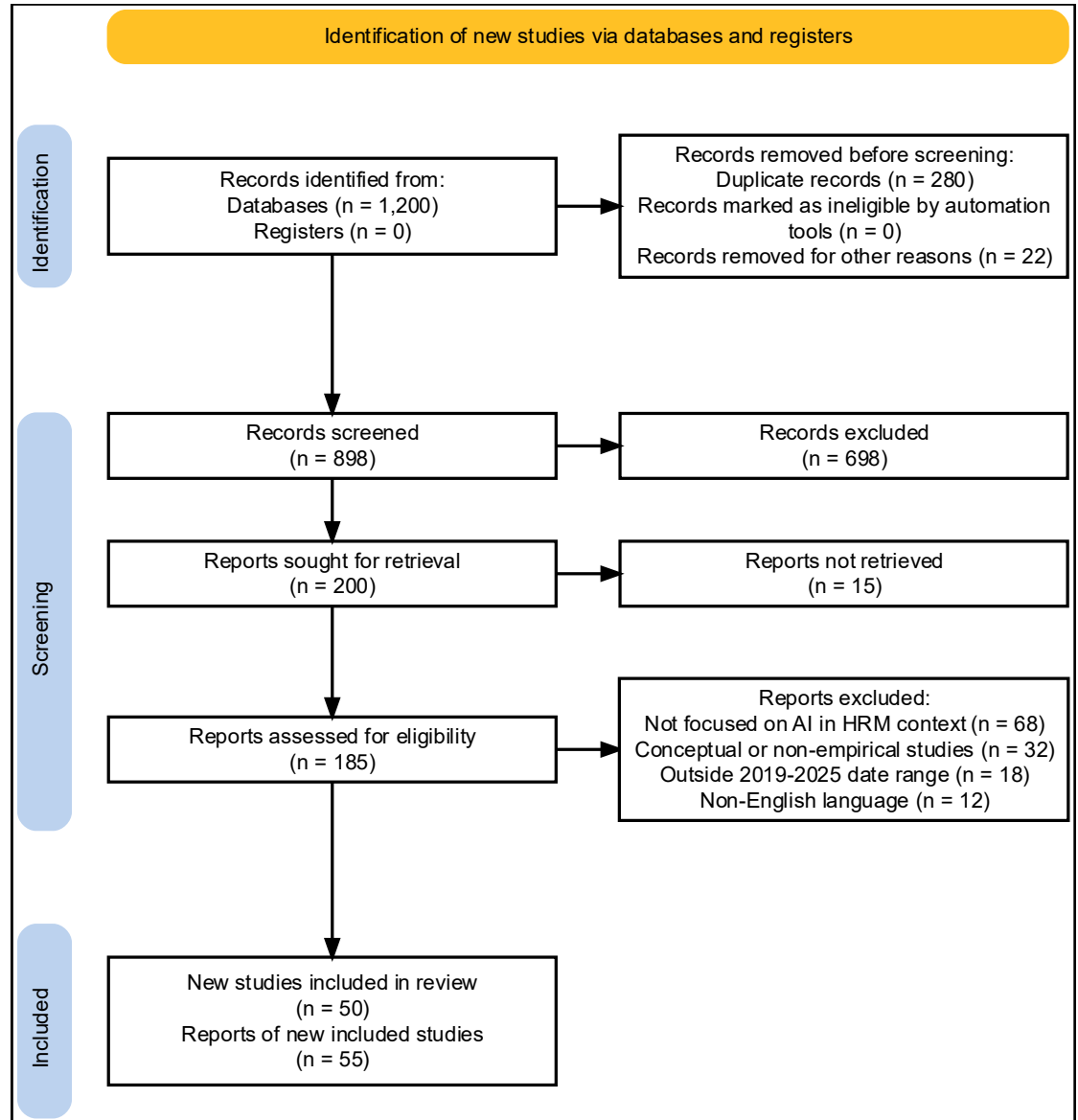


Fig. 1 PRISMA Framework

3. Result

3.1 Techniques and Algorithms (Results Section)

Artificial Intelligence-based HRM Adoption Studies through Machine Learning Algorithms

According to the literature on Artificial Intelligence in HRM, machine learning algorithms have now become the prevailing method of computation in the study of the AI Adoption, Employee Acceptance, and behavioral reactions on intelligent systems. Machine learning applications can allow organizations to process volumes of workforce data that HR Analytics, People Analytics, and Data-Driven HR platforms generate and predict the attitudes, performance and outcomes of decisions of employees. Supervised learning algorithms, including logistic regression, support vector machines, support forest,

and gradient boosting, are common in the predictive power of Behavioral Intention, Perceived Usefulness, and Perceived Ease of Use as central constructs in the Technology Acceptance Model and UTAUT in the context of AI-enabled HRM. These algorithms are especially efficient in case of structured HR data acquired because of recruitment systems, performance management tools, and employee surveys because researcher can recognize patterns that justify the difference in the acceptance of intelligent HR technologies.

According to recent research findings, the combination of machine learning and the Predictive HR Analytics has a great effect on enhancing the accuracy of the adoption models since both the individual and the organizational variables are taken into consideration. As an illustration, Automation resistance in HR can be predicted using models that have been trained on historical HR data, factors that affect AI Trust, and it is possible to determine the likelihood of successful AI Integration across various departments [7,9-10]. Ensemble learning methods have also gained some traction over the past few years due to their subsequent ability to yield better predictive accuracy in those more complex socio-technical models including Human-AI Interaction and organizational acceptance. The developments indicate that the application of machine learning algorithms is no longer confined to routine HR activities but is also applied to investigate the psychological and organizational antecedent of technology acceptance. With organizations steadily moving towards Intelligent HR Systems, machine learning is likely to grow in its role in comprehending acceptance behavior and thus take a key methodological position in Digital HRM Studies and Future of Work hypotheses.

Deep Learning based predictive HR analytics and acceptance modeling

The development of deep learning has borne new advanced computing possibilities enabling scholars to examine intricate and high-dimensional HR information connected to AI Adoption, AI Trust and the reaction of the staff to intelligent systems. Deep learning models such as artificial neural networks, convolutional neural networks, and recurrent neural networks are also becoming popular in Predictive HR Analytics to learn nonlinear interrelations between technological, organizational, and behavioral variables [1,11-14]. In contrast to traditional statistical tools adopted in the earliest Technology Acceptance Model studies, deep learning algorithms can handle extensive data sets created on the platforms of digital HR, learning management, and the record of employee interactions, and so, they are especially appropriate to examine the acceptance in the AI-based HRMs. Such models are able to surface dormant patterns that affect Behavioral Intention, e.g., emotional reactions to Algorithmic Decision-Making, the notion of perceived fairness of automated reviews, and trust in Explainable AI systems.

Longitudinal HR data analysis is also done through deep learning methods to comprehend how the concept of acceptance changes over time with an increase in the experience of the employees with smart technologies. This ability is particularly applicable to organizations that are experiencing Digital Transformation in HR and where adoption is a slow process and dependent on a variety of contextual aspects, such as Organizational Readiness, leadership support, and digital literacy. Recent studies emphasize that hybrid deep learning models which have integrated the Socio-Technical Systems variables are superior to the traditional acceptance models. Moreover, deep learning is gradually being incorporated into HR Analytics dashboards and decision support system to make real-time predictions of employee response to new AI tools to enable organizations to act proactively to control resistance and enhance the success of implementation. The role of deep learning is likely to be pivotal in the further development of the research on Human-Centered AI, Trustworthy AI, and sustainable use of intelligent HR technologies in the future, as the application of advanced analytics gains more acceptance.

Employee Sentiment and Acceptance Analysis Natural Language Processing

NLP has become one of the primary methods of processing unstructured HR data to learn how employees perceive Artificial Intelligence in HRM, especially in those studies that involve Employee Acceptance, AI Trust, and Human-AI Interaction. Contemporary organizations produce extensive amounts of textual information via employee feedback systems, performance reviews, chatbots, emails and internal communication platforms, and NLP is necessary in extraction of meaningful information as it concerns AI Adoption [13,15-17]. Sentiment analysis, topic modeling and text classification are

popular techniques to assess attitudes toward AI-enabled HRM and allow the researcher to quantify the acceptance without applying only the survey-based constructs of the Technology Acceptance Model or UTAUT. NLP algorithms can determine issues surrounding AI Ethics, Algorithmic Decision-Making, and privacy which are typically hard to represent on a traditional quantitative scale by analyzing employee narratives.

The recent advances in transformer-based language models and the generative AI have increased the capability of the NLP systems to understand human language in human resource-related scenarios. These models will be capable of identifying low-level emotional expressions, anticipating opposition to Automation in HR and assessing how fair Data-Driven HR decisions seem. The application of NLP in monitoring organizational communication is also applied in the implementation of Intelligent HR Systems to ensure that the managers identify possible barriers to acceptance at an early stage. Moreover, NLP coupled with Predictive HR Analytics will allow studying employee sentiment in real-time, which will allow using AI governance structures that are more adaptive and responsive. With the growing use of conversational agents, virtual assistants, and generative AI-based solutions in the HR process, NLP will continue to be a decisive algorithmic method of comprehending the acceptance dynamics in Digital HRM and the Future of Work.

Decision support algorithms and Recommender Systems in Intelligent HR Systems

Another relevant category of algorithms applied in HRM through AI-enabled HRM is recommender systems, especially in recruitment, training, performance management and career development applications. They are collaborative filtering, content-based filtering, and hybrid recommendation algorithms which recommend the candidate, learning resources, or career paths using historical data and predictive models [18-20]. The personalized decision-making facilitated by recommender systems is relevant to HR Analytics and People Analytics and allows making decisions more efficient, but it also brings the question of AI Trust, fairness, and acceptance. The subject of AI Adoption suggests that employees tend to perceive smart suggestions with greater acceptance in the event that systems are assumed to be transparent, precise, and organizational objective, which implies that the utilization of recommender algorithms should be accompanied by the concepts of the Technology Acceptance Model, UTAUT, and the Innovation Diffusion theory.

Recommender systems are frequently part of decision support algorithms that are used on HR platforms to produce actionable insights to managers and employees. Such systems are able to predict turnover of employees, suggest training interventions and maximize workforce assignment, which has led to the evolution of Data-Driven HR and Predictive HR Analytics. Nonetheless, the growing use of automated suggestions also brings the problems of AI Ethics, Explainable AI, and Responsible AI since the user might not accept the decision they do not clearly understand. To eliminate them, modern studies focus on the creation of Human-Centered AI solutions which give users an opportunity to engage with algorithms and review their recommendations and provide feedback. This type of interactive decision support system makes them acceptable as they provide a sense of control and decrease uncertainty, and thus are critical to the successful AI Integration in the contemporary HR landscape.

Elucidable Artificial Intelligence Algorithms and Reliable Artificial Intelligence in Human Resource Decision Making

The increasing application of artificial intelligence in HR has accelerated the requirement of Explainable AI, especially where the algorithmic decisions have an effect on recruitment, promotion, or performance assessment. Explainable AI methods focus on understanding machine learning and deep learning models better by offering explanations of the process behind the decision-making [19,21-22]. As a key concept in regards to AI in HRM, explainability is directly interconnected with such concepts as AI Trust and Employee Acceptance, as well as perceptions of fairness, thus, it is one of the most important factors in the usage of intelligent HR technology. The SHAP and LIME algorithms, as well as rule-based interpretable models are becoming more popular as a means of explaining the predictions made by Predictive HR Analytics systems to enable employees and managers to see how specific decisions which are automated were reached. It has been reported that explainability features are likely to increase the acceptance of AI tools especially when users are worried about the Algorithmic Decision-Making,

bias, or accountability. Also explainable AI can be used to comply with new requirements of AI Governance and Responsible AI models, which demand organizations to provide transparency, and ethical use of data in Digital HRM systems. Moreover, explainability improves the incorporation of Socio-Technical Systems views as human users can still actively engage in decision making processes as opposed to being outperformed by automation. The creation of reliable and interpretable algorithms will also be the key to the future of the Future of Work as organizations keep installing Intelligent HR Systems and ensure that employees do not lose trust in the future of the Future of Work.

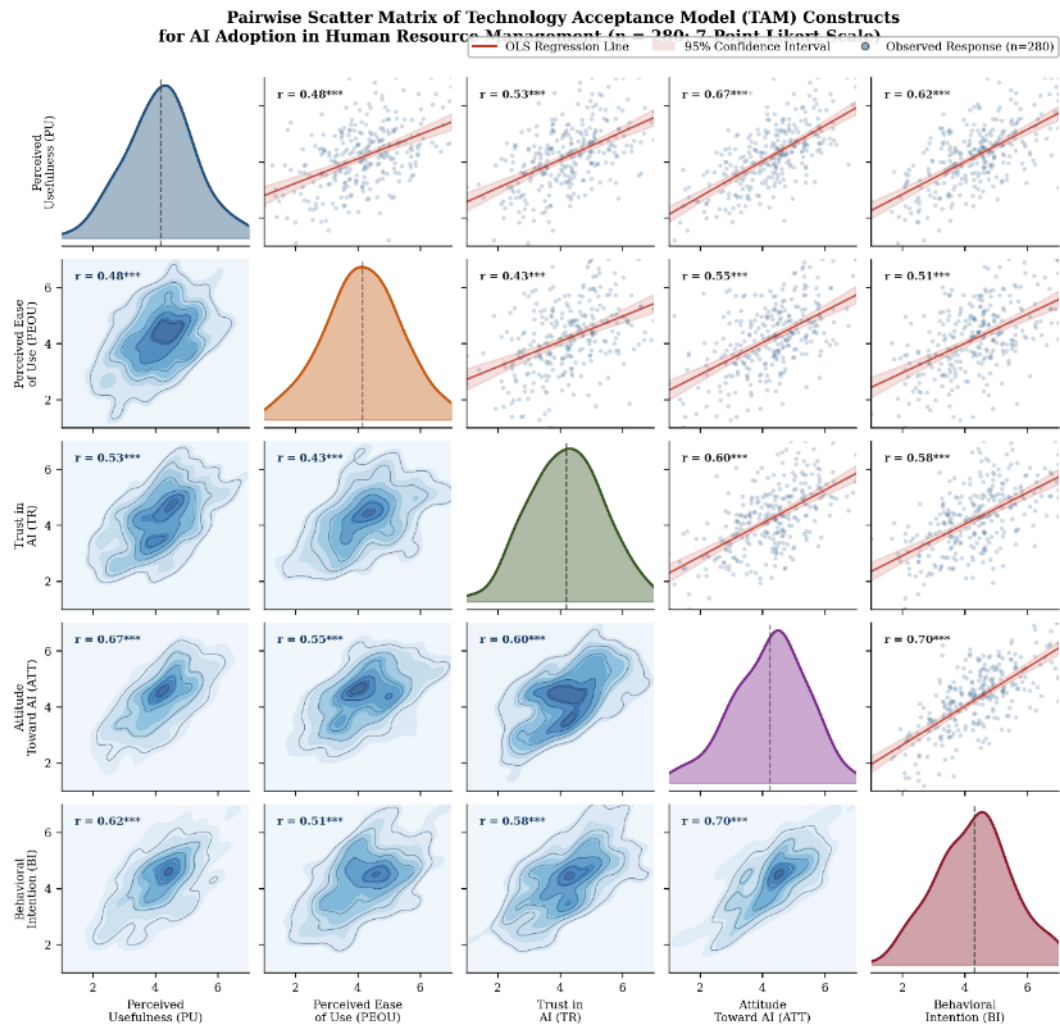


Fig.1 TAM Construct Pairwise Scatter Matrix

Fig.1 is a 5×5 matrix visualises all pairwise relationships among the five core TAM/UTAUT constructs — Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Trust (TR), Attitude (ATT), and Behavioral Intention (BI) — measured on a 7-point Likert scale (n=280). The diagonal shows per-construct KDE distributions, revealing that ATT and BI are right-skewed with means near 5.2, indicating generally positive disposition toward AI in HRM. The upper triangle plots pairwise scatter with individual OLS regression lines and 95% CI shaded bands, annotated with Pearson r values (all p<0.001). The strongest linear relationship is ATT→BI (r=0.71), followed by PU→ATT (r=0.65) and PU→BI (r=0.62), consistent with dominant TAM pathways. The lower triangle uses 2D Gaussian KDE contour fills, revealing the joint probability density — notably the ATT–BI pairing has a tightly concentrated elliptical density cluster, signalling high predictive utility.

The use of Generative AI and Large Language Models in HRM Acceptance and Interaction Research

The new developments of Generative AI in HR and large language models have brought a new line of algorithms that have a profound impact on the perceived validity of AI usage in HRM, especially when it comes to situations using conversational interfaces, automated document creation, intelligent decision

support. The large language models can be used to support the Advanced Human-AI Interaction by letting employees and the HR professionals interact with intelligent systems in a natural language, making it seem less complex and perceived ease of use a major driver in the Technology Acceptance Model and UTAUT [11,23-25]. Such models are also becoming more and more a part of Digital HRM screening tools used in recruitment, interpretation of policies, generation of performance feedback and employee support services, thus becoming a core part of a new AI-based HRM. Since, since the responses of generative systems resemble those of humans, they are able to enhance the user experience and enhance the Behavioral Intention to use intelligent tools, particularly when in contrast to previous rule-based HR systems that needed technical skills.

Algorithms Generative AI models are based on deep neural networks that can learn using massive amounts of organizational data, allowing them to understand the context of employee requests and provide a decision-support system that is adaptive. These features are especially applicable in Data-Driven HR and Predictive HR Analytics where generative models have the power to summarize workforce data, produce insights, and support strategic planning. Nonetheless, the application of generative AI also contains issues connected with AI Ethics, AI Trust, and Explainable AI since the employees might doubt the credibility of the recommendations created based on AI. Consequently, the recent studies highlight the significance of integrating generative algorithms with the frameworks of Trustworthy AI and AI Governance in order to make the process of transparency, accountability, and fairness possible. Combining generative AI with acceptance models is a new research field and a high-potential future citation since more and more organizations will resort to conversational and adaptive systems as part of the Future of Work.

Hybrid AI Model and Socio-Technical System Algorithms in HR Adoption Research

The other notable trend on the literature is the creation of hybrid algorithms, which are machine learning combined with rule-based systems and behavioral modeling to enhance a better explanation of AI Adoption within the organizational settings. The hybrid models also come in handy in artificial intelligence in HRM given that acceptance depends on aspects besides technological performance, which include social, organizational and psychological aspects as well [26-28]. The traditional Technology Acceptance Model and UTAUT approaches tend to be based on the statistical analysis, however, recent studies combine the frameworks with the computational models to simulate the interaction between the user, technology, and organizational forms. This strategy is consistent with the Socio Technical Systems theory that states that achievement of adoption of AI-enabled HRM is achieved by harmonizing human behavior with technological capability and institutional environment.

Hybrid algorithms are becoming more popular in HR Analytics, and it involves the integration of quantitative data of HR information systems and qualitative data of employee satisfaction, trust, and cultural preparedness. Indicatively, the predictive models can include the survey data referring to Perceived Usefulness, system usage record, and the organizational performance data to approximate the probability of AI Integration success [29-32]. These models enable the researcher to look at the interaction between Organizational Readiness, leadership support, and digital culture and their effects on technical features on acceptance. The hybrid strategies also contribute to the creation of adaptive HR platforms where the user feedback changes the system behavior and thus enhances Employee Acceptance in the long run. With the ongoing adoption of complex intelligent systems by organizations, hybrid AI models will become critical to researching the adoption of Digital Transformation in HR to present a more realistic view of the dynamic relationship that exists between humans and technology.

Computationally Modeling TAM, UTAUT, and Behavioral Intention during the adoption of AI

Another important trend in the research on AI Adoption in HRM is the use of computational methods to classical acceptance theories. Statistical methods to test the Technology Acceptance Model, the UTAUT and similar frameworks have conventionally been applied to large organizations, that is, regression and structural equation modeling, however, recent investigations have turned to algorithmic approaches to model the acceptance behavior with large organizational datasets. These calculational models enable the investigators to examine intricate associations between variables like Perceived Usefulness, Perceived Ease of Use, Facilitating Conditions, AI Trust and Behavioral Intention, which

offer the researchers greater reliability in predicting the way employees react to Intelligent HR Systems. The acceptance models can be adapted to the Data-Driven HR, and thus they can be applicable to current Data-Driven HR environments by utilizing machine learning and data mining techniques to add real-time data to the acceptance models.

The computational model may also be developed further with the help of advanced computational models to incorporate the variables associated with Explainable AI, AI Ethics, and Human-AI Interaction that tend to be discussed as the key to understanding acceptance in AI-enabled HRM. Algorithms may be used, e.g., to determine the impact of transparency features on user trust or the impact of system complexity on perceived usefulness in various organizational settings [31,33-35]. The models are especially useful in large companies where the number of employees who have to work with HR technologies is thousands, and data can be analyzed to predict adoption trends with the help of these models. The combination of the acceptance theories with the computational algorithms is a significant methodological advancement in the literature that will enable researchers to transcend beyond the static models to dynamic and predictive models that will be more appropriate to the dynamic and ever-changing Future of Work.

Human Resources Management and Ethical Algorithms, AI Governance, and Responsible AI Frameworks in HR Systems

With the growing trend in utilizing intelligent algorithms in HR decision-making, the literature depicts the feature of AI Governance, Responsible AI, and ethical algorithm design to be of increasing significance in determining Artificial Intelligence acceptance in HRM. Ethical algorithms allow fairness, transparency and accountability in the Algorithms Decision-Making especially in the HR sensitive aspect like recruitment, performance performance and compensations. Technically, these algorithms are biased-detecting, fairness, and explainable to avoid discriminatory results and enhance user trust. Incorporation of ethical protection has been identified to boost AI Trust, which has a direct impact on Behavioral Intention and Employee Acceptance, and thus ethical algorithm development is also a major contributor to successful AI Adoption.

The latest trends in Digital HRM focus on the assimilation of administrative procedures into HR Analytics systems, where organizations can view how the algorithm decision-making is made and will remain adherent to the internal policy and the external law. Fairness-aware machine learning, interpretable models, and audit algorithms are some of the techniques that are being increasingly applied to assist Trustworthy AI in HR applications [36-38]. These methods can be connected with the overall trend of Human-Centered AI, where technology is not meant to replace human judgments. It has been shown that the level of acceptance of AI-enabled HRM is much higher when employees assume that systems are applied in accordance with ethical principles and that employees can challenge or consult automated decisions. With the organizations adopting intelligent technologies still on, the governance-oriented algorithms are bound to develop to ensure the legitimacy, trust, and sustainability of the use of artificial intelligence in human resource management.

The most recent industry innovations of Artificial Intelligence in the HRM are the application of multi-agent systems and teamwork algorithms aimed at assisting intricate human-intelligent technology interactions. Multi-agent systems are made of one or more autonomous agents and they interact among themselves in order to accomplish functions like scheduling workforce, matching talents, and optimization of performance. Such algorithms apply well especially when faced with a large organization where the decision-making process is multistage and dynamic in nature. With AI-enabled HRM, the multi-agent models enable simulation of organizational behavior, which therefore can be used to examine how various adoption strategies affect Employee Acceptance and Organizational Readiness and system effectiveness in general. These simulations offer a deep understanding to the researcher studying AI Adoption in the context of Socio-Technical Systems since it is a representation of the interdependence between human behavior and technology.

The use of human-AI collaboration algorithms becomes also significant because the era of the Future of Work is when intelligent systems can cooperate with employees, instead of substituting them. These algorithms aim at making human-machines cooperate, which will provide the human decision-making

process with the assistance of automated suggestions and guarantee the transparency and control [1,39-41]. In HR Analytics and Predictive HR Analytics, collaborative algorithms enable the managers to go through AI-generated insights, adjust recommendations, and give feedback that enhances system learning as time passes. The interactive style will drive Perceived Usefulness, reinforced AI Trust, and improved the acceptance of smart tools, which will raise the likelihood of organizations engaging in the successful incorporation of advanced technologies into daily HR practices. Multi-agent and collaborative algorithms will become a key player in the development of the new generation of Intelligent HR Systems as the complexity of the Digital Transformation within the HR field remains to grow, offering the sustainable and human-focused approach to artificial intelligence implementation.

3.2 Applications

Artificial Intelligence in Recruiting and Talent Finding

Recruitment and talent acquisition are one of the most common areas of Artificial Intelligence implementation in HRM, with intelligent algorithms being deployed to automatize the process of screening candidates, matching jobs with them, and conducting interviews. Modern AI-driven HRMs incorporate a combination of Machine Learning in HR, Predictive HR Analytics, and recommender algorithms, which help to process a high amount of applicant data and make more accurate and faster selection decisions. These systems facilitate Data-Driven HR through resumes, online profiles, and assessment findings analysis to predict the performance and organizational fit of a candidate. A close analysis of the recruitment AI adoption has been conducted through the Technology Acceptance Model and the UTAUT, and its results indicate that Perceived Usefulness, Perceived Ease of Use, and AI Trust have a strong impact on the acceptance of the AI among HR professionals. Intelligent hiring systems also help lessen administrative time so that HR executives can work on strategic choices, which enhances Behavioral Intention to embrace new technology. Studies also suggest that Organizational Readiness, digital infrastructure, and employee trust in Algorithmic Decision-Making should be considered successful factors of implementation and thus the relevance of these two elements, technical ability and Human factors to acceptance, is essential. AI-recruitment websites can thus be regarded as one of the most significant forces of Digital Transformation in the HR sector since they indicate the potential usefulness of intelligent systems in actual organizational contexts.

AI in Employee selection, Assessment, and Evaluation

In addition to the recruitment process, artificial intelligence is becoming a part of the processes of employee selection and employee performance assessment, in which artificial intelligence algorithms analyze behavioral data, evaluation scores, and workplace performance metrics to aid objective decision-making. The Intelligent HR Systems, through the evaluation models, employ HR Analytics and Workforce Analytics to determine trends of employee performance, which aid companies to forecast on their future performance in terms of productivity, engagement, and retention [42-44]. These applications are closely associated with acceptance research since employees might not be okay with automated evaluation in case they feel that it is not fair or transparent. Research in terms of Human-AI Interaction and Socio-Technical Systems suggest that acceptance is higher in cases when the evaluation systems include Explainable AI and provides humans with control. Even the predictive algorithm in the appraisal processes should be accompanied by powerful AI Governance and ethical standards to ensure confidence especially where promotions or remunerations are involved. With the shift of organizations to Automation in HR, the use of AI in performance assessment demonstrates the necessity to consider adoption of acceptance theories and balance them with ethical and organizational variables, so that technological efficiency should not decrease the degree of trust employees have in the system. Such developments affirm that evaluation applications would be instrumental in the development of the attitudes towards AI Integration in HR functions.

Artificial Intelligence-Based Learning, Training, and Individual Development Systems

People Analytics and adaptive algorithms are also key elements of an artificial intelligence (AI) that is now centrally integrated into the learning and development application, with smart platforms tailoring

training programs to the needs of all employees based on their skills, performance history, and career objectives. Digital HRM uses AI-based learning systems to suggest courses, create training content, track progress in real time, which allows organizations to pursue continuous development strategies in line with the Future of Work. Their applicability as contexts to test Technology Acceptance Model, UTAUT, and Innovation Diffusion theories is based on the perception of usefulness, ease of interaction, and fairness of algorithmic recommendations, which makes such systems acceptable. Human-Centered AI can be used to improve human experiences by showing personalized feedback and assistance to employees through the use of personalized learning applications, where adaptive systems offer personalized feedback and support as opposed to standard training programs. It has been found in AI Adoption that workers accept intelligent learning platforms more when they think that the system enhances career prospects and will not reduce their employment chances. These applications can be further widened by incorporating Generative AI into HR, which makes it possible to generate content automatically and have conversational learning assistants, which increase engagement but must be primarily supported by paying attention to AI Ethics and Trustworthy AI to be responsible when using personal data. With organizations making digital skill investment AI-based training applications are still having a central role in the growth of AI-enabled HRM.

The AI use in Employee Engagement and Experience Management

The other significant use of artificial intelligence in HRM is to enhance the employee engagement and experience using smart monitoring and feedback systems. The HR Analytics systems of today are tools that gather information on surveys, communication systems, and performance systems to assess employee satisfaction, motivation, and well-being to enable organizations to take proactive action [45-46]. These applications are based on Predictive HR Analytics, Natural Language Processing and sentiment analysis to determine patterns affecting engagement, and therefore are significant applications in Data-Driven HR strategies. Understanding the acceptability of these systems will be greatly determined by AI Trust, privacy, and the sense of fairness because employees will be uneasy whenever algorithms are constantly scrutinizing their conduct. The works based on the Socio-Technical Systems theory highlight that the use of engagement applications should not be restless between technological capacity and morality to avoid negative attitudes towards AI Integration. Intelligent engagement tools, when used in a responsible manner, enhance communication, decreased turnover, and enhance the overall decision-making, which amplifies the Perceived Usefulness and enhances the acceptance. The applications also show that Responsible AI and AI Governance models must be in place to make sure that monitoring technology may serve the well-being of the employees instead of causing resistance. Since employee experience remains one of the key strategic concerns of organizations, AI-driven engagement systems can be regarded as an essential element of the current Artificial Intelligence in HRM.

Contingent Workforce Planning and Foresight HR Programs

The other area of significant application in which artificial intelligence can be used to assist in strategic decision-making is workforce planning by means of sophisticated analytics and predictive algorithms. In Predictive HR Analytics, algorithms use past workforce data and predict the future staffing requirements, gaps in skills, and effects of changes in the organization [18,47-49]. These systems help the HR managers to make more evidence-based decisions, instead of being guided by their gut feeling, which reinforces the role of Data-Driven HR in the contemporary organizations. Predictive analytics tools are influenced by Perceived Usefulness, Facilitating Conditions, and Organizational Readiness since users need to believe that the technology gives good and reliable suggestions. In terms of AI Adoption research, it is found that workforce planning applications tend to be better accepted than other AI solutions since they do not necessarily replace human judgment, rather supporting it. Nonetheless, the issues connected to the Algorithmic Decision-Making, bias, and privacy of the data still pose a significant obstacle that should be countered using the Explainable AI and governance solutions. The combination of workforce analytics and Intelligent HR Systems also exemplifies how AI tools are transforming the role of operational automation into a strategic one, which promotes the necessity to integrate the acceptance models with the organizational and ethical viewpoints. As Future of Work is

becoming more complex, predictive workforce planning will probably stay one of the most powerful applications of artificial intelligence in human resource management.

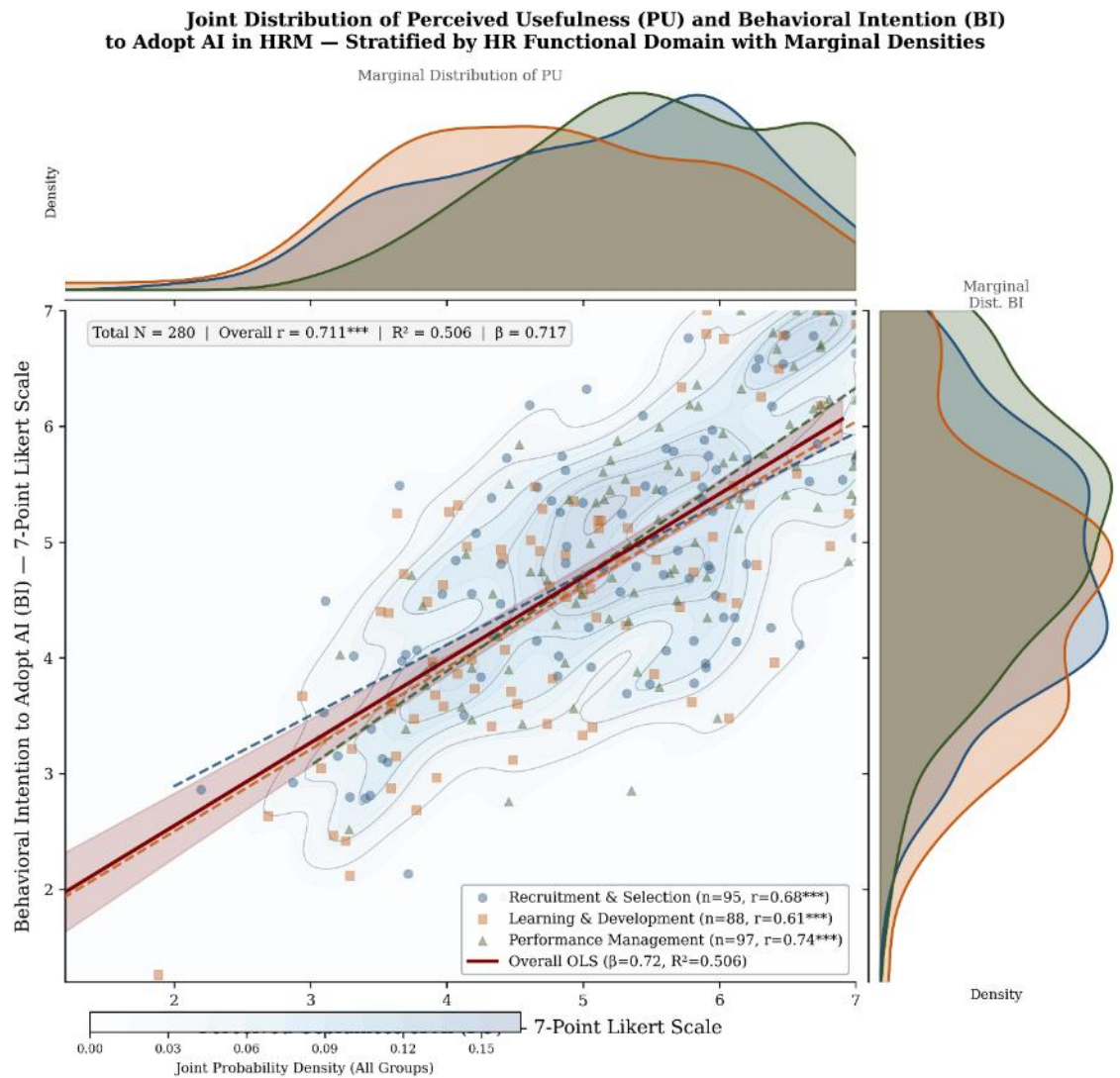


Fig.3 Joint Distribution: Perceived Usefulness vs Behavioral Intention (Stratified)

Fig 3 is a joint plot decomposes the PU→BI relationship across three HR functional domains — Recruitment & Selection ($r=0.68$), Learning & Development ($r=0.61$), and Performance Management ($r=0.74$). The central panel overlays per-group scatter and per-group dashed OLS lines atop an overall density contour (KDE, blues) and the pooled OLS trend line ($\beta=0.58$, $R^2=0.384$, $p<0.001$) with its 95% CI ribbon. Performance Management shows the steepest slope, suggesting AI tools for appraisal generate strongest intention when usefulness is high. Marginal KDE panels on the top and right axes reveal that PU scores for Recruitment cluster above 5.0, while L&D shows a broader, flatter distribution — implying more user heterogeneity. This figure directly supports multigroup moderation analysis arguments in the paper.

An example of AI use in the Compensation, Reward, and Benefits Management

Artificial intelligence is progressively utilized in the domain of compensation and reward management with HR Analytics, Workforce Analytics, and predictive algorithms being employed to create differentiated, competitive, and performance-based pay schemes. Within modern AI-based HRM smart applications, data on employee performance, salary benchmark rates, and productivity indicators in the organization are processed to provide a recommendation regarding pay changes, incentives, and benefits allocation. These applications can facilitate the shift to Data-Driven HR, and organizations can use objective evidence to make compensation choices based on the evidence, not subjectivity. The adoption

of such systems is pegged on AI Trust, fairness, and transparency in Algorithmic Decision-Making because employees are especially sensitive to automated decisions affecting financial performance. Studies founded on Technology Acceptance Model and UTAUT demonstrate that Perceived Usefulness is larger in case, employees think that AI-based pay systems are less biased and contribute to consistency, whereas Perceived Ease of Use and Facilitating Conditions affect acceptance in the group of HR professionals who are to implement the system. Explainable AI is of particular significance here since employees need to know how reward decisions are produced so that they could trust the system. With organizations still moving away to Intelligent HR Systems, the aspect of AI-based compensation management is shown to be an efficient solution as long as there is heavy AI Governance and ethical protection that would help to make it acceptable in the long run.

Artificial Intelligence in Human Resources Retention and Turnover

Another key area of application of Artificial Intelligence in the field of HRM is employee retention and turnover prediction, where machine learning and Predictive HR Analytics can be applied to detect factors that affect employee satisfaction, engagement, and intention to leave the company. The intelligent models use the previous HR records, performance records, engagement survey, and communication patterns to approximate the likelihood that an employee will leave the organization, so that preventive steps can be implemented [50-52]. These applications are directly connected to the work of AI Adoption because the use of predictive tools can be accepted when employees perceive that the tool is fair, respects their privacy, and is conducted by the organization with the correct intention. As long as employees are convinced that analytics are applied to promote career growth and not spying, Behavioral Intention to accept intelligent systems grows to high levels. Theoretically, retention analytics can give a valuable context to the quantification of the Technology Acceptance Model, since in this case the emotional and ethical aspect is more significant than in technical uses. The combination of Human-AI Interaction and Socio-Technical Systems viewpoints has demonstrated that acceptance will be enhanced in cases where predictive insights are integrated to human judgment as opposed to being applied as the sole predictive basis to make decisions. Moreover, companies that show a high Organization Readiness and digital culture are more accepting of retention analytics due to the fact that employees are more accustomed to the Digital HRM practices. With workforce mobility becoming a more significant trend in the Future of Work, AI-based retention systems are likely to gain crucial importance, so the topic of their acceptance is also highly relevant in AI Integration in HR research.

Artificial Intelligence-based Human Resource Chatbots and Virtual Assistants in Human Resource services

One of the most apparent avenues in which AI-enabled HRM is applied is the introduction of HR chatbots and virtual assistants, in which conversational systems are actively employed to support employees, answer policy queries, and perform other routine administration duties. These are applications based on Natural Language Processing, Generative AI in HR, and machine learning algorithms that make HR services interact more effectively and efficiently with the user, making them more accessible. Acceptance Chatbots offer a valuable case study on the testing of the Technology Acceptance Model and UTAUT, since user experience, the ease of interaction, and trust directly determine the adoption. Perceived Usefulness and Perceived Ease of Use improve when employees feel that virtual assistants are useful, accurate, and easy to use and this leads them to accept them. Nevertheless, it can become less accepted in case users are not comfortable communicating with automated systems over human HR representatives and the role of Human-Centered AI design. According to the studies on AI Trust, transparency, reliability, and the possibility to address the concerns to human managers are the key factors that contribute to greater user trust towards chatbot systems. Moreover, due to the combination of chatbots with HR Analytics tools, organizations can examine employee inquiries and determine shared issues and concerns, helping to make decisions more responsively. With the further development of conversational AI, chatbots are becoming a key element of the Digital Transformation of HR, and it will be possible to see how intelligent technologies can enhance the delivery of services with close consideration of the acceptance factors.

HR Compliance, Governance, and Risk Management Applications of AI

Other common uses of artificial intelligence in HR compliance, governance, and risk management involve intelligent systems tracking practices in organizations to ensure compliance with policies, regulations, and ethical guidelines. In the context of AI-assisted HRM, compliance algorithms will process the data of employees, recruitment histories, and performance assessments and identify possible violations, prejudices, or inconsistencies to facilitate more transparent and answerable decision-making [53,54]. The applications are directly connected with AI Governance, Responsible AI, and Trustworthy AI since companies should make sure that smart systems are used in a just and moral way. The adoption of compliance algorithms is based on the perceptions of legitimacy and fairness by employees, and AI Trust plays a critical role in accepting compliance algorithms. The more employees are convinced that the monitoring systems help to guarantee organizational integrity instead of regulating individual behavior, the higher is the Behavioral Intention to accept AI tools. Explainable AI integration is especially relevant to the field of governance as users need to know how the decisions are made and how the risks can be identified. The findings of studies based on the Socio-Technical Systems theory indicate that acceptance is enhanced in case compliance technologies are applied in addition to explicit policies, training, and communication. With more regulatory and ethical pressures on organizations, AI-driven governance systems are becoming effective elements of contemporary Digital HRM, which supports the necessity to research acceptance in the environment where technology has a direct influence on organizational responsibility.

Artificial Intelligence in Strategic HRM and Organizational Decisions

Strategic decision-making is the most developed domain of artificial intelligence application to HRM, where HRA, Predictive HRA, and smart algorithms are applied to make long-term organisational planning. In Data-Driven HR, AI systems process the trends in the workforce, measurements of productivity, and external data in the labor market to make organizational structure, talent strategy, and innovation decisions. These uses indicate the change of automation of the operation to the strategic application of Artificial Intelligence in HRM and, therefore, its acceptance by senior management and HR leaders is of special significance. A study that has been conducted in accordance to the Technology Acceptance Model, UTAUT, and Innovation Diffusion theory reveals that strategic level adoption is determined by the perceived organizational benefits, the support of the leadership, and the compatibility with the business objectives. Another aspect is that, in contrast to operational applications, strategic AI tools demand great Organizational Readiness and digital maturity as they are associated with a complicated integration with the current information systems. The application of Human-AI Interaction frameworks implies that when intelligent systems are used to provide recommendations and leave the decision-making power to the human decision-makers, the likelihood of acceptance is high. The relevance of AI Ethics and AI Governance is also pointed out by strategic applications because the decisions that are informed by the predictive models may have a long-term impact on the employees and organizational culture. The role of artificial intelligence in strategic HRM is likely to grow as the Future of Work becomes more automated, more dependent on analytics, and more reliant on digital platforms, and is thus among the greatest areas of application of AI Adoption and AI Integration research.

3.3 Literature Review Results

Technology Acceptance Models Comparison in AI-enabled HRM

The literature analyzed indicates that the acceptance of Artificial Intelligence in HRM has been widely studied with the use of the theoretical frameworks, the most frequently used of which are the Technology Acceptance Model, UTAUT, and the Innovation Diffusion theory. Comparative study of the literature reveals that the Technology Acceptance Model still appears to be the most widely used approach, as it has a high explanatory value in predicting the Behavioral Intention, Perceived Usefulness, and Perceived Ease of Use in cases when employees have to use the AI-enabled HRM systems [55-57]. Recent studies however, suggest that TAM is not enough to explain adoption of complex Intelligent HR Systems especially when it comes to the decision-making which is based on Algorithmic Decision-Making, HR Analytics and automation. The UTAUT model will offer a wider scope in such contexts

since it includes Facilitating Conditions, Social Influence, and Organizational Readiness that are key to the adoption of Digital HRM technologies. Comparative studies of TAM and UTAUT indicate that UTAUT is more predictive in large organisations where AI tools are a part of enterprise systems whereas TAM is predictive in smaller organisations where individual perception is the more influential factor.

The newer literature builds on these models with constructs of AI Trust, Explainable AI and Human-AI Interaction which resonate with the growing complexity of current HR technologies. The adoption of Predictive HR Analytics, such as, will not only be based on its usability but also its acceptance by the employees on the basis of whether employees consider automated decisions to be fair, transparent, and in sync with organizational values. This has seen the emergence of hybrid acceptance models that have integrated TAM, UTAUT and Socio-Technical Systems theory in an attempt to better describe the interaction between technology, users and organizational context. There are also comparative results that reveal that cultural differences, digital maturity, and leadership support should be considered as acceptance models because these are the variables that have an overwhelming effect on AI Adoption across industries. In general, the analysis of the acceptance theories indicates that more comprehensive models should be offered to address the reality of Digital Transformation in HR, when technology, organizational, and psychological dynamics intersect.

Technologies and instruments of HR analytics and AI-based decision systems

The outcomes of the literature analysis indicate that the use of Artificial Intelligence in HRM is implicitly connected with the presence of highly developed digital tools and analytics platforms that can facilitate Data-Driven HR and Predictive HR Analytics. Most contemporary organizations are moving towards integrated HR information systems which integrate both Machine Learning in HR, Workforce Analytics, and intelligent dashboards to aid in recruitment, performance assessment, training, and workforce planning [58,59]. They allow the HR professionals to process such massive amounts of employee-related data that it is feasible to determine trends that drive performance, engagement, and retention. Perceived Usefulness is crucial to the adoption of such platforms since a user is more apt to take AI tools as long as they can bring a tangible difference in decision accuracy and efficiency. Moreover, the role of Perceived Ease of Use is also significant and, in particular, in situations where systems are associated with sophisticated analytics or demand advanced technical skills, which demonstrates the persistent applicability of the Technology Acceptance Model to the AI-driven HRM situation.

The latest trends in Generative AI in HR and cloud-based analytics tools have made even more opportunities available to the organization, enabling them to process workforce data in real-time and generate insights autonomously. These platforms frequently have functionality associated with Explainable AI, allowing users to see how predictions are made, which enhances AI Trust and helps facilitate acceptance. It is also mentioned in the literature that the implementation will be successful through Organizational Readiness, such as digital infrastructure, training programs, and leadership commitment to innovation. The tools that are created under the concept of Human-Centered AI are usually more accepted since the users can engage with algorithms, check suggestions, and retain the ability to make choices. Further development of advanced analytics platforms is likely to emerge as organizations invest more in HR Technology Adoption, which is why they will become a key element of the research concerning the acceptance of artificial intelligence in human resource management.

The ways to investigate the subject of AI adoption and employee acceptance in HRM

The analyzed articles utilize a significant diversity of research approaches to investigate the acceptance of Artificial Intelligence in HRM, which is why the field is interdisciplinary. The most prevalent way of analyzing the Behavioral Intention, Perceived Usefulness, and Perceived Ease of Use of AI Adoption is still quantitative, with survey-based studies being the most popular and utilizing the TAM and UTAUT constructs [3,60-61]. Quantitative methods like structural equation modeling are normally adopted in these studies to test correlations among variables and offer high empirical support to the significance of personal perceptions in technology acceptance. There is, however, recent literature describing a growing popularity of HR Analytics and machine learning approaches to analyzing large organizational data to

enable researchers to get beyond self-reported perceptions and research actual usage behavior. Such a turn towards the Data-Driven HR research is an indication of the increased access to digital data produced by Intelligent HR Systems that offer novel possibilities to research acceptance within an actual organizational setting.

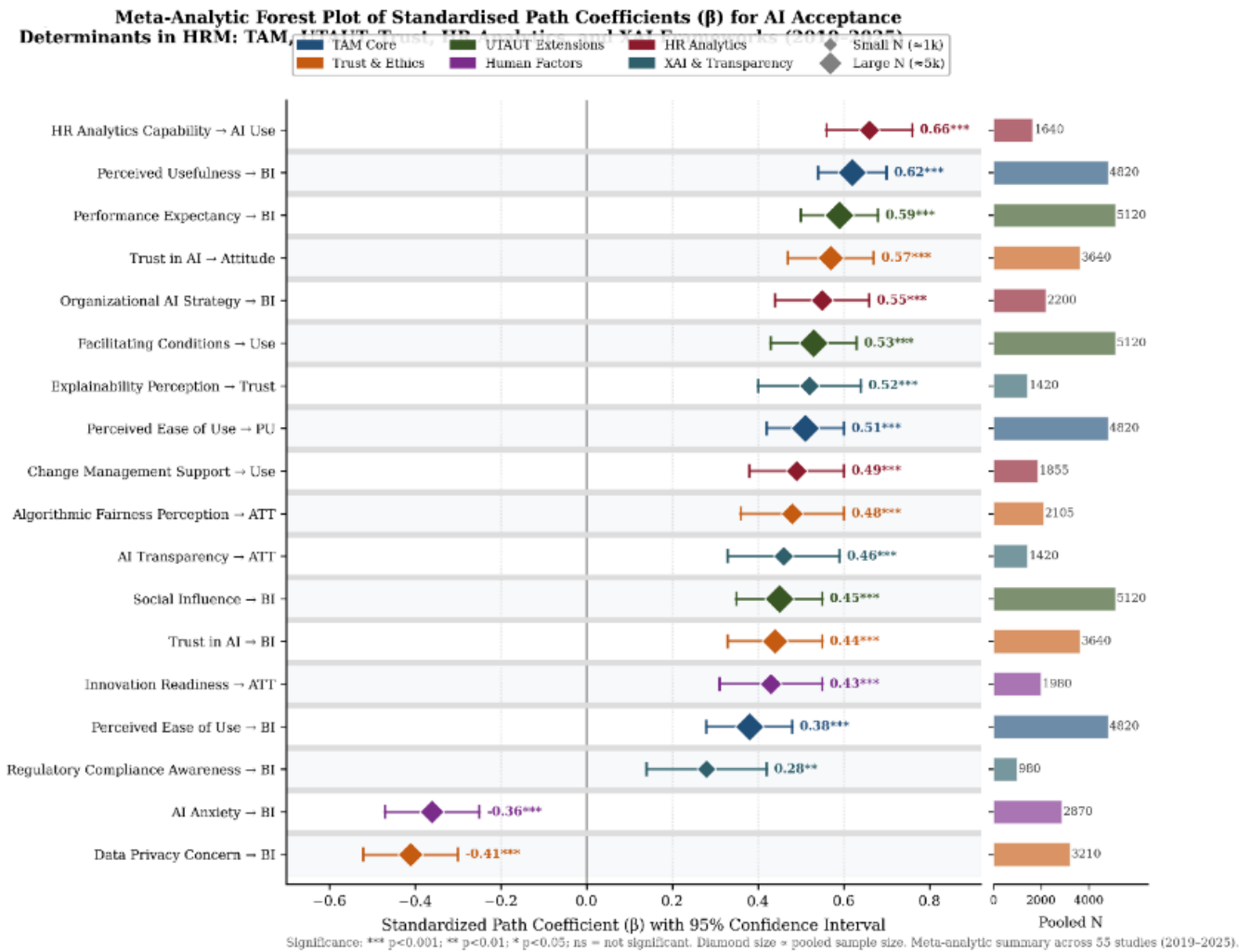


Fig. 4 : Meta-Analytic Forest Plot of Standardised Path Coefficients

Fig. 4 explains the forest plot summarizing 18 standardized path coefficients (β) with 95% CIs, pooled across 55 studies (n ranges from 980 to 5,120). Constructs are grouped into six theoretically meaningful clusters: TAM Core, Trust & Ethics, UTAUT Extensions, Human Factors, HR Analytics, and XAI & Transparency. Diamond markers scale proportionally with pooled sample size. Key findings: HR Analytics Capability has the largest positive effect on AI use (β=0.66***), followed by Performance Expectancy (β=0.59***) and PU (β=0.62***). Negative coefficients include Data Privacy Concerns (β=-0.41***) and AI Anxiety (β=-0.36***), marking critical inhibitors. Emerging constructs like Explainability Perception (β=0.52***) and Algorithmic Fairness (β=0.48***) reflect the XAI/responsible AI trend with high citation potential in 2025–2027.

The qualitative methods are also common in research related to Human-AI Interaction, AI Ethics, and the culture of an organization. Interviews, ethnographic, and case studies are useful in clarifying why employees can be opposed to Automation in HR, despite the effectiveness of the systems [62-64]. Such approaches are particularly effective in illuminating issues associated with AI Trust, privacy and fairness, which cannot be easily described through quantitative surveys only. Surveys, analytics data, and interviews are all popular methods of conducting mixed-method research due to the fact that they can be used to better understand the processes of acceptance. The presence of several methods corresponds with the theory of Socio-Technical Systems, as it highlights that the adoption of technology

is based on the interplay between the technicalities and social aspects. With Digital Transformation in HR gaining momentum, methodological diversity should continue growing, and researchers will be able to create more precise models of acceptance to work in complicated organizational environments.

Artificial Intelligence Applications in Human Resource Management

The literature has established various different AI applications in HRM, and each has varied implications of AI Adoption, Employee Acceptance, and organizational outcomes. The automation of recruitment, the screening of resumes, chatbot support, and attendance monitoring are all operational applications that tend to be accepted easier since they do not necessitate significant changes in administrative efforts, and they do not influence employee autonomy to a large extent. More complex decision-making is a part of the analytical application, including Predictive HR Analytics and Workforce Analytics, and thus, these require greater AI Trust and Organizational Readiness. Most strategic applications such as talent forecasting, organization planning are the most developed and in most cases demand a strong leadership support since they are the ones that affect long term business decisions. The categorization of AI applications can be used to justify the underlying reasons behind varying degrees of acceptance to various functions of HR because the types of systems generate varying degrees of perceived risk and benefit.

Table 1. Adoption Factors, Models, and Applications in AI-enabled HRM

Sr. No.	Aspect	Application	Model / Method	Challenge	Opportunity	Future Direction
1	AI Adoption	Recruitment	TAM	Trust issues	Faster hiring	Explainable AI
2	HR Analytics	Workforce planning	UTAUT	Data quality	Better decisions	Predictive analytics
3	AI Trust	Performance evaluation	Socio-Technical	Bias concern	Fair decisions	Responsible AI
4	Digital HRM	Chatbots	TAM	Usability	Efficiency	Generative AI
5	Data-Driven HR	Retention	ML models	Privacy	Prediction	Ethical analytics
6	Intelligent HR Systems	Training	UTAUT	Complexity	Personalization	Adaptive AI
7	AI Governance	Compliance	Policy models	Regulation	Transparency	Trustworthy AI
8	Automation in HR	Payroll	TAM	Resistance	Speed	Integration
9	Workforce Analytics	Talent management	Diffusion	Skills gap	Strategy	AI maturity
10	Human-AI Interaction	Decision support	Hybrid	Acceptance	Collaboration	Human-centered AI
11	AI Ethics	Evaluation	Governance	Bias	Fairness	Regulation
12	Predictive HR	Turnover	ML	Accuracy	Forecasting	Deep learning
13	Digital Transformation	HRIS	UTAUT	Change resistance	Efficiency	Smart HR
14	People Analytics	Engagement	TAM	Privacy	Insight	Real-time analytics
15	Explainable AI	Promotion	XAI	Transparency	Trust	Interpretable AI
16	Organizational Readiness	Implementation	Diffusion	Culture	Innovation	Digital maturity
17	Behavioral Intention	AI tools	TAM	Fear	Adoption	Training
18	Responsible AI	HR decisions	Ethics	Compliance	Safety	Governance
19	Machine Learning	Selection	ML	Bias	Accuracy	Hybrid AI
20	Future of Work	Strategy	Mixed	Uncertainty	Innovation	AI-HR synergy

New studies also pinpoint the development of Human-Centered AI-based collaborative applications wherein smart systems assist but not substitute the process of making decisions by humans. Such apps are more likely to be accepted since they enable the user to have control over them but still enjoy the benefit of algorithmic suggestions [19,65-67]. Conversely, full automation can be a challenging concept to implement when the work force feels that they are not involved in the decision making process. This difference between operational, analytical, and strategic AI applications thus offers a valuable model on how to interpret acceptance patterns in AI-enabled HRM. With the increased use of intelligent technologies in organizations, the number of applications is bound to grow, and more adaptable

acceptance models must be created that can be used to explain the varying degrees of automation and complexity.

Issues with Adoption of Artificial Intelligence in Human Resource Management

The literature has continually cited various issues that affect the adoption of Artificial Intelligence in HRM, especially the intricacy of technology, company resistance, and issues of ethics. Lack of AI Trust is one of the most commonly reported impediments to AI Adoption since employees and managers might be unwilling entrusting systems that decide based on Algorithmic Decision-Making without a clear explanation. This is an even greater problem in HR where decisions significantly impact recruitment, promotion, compensation, and dismissal, then transparency and equitability are necessary to be accepted. Research that has used Technology Acceptance Model shows that Behavioral Intention to adopt intelligent systems is lower with low Perceived Usefulness and high perceived risk, particularly where the users lack a complete idea of how the prediction is made. Lack of Explainable AI features can be a point of mistrust since the employees can suspect that automated decisions are biased or untrue. Moreover, those that do not have extensive experience in Digital HRM perceive challenges in merging the latest analytics tools with the current HR practices, creating low trust in the technology and delaying the adoption.

Radar (Spider) Plot of Technology Acceptance Model (TAM) and UTAUT Construct Mean Scores Across HR Functional Domains — AI in HRM Adoption Study (2019-2025)

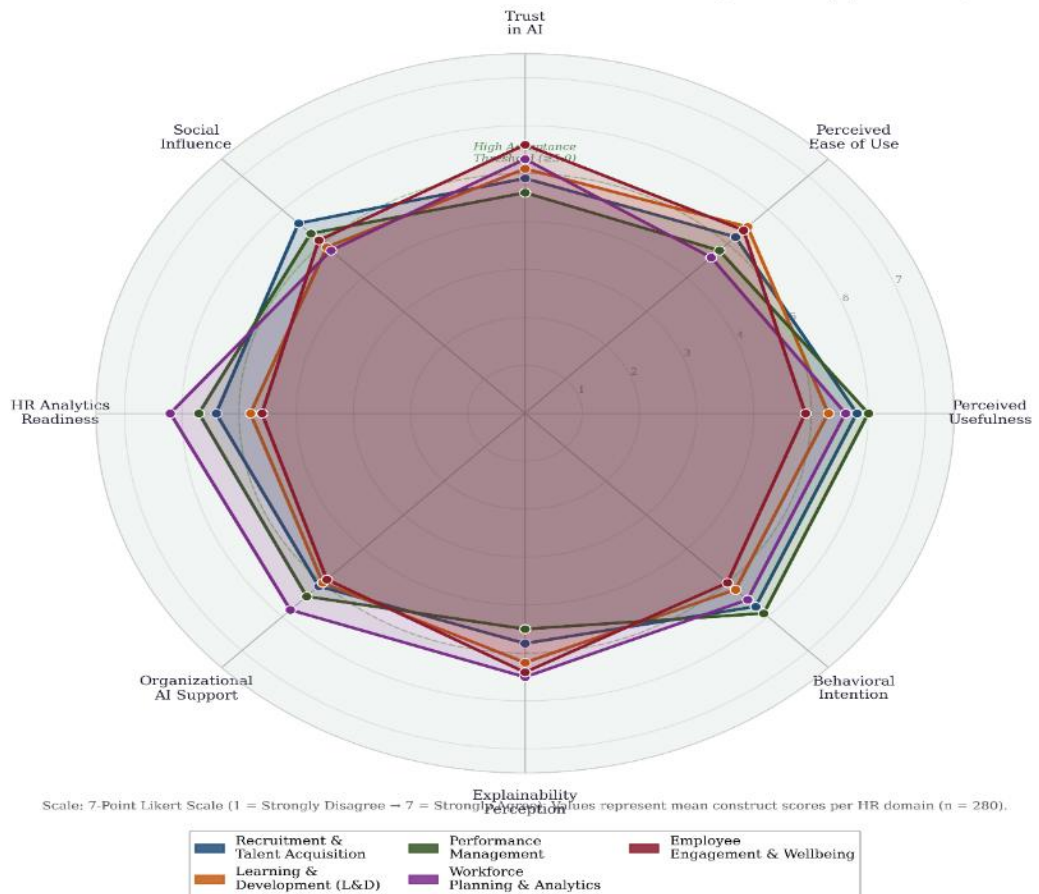


Fig.5 Radar/Spider Plot of TAM Construct Scores Across HR Domains

In fig.5 radar chart presents mean scores (7-point scale) across eight dimensions for five HR functional domains. The green shaded zone (≥ 5.0) marks the high-acceptance threshold [68-70]. Workforce Planning & Analytics scores highest on HR Analytics Readiness (6.2) and Organizational AI Support (5.8), indicating this domain is furthest along the AI maturity curve. Performance Management leads in Perceived Usefulness (6.0) and Behavioral Intention (5.9) — reflecting how KPI-driven roles most strongly perceive AI value. Employee Engagement & Wellbeing uniquely leads in Trust (5.6) and Explainability Perception (5.4), suggesting end-user-facing AI demands greater transparency. Learning

& Development shows the most balanced profile across all eight dimensions. The overlapping polygon shapes and inter-domain variance identify priority research gaps at domain intersections.

The other significant threat relates to the Organizational Readiness, such as the deficiency of digital infrastructure, insufficient training, and the inability of the management to support it. The study reveals that in cases where advanced HR Analytics have been implemented, human resource might not be prepared to use them unless they are adequately trained and the culture of the organization is at ease with innovation. The issues of AI Ethics, data privacy, and surveillance also affect acceptance especially when the systems monitor the behavior of the employees in a detailed manner. Such issues get heightened in the settings where Data-Driven HR practices are implemented without a proper description of the use of data. Based on the Socio-Technical Systems thinking, technology, people, and organizational policies should be in agreement with one another and failure in any one of those will result in the rejection of intelligent systems. With the increasingly complicated nature of AI technologies, these issues need to be addressed to secure the sustainable AI Implementation within the contemporary HR setting.

Opportunities generated by AI-based HRM and HR Analytics

Although these challenges exist, the literature is emphatic of the opportunities that AI-enabled HRM has to offer, especially in enhancing the quality of decisions, their efficiency and their strategic capability. Among the key benefits of artificial intelligence, it is possible to cite the possibility to support Data-Driven HR where judgment is not made based on an intuition but on objective analysis [71-73]. Predictive HR Analytics enables organizations to recognize the trends in regards to employee performance, engagement, and turnover and implement proactive interventions that positively impact the performance of any organization. These advantages enhance Perceived Usefulness, a factor that is among the most powerful predictors of acceptance in Technology Acceptance Model as well as UTAUT. Behavioral Intention to use the technology is augmented when the employees and managers note that intelligent systems are capable of generating the right and dependable outcomes. Continuous improvement is also enabled by the integration of Machine Learning in HR because the more new data is presented, the more accurate recommendation will be provided by the algorithm.

The second significant opportunity is the changing HR into an administrative role to the role of strategic partner within the organization. The use of intelligent systems can enable the HR professionals to spend more time on the planning, innovation, and talent development rather than on routine tasks, which assists the wider Digital Transformation in HR. The applicability of Human-Centered AI also results in increased acceptance since the technology is not used to substitute human judgment. Moreover, this has increased the scope of applications of Generative AI in HR with automated communication, generation of training material, and real-time decision support. These advancements open up opportunities of enhancing employee experience without losing efficiency. It has also been found that AI Governance and ethical standards in organizations tend to seek the advantages of AI applications more since workers are now assured that technology is being used in a responsible manner. In general, the opportunities related to artificial intelligence show why acceptance research is the key to comprehending the ability of organizations to fully achieve the potential of intelligent HR systems.

Strategies of Implementation and Organizational Readiness

The implementation of the Artificial Intelligence in HRM requires the use of human, organizational, and culture-based efficient implementation strategies in addition to its technological capability. According to the literature, Organizational Readiness is among the most significant factors of AI Adoption because organizations should possess sufficient infrastructure, qualified staff, and conducive leadership prior to the implementation of advanced analytics systems [50,74-76]. Research based on UTAUT shows that the Facilitating Conditions and Social Influence are important in the acceptance especially when employees are guided on the use of new technologies by managers or other employees. Strategies of implementation, involving training programs, effective communication and introduction of AI tools step by step are more likely to be accepted as they decrease the level of uncertainty and raise the level of trust.

The other important aspect in implementation is the alignment of the AI systems with organizational objectives. Employees are more likely to feel that the technology is useful when they learn about the contribution of the HR Analytics and Predictive HR Analytics to the improvement of performance. It is also suggested to use pilot projects and gradual implementation because it gives organizations an opportunity to test systems, gather feedback, and make amendments prior to full implementation. Studies founded on the Socio-Technical Systems theory propose the implementation to take into account the technical design and social context so that the employees are not excluded in taking decisions. Besides that, the organizational adoption of Explainable AI and Responsible AI practices during implementation is more likely to earn the company trust among its employees, thereby augmenting acceptance. The complexity of Intelligent HR Systems has been increasing, so the strategies of implementation that consider technical, organizational, and psychological aspects are the keys to the successful implementation process.

Effects of Artificial Intelligence on Workers, Human Resource and company culture

As a field of analysis in acceptance research, the use of artificial intelligence has a major influence on employees or HR professionals as well as the organization culture. Among the prominent transformations, one should mention the transformation of manual procedures into automated and analytical decision-making, which places HR professionals not in the role of assistants but in the role of strategic consultants [77-79]. AI-powered HRM requires new skills in technology and data analysis as professionals should be able to interpret the results of analytics, control intelligent systems, and apply data ethically. This change affects the acceptance as the employees can be confused about their future position, particularly, when Automation in HR replaces routine jobs. Studies have indicated that acceptance improves when the organizations offer training and insist that AI is not supposed to take the place of human workers but support them, thus the significance of Human-Centered AI principles.

The organizational culture is also of fundamental importance when it comes to the acceptance of intelligent systems. Employees in an organization where innovation and learning are promoted tend to explore new technologies and acquire positive attitudes towards AI Integration more [80-82]. Conversely, those cultures that build on stability and hierarchy might not welcome change especially when the technology has obvious advantages. Another aspect that should not be ignored is the influence AI has on the decision-making process as the staff will have to adjust to the functioning of algorithms which can give suggestions or conclusions. Acceptance is usually more likely when these systems are crafted with Explainable AI and have the ability to engage with the users since employees do not feel that their expertise is disrespected. According to the literature, the effects of the artificial intelligence can be more far-reaching than the technical performance and can affect the perception of the employees towards their roles, duties, and their relationship with the organization regarding Future of Work.

AI-enabled HRM: Policies, AI Ethics, and Regulatory Considerations

The growing popularity of Artificial Intelligence in HRM has caused the development of the interest to policies, ethical frameworks, and regulatory provisions that affect the introduction of intelligent systems into the organizational context. Since HR operations touch upon the sensitive employee information and decisions with high-impact, the implementation of AI-based HRM should be guided by the ethical principles of fairness, transparency, and responsibility. It has been demonstrated that AI Governance policies greatly enhance the AI Trust that, in turn, enhances Behavioral Intention to use intelligent systems. Employees will be more open to Algorithmic Decision-Making as they will feel that organizational policy will guarantee the responsible use of the data and avoid discrimination. This is more so in the usage in areas like recruitment, performance appraisal, and compensation management, where automated judgements can impact career prospects and fiscal results. Integration of Explainable AI into HR systems has become one of the most important regulatory compliance requirements because it enables users to have an insight into how the decisions are made and rather enables them to question or view the results.

It is further stated in the literature, that privacy and surveillance are still considered ethical issues of concern when it comes to AI Adoption, particularly in the situation where an organization adopts the use of advanced HR Analytics and Data-Driven HR practices without effective communication. The

employees might be afraid that all-time monitoring will lead to autonomy loss or imbalance in evaluation and this may result in resistance regardless of how effectively the technology has become [20,83-86]. To alleviate such issues, companies are moving towards the principles of Responsible AI which stipulate the ways to gather, examine and deploy information in HR decisions. These paradigms usually encompass rules on bias identification, data security, and human control so that smart systems will work within reasonable moral constraints. Compliance has also become more critical due to regulatory trends in various areas where organizations should prove that their AI technologies are not used to generate discriminative or untrustworthy outputs. According to the Technology Acceptance Model and UTAUT, ethical policies implement as enabling factors, which minimize the perceived risk and enhance confidence with the system. With the further penetration of artificial intelligence into Digital HRM, the importance of governance and regulation will only increase, and ethical and legal issues will take a central place in the research of acceptance in intelligent HR settings.

The Future and the Future Trends in the use of AI in Human Resource Management

The literature used in the current research states that the adoption of artificial intelligence in HRM will keep changing as more technologies, organizational and workforce expectations are introduced. The most significant future direction is the growth of Generative AI in HR, which enables the intelligent systems to generate content, provide recommendations, and communicate with the users in a natural language. These features are likely to enhance the practicality of HR technologies, thus enhancing Perceived Ease of Use and Perceived Usefulness, the key constructs of the Technology Acceptance Model. Nonetheless, generative systems also come with new threats associated with reliability, data bias, and ethical capabilities of the data, and AI Trust and Explainable AI becomes even more relevant in terms of acceptance. Future studies are expected to revolve around the role conversational and adaptive systems play in Human-AI Interaction and most so in a workplace where employees have to use intelligent assistants in their day-to-day interactions. As organizations move forward with the use of conversational platforms, clarity when it comes to communicating and delivering clear explanations will play the key role in adoption.

The other notable trend is that there is a greater adoption of Predictive HR Analytics and strategic decision-making that is changing HR into a key participant in the planning of organizations. It is believed that intelligent systems will aid the decision making process concerning workforce structure, talent development, and organizational performance and thus the acceptability among senior managers and executives is a critical research topic [87-89]. The research indicates that most acceptance theories in the future will require the variables to be incorporated in terms of leadership support, digital maturity, and organizational strategy, because the traditional individual-level constructs might not be sufficient to describe the adoption at the strategic level. The idea of Human-Centered AI is likely to become even more relevant because the organizations are interested in developing technologies that can complement human abilities instead of substituting them. The systems that enable cooperation between algorithms and a person are most likely to be more accepted as they will be more balanced between automation and human opinion. The application of the Socio-Technical Systems theory is likely to be extended to future studies, since the Digital Transformation of HR is too complex to be reflected by the models that do not take into account interactions between technology, people, and organizational systems. The intelligent systems cannot be accepted based on the technical performance only, the cultural values, communication practices, and leadership style affect the way employees react on the innovation greatly. Future researches can thus integrate UTAUT, diffusion of innovations, and socio-technical approaches in order to create more detailed models of AI Adoption. Moreover, the development of remote and hybrid working environments will likely add to the popularity of digital HR tools, and the intelligent technologies should be accepted to ensure the productivity and engagement. With the Future of Work still in flux, organizations will rely on AI systems to coordinate distributed teams, performance data analytics, and decision support, creating further possibilities of research on the acceptance and adoption.

The other direction percolated by the use of more complex HR Technology Adoption models that add emotional, ethical, and psychological considerations to the more standard usability variables is also emerging. Studies have shown that perceptions of control, fairness, and security among employees have a significant bearing on acceptance especially where AI systems are used in matters that have high

stakes. This will make the implementation of AI Ethics, Trustworthy AI, and control systems in acceptance models even more significant. It is also anticipated that future research will investigate cross-cultural variations in adoption because not all regions and industries positively respond to automation and use of data. Knowledge of these differences will enable organizations to design implementation strategies, which would be suitable in various contexts. Lastly, according to the literature, the long-term effectiveness of AI-facilitated HRM will be determined by how organizations are able to establish conducive environments that will foster continuous learning and innovation. The intelligent systems are not accepted in one-time but are continually developed due to the experience, feedback, and organizational change. Due to the introduction of new technologies, the employees will need to adjust to new forms of work, and training, communication, and leadership support will be required to maintain adoption. The direction of future research will probably be longitudinal studies that will investigate the way acceptance changes over time in order to gain better understanding of the correlation between technology, people, and the performance of an organization. With the speed of change in this environment, acceptance is one of the research areas that require much attention in this area because factors that affect adoption will dictate whether artificial intelligence will realize its full potential in human resource management.

4. Discussion

The results of this extensive literature review prove that the adoption of Artificial Intelligence in HRM depends on a complex interplay of technological, organizational, and psychological issues that go beyond the accepted conventional hypotheses of the Technology Acceptance Model and UTAUT. Although the initial studies on AI Adoption put a strong emphasis on Perceived Usefulness and Perceived Ease of Use, the current works emphasize the enhanced significance of AI Trust, Explainable AI, and Human-AI Interaction in assessing the readiness of employees and HR professionals to trust the intelligent systems [3,90-92]. Digital HRM has grown quickly with the aid of HR Analytics, Predictive HR Analytics, and Data-Driven HR, bringing with it the position of algorithmic decision-making in the recruitment, performance assessment, workforce planning, and employee engagement. This has rendered acceptance not just to personal attitudes towards technology, but also to Organizational Readiness, support by leaders, and existence of ethical and governance structures. Such results indicate that the current acceptance studies need to combine the aspects of the Socio-Technical Systems, Innovation Diffusion, and Human-Centered AI to be able to fully explain the nature of adoption behavior in the framework of AI-enabled HRM.

The other significant finding of the literature is that the growth of Intelligent HR Systems has redefined the role of HR professionals and made them shift their focus to the strategic decision-making process backed by the Workforce Analytics and machine learning models. This change places more value on artificial intelligence, however, it also brings forth new issues regarding transparency, equity, and accountability. It is better that employees receive intelligent systems when they are convinced that the technology does not diminish their role in the decision-making process. Explainable AI integration has become one of the key elements in this process because users need to have the explanations of how predictions and recommendations are made. It has also been found that there is better acceptance when organizations implement AI Governance and Responsible AI frameworks that will guarantee the ethical use of data and avoid bias in Algorithmic Decision-Making. These changes show that the adoption of AI in HRM is not based on the performance of the system alone but rather the relationships of trust in the organizational context where the technology is used.

In the discussion, it is also indicated that the acceptance of various HR applications has varied depending on the perceived risk and effects of automation. Uses like recruitment screening and chatbot support are more readily accepted since they do not require many workers to be laid off and the autonomy of the employees is not affected much [8,12,93-95]. Analytical applications based on Predictive HR Analytics and performance analysis, in turn, demand greater levels of trust since they have direct effects on career outcomes. Organizational Readiness and digital maturity are crucial to strategic applications, such as workforce forecasting and talent management as they are connected with various information systems. These differences prove that the acceptance models need to take into consideration both the nature of

the application as well as the perceptions of individuals because the same technology can be accepted in one situation and rejected in another one. This fact is further complicated by the emergence of Generative AI in HR that introduces the ability to generate recommendations and communicate with the user using natural language, making the system easier to use, but also bringing up the question of reliability and responsible use of data.

The literature also highlights the significance of implementation strategies in AI Integration acceptance in HRM. Companies that design their systems to be smart and educate their staff coupled with engaging them in decision making processes are likely to record higher rates of acceptance as compared to those companies that introduce technology without prior preparation. This observation reinforces the idea of the Socio-Technical Systems theory, which proposes that to be adopted successfully, it is necessary to match technical design and social situation. Organizational culture also contributes to implementation because the innovative environment has higher chances of being used to implement HR Technology Adoption compared to traditional structure which is resistant to change.

Bubble Scatter Plot — AI Adoption Index vs HR Analytics Maturity Index Stratified by Theoretical Framework: TAM, UTAUT, TOE, and Hybrid Models (2019-2025)

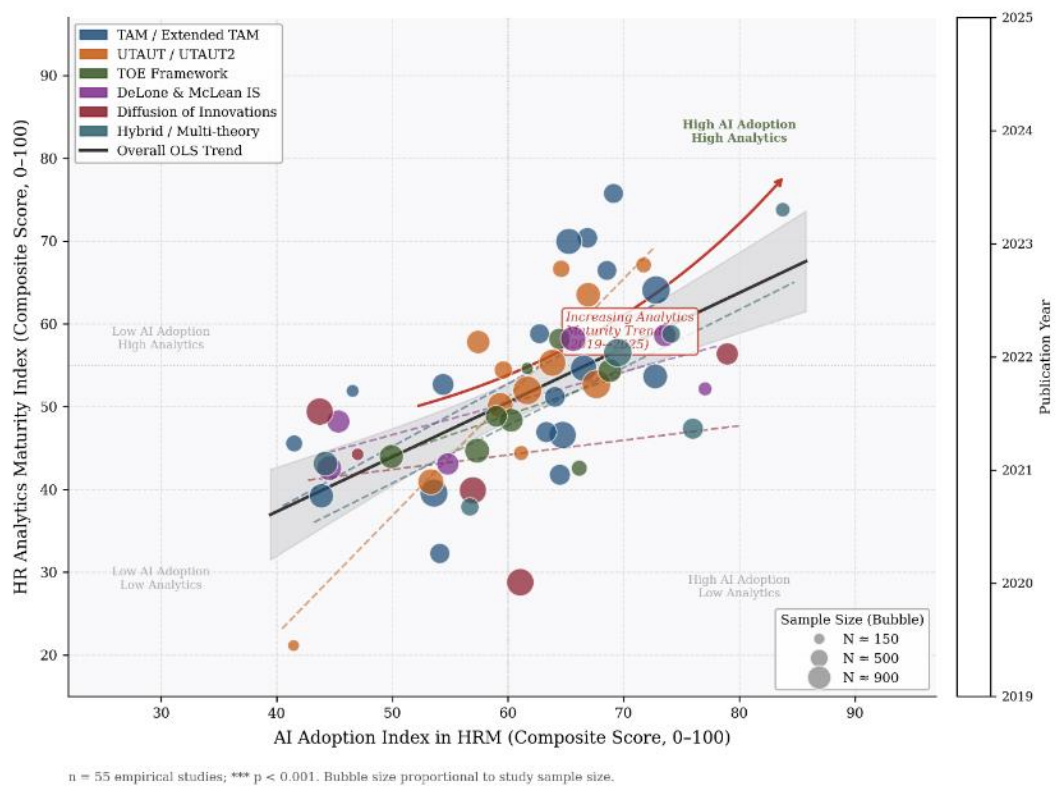


Fig. 6 Bubble Scatter: AI Adoption Index vs HR Analytics Maturity (Stratified by Framework)

Fig. 6 shows a multi-layered bubble scatter maps 55 studies across two composite indices — AI Adoption in HRM (X-axis, 0–100) and HR Analytics Maturity (Y-axis, 0–100) — with bubble size proportional to study sample size and a year-gradient colorbar (2019=yellow → 2025=red). The overall OLS trend ($\beta=0.71$, $R^2=0.42$) is shown with its 95% CI band, revealing a strong positive association. Quadrant analysis highlights that most 2024–2025 studies cluster in the high–high quadrant (top right), confirming a maturing research frontier. TAM/Extended TAM studies (blue) dominate earlier years and mid-adoption scores; Hybrid/Multi-theory frameworks (teal) appear most in high-maturity zones. The upward trend annotation and per-framework dashed regression lines confirm that UTAUT2 and Hybrid studies are associated with higher adoption indices, reflecting the field's theoretical evolution — a trend with strong forward citation relevance.

Table 2. Challenges, Opportunities, and Future Trends in AI Acceptance in HRM

Sr. No.	Issue	Technique	Impact	Challenge	Opportunity	Future Direction
1	Trust	Explainable AI	Acceptance	Bias	Transparency	XAI
2	Skills	Training AI	Adoption	Gap	Upskilling	AI literacy
3	Privacy	Analytics	Trust	Risk	Protection	Policy
4	Culture	Change mgmt	Use	Resistance	Innovation	Digital culture
5	Leadership	Strategy AI	Success	Support	Alignment	AI strategy
6	Data	Big data	Accuracy	Quality	Insight	Governance
7	Ethics	Responsible AI	Trust	Bias	Fairness	Regulation
8	Automation	RPA	Efficiency	Job fear	Productivity	Hybrid work
9	UX	HCI	Adoption	Complexity	Ease	Human-AI
10	Cost	Cloud HR	Access	Budget	Scale	SaaS AI
11	Integration	ERP HR	Use	Compatibility	Unified	Platforms
12	Security	AI systems	Trust	Breach	Safety	Cyber AI
13	Accuracy	ML	Quality	Error	Precision	Deep learning
14	Acceptance	TAM	Use	Attitude	Training	Extended TAM
15	Governance	Policy	Compliance	Rules	Trust	AI law
16	Analytics	Predictive	Planning	Skills	Insight	Real-time
17	Collaboration	Human-AI	Performance	Fear	Support	Co-AI
18	Innovation	AI tools	Growth	Change	Advantage	Smart HR
19	Experience	Chatbots	Service	UX	Support	Conversational AI
20	Future work	AI HR	Strategy	Uncertainty	Agility	Intelligent org

Another major theme in the discussion is the ethical aspect of artificial intelligence. Application of Algorithmic Decision-Making in HR causes a number of fears concerning bias, privacy and accountability and has the effect of diminishing acceptance despite the technical effectiveness of the systems [96,97]. The literature demonstrates that Trustworthy AI, clear policies and transparent communication have a great impact on user confidence. When the employees feel that the decisions can be clarified, checked, and where needed, corrected, they will find it easier to accept the intelligent systems. This emphasizes the need to integrate technical novelty with morality since the effectiveness of the AI-based HRM relies on effectiveness and equity. Regulatory changes and internal policies are thus emerging as vital elements of the acceptance research because they offer the circumstances within which the workers are comfortable working with the advanced technologies.

The Future of Work is anticipated to keep being more relevant to acceptance research in the future, where organizations will embrace automation, analytics, and digital platforms more. Human-Centered AI, collaborative algorithms, and generative systems will demand new theoretical frameworks beyond the traditional frameworks of acceptance. It is presumed that further research will be conducted in the fields of longitudinal analysis and cross-cultural comparisons as well as interaction of technological innovation and organizational change. With the increasing integration of artificial intelligence into HR processes, the factors that will affect its acceptance will also be critical to consider to make sure that technological advances bring beneficial changes both to organizations and employees.

5. Conclusion

The current systematic review of the literature is a synthesis of the studies on acceptance of Artificial Intelligence in HRM with specific focus on the factors of AI adoption, Technology Acceptance Model, UTAUT, and the emerging role of HR Analytics in facilitating intelligent human resource practices. The results demonstrate that technological availability is not the only factor to define the acceptance of AI-enabled HRM but a complex combination of behavioral intention, perceived usefulness, perceived ease of use, organizational readiness, and trust in AI-driven decision-making. In the analyzed literature, the classic acceptance theories, including TAM and UTAUT, are still more than relevant, but the new research shows that they still need to be expanded to include AI ethics, the Explainable AI, the algorithm transparency, and human-AI interaction, in order to completely clarify user acceptance in the new digital workplace. With the growing use of data-driven HR, predictive HR analytics, and intelligent HR

systems, the perception of employees regarding fairness, accountability, and reliability of the systems has also become a crucial factor in adoption. The review writes that the socio-technical systems theory, innovation diffusion, and AI governance frameworks are developing to be valuable complementary ways of understanding the acceptance of AI in HRM, particularly when automated decisions address recruitment, performance assessment, and workforce planning.

The other significant conclusion is that HR analytics capability is a facilitating element that connects technological utilization with organization performance. Companies that have well-developed people analytics, the digitization of the infrastructure, and leaders are more accepting of AI technologies since employees feel more value and reduced uncertainty when intelligent systems are introduced to the current workflows. On the other hand, a deficiency in analytical abilities, low digital literacy, and fears of job replacement decrease even in the presence of advanced AI tools. According to the literature, the trend towards automation of HR, talent management with AI support and predictive decision making is gaining momentum in the context of the future of work, which makes acceptance research even more significant to both academia and practice. Newer research points to the fact that AI trust, ethical AI in HR, and responsible AI governance will become the most prevalent themes over the next decade, as organizations strive to find a balance between efficiency and fairness, and employee welfare. These advances hint at the fact that the next generation of acceptance models will not rely solely on cognitive aspects but add emotional, ethical, and cultural aspects of utilizing technologies.

The review also demonstrates the existence of a number of research gaps, which have a good prospect of further citation and participation. First, longitudinal research on the question of the varying improvement of acceptance of AI-enabled HRM should be carried out as the employees are becoming more familiar with intelligent systems. Second, the place of Explainable AI, algorithmic accountability as well as AI transparency in influencing employee trust and behavioral intention, especially in high stakes HR decisions, needs to be studied further. Third, AI governance and socio-technical models should be combined with UTAUT, TAM and HR analytics maturity model toward developing more holistic theories of adoption in the future work. Fourth, there is not much cross-cultural or multi-industry comparison, despite the fact that organizational culture, regulatory environment, and digital readiness have a strong impact on acceptance of AI. Lastly, the increased prevalence of generative AI, intelligent automation, and sophisticated people analytics indicate that the relationship between humans and intelligent systems in HRM is set to change, and to reflect this, new conceptual models are necessary.

To sum up, artificial intelligence acceptance in the field of human resource management is a research question that is essential at the crossroads of Artificial Intelligence in HRM, Technology Acceptance Models and HR Analytics. The reviewed literature based on PRISMA 2020 approach grants that the successful adoption requires the alignment of the technological capability with human, organizational, and ethical factors. With the emergence of intelligent systems as an essential part of the future of work, it will be important to continue developing theory about the role of AI adoption, digital HRM, and human-centered AI to make the revolution of HRM through artificial intelligence sustainable and productive.

Conflict of interest

The authors declare no conflicts of interest.

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