

Human Resource Management Practices in Modern Organizations: Evidence from a Systematic Literature Review

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This study systematically examines emerging and underexplored dimensions of human resource management (HRM) in response to the widening gap between traditional HRM theory and contemporary organizational realities. While earlier research emphasized recruitment, training, performance appraisal, and compensation, technological and societal transformations have reshaped HRM's scope. Following PRISMA 2020 guidelines, a systematic review of 110 peer-reviewed articles published between 2000 and 2025 in Scopus and Web of Science was conducted, complemented by bibliometric mapping using VOSviewer to identify intellectual clusters and emerging trends. Four major thematic clusters were identified: digital and AI-driven HRM, sustainable and green HRM, employee well-being and psychological safety, and inclusive, diversity-oriented HRM. Findings show that digital and analytics-based practices dominate current discourse, whereas algorithmic governance, ethical AI, and holistic health remain underdeveloped. Sustainable and inclusive HRM models demonstrate moderate maturity, while employee well-being is often approached instrumentally. Methodologically, the field relies heavily on cross-sectional surveys, self-reported data, and Western-centric samples, highlighting the need for longitudinal, multi-source, and cross-cultural designs. An integrative framework is proposed linking emerging HRM dimensions to employee and organizational performance, with psychological empowerment and perceived organizational support as mediators, and culture, digital maturity, and industry turbulence as moderators. The study advances HRM theory and offers practical guidance for designing technologically effective and ethically responsible HRM systems.

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Introduction

The human resource management has been a focal point that organizations generate value, competitive advantage and employment relationship, which has remained a central concept (Amarakoon *et al.*, 2026). Since personnel administration emerged in early times, human resource management has been able to adapt to the wider economic and technological change to strategic human resource management. Nevertheless, the speed of transformation in modern organizations, which is a product of digitalization, globalization, and increasing demands on society, has outpaced theoretical institutionalization of the field. The contemporary organisations are working within knowledge intensive environments with algorithmic decision systems, hybrid workplaces, platform based labour, and growing questioning of environmental, social, and governing responsibility (Singh & Sinha 2026). The Society of Human Resource Management and the World Economic Forum are influential organizations that consistently highlight the importance of digital transformation, reskilling, agility of the workforce, and ethical governance of technology as the key priorities of modern HR leaders. Nevertheless, the conventional HRM studies still favor a comparatively stable group of workforce-related practices that are focused on recruitment, training, performance appraisal, and compensation (Alhamad & Alrawashdeh, 2026; Sagandykova & Tayauova, 2026).

These traditional bundles are strongly based on the strategic approach to HRM theory, the high-performance systems literature, which has effectively proven relationships between consistent HR practices and the performance results of the firms. HRM has been operationalized by Jimoh (2025) and Thneibat (2026) in largely standardized indices of staffing, training intensity, incentive pay and appraisal systems and usually through cross-sectional surveys and on financial or productivity measures. Although the cumulative knowledge of the field has been created by this body of work, it also has added to the constriction of the

conceptual field through which HRM practices are defined and assessed. The performance being the key dependent variable has strengthened a productivity-based paradigm, possibly at the expense of other aspects of employee experience and organizational accountability.

Simultaneously, the work transformation has brought in new forms of organizing, which have broken the conventional assumptions. Electronic human resource management systems, people analytics, artificial intelligence-based recruitment, and automated performance monitoring have become possible with the use of digital technologies. The knowledge economy has shifted the value creation towards intangible property, collaborative problem solving and the lifelong learning process which demand more fluid and more data intensive HR infrastructures. Remote connectivity and globalization has widened the time and space boundaries of work, creating new models of workforce such as hybrid or entirely remote work. Social justice and environmental sustainability issues have placed pressure on organizations to incorporate the concept of ESG in their human capital practices (Cao *et al.*, 2026; Dunmade *et al.*, 2023). This has brought the implication that HRM practice has been transformed in a manner that is beyond what is contained in the traditional theoretical models.

The visualization created in this review with the help of VOSviewer shows a high-density concentration of research clusters around such terms as e-HRM, performance, management, information systems, and HR analytics. Although these clusters indicate an increased interest in digital tools and analytics, they are closely related to the performance outcomes and the system implementation viewpoints. Emerging nodes, though peripheral, are artificial intelligence, dynamic capabilities, people analytics, digital HRM, and issues of remote and technology-mediated work. This PRISMA-based systematic search that narrowed down 110 eligible studies, after subjecting the initial group of more than 200 records to critical screening, further attests to the fact that the empirical research is still fragmented

across themes and does not fit into a coherent integrative framework. All the evidence is pointing to a transitional field, but a field where theory has not been equal to practice.

Crucial disjunction hence arises. First, HRM literature is conceptually divided, and digital HRM, algorithmic management, employee well-being, sustainability-oriented HRM, inclusive HRM, and ethical AI are discussed as the separate issues instead of the aspects of the same phenomenon of a larger change. Second, empirical operationalizations remain dominated by traditional bundles of HR thus with a narrow perception of what constitutes HRM practice. Third, new dimensions are not consistently defined, so the approaches to measuring and the outcome variables are not consistent. Fourth, there is also the methodological homogeneity, in that most of the studies have cross-sectional survey designs, single-country survey, and perceptual performance measures. These trends make it difficult to build cumulative theory that would respond to modern reality in organizations.

One of the dimensions that have not been explored is digital HRM. Though the exploration of electronic HR systems and HR information systems has been growing, much of it is on adoption, implementation success, and user attitudes as opposed to the way digital infrastructures transform power relations, decision autonomy, and employee voice. This issue is expanded to algorithmic management which studies how data-based algorithms distribute tasks, assess performance and discipline workers especially in platform and knowledge intensive settings. Algorithms are not considered as a fundamental practice in the existing HRM frameworks, although this practice is becoming increasingly common.

Staff welfare is another dimension that has not been taken into consideration other than in terms of productivity advancement. Performance and engagement have been associated with wellbeing (Jimoh & Dunmade, 2025; Rupčić, 2026); little has been done focusing on holistic wellbeing in terms of psychological safety, work-life

integration in remote environments, and long-term health consequences of constant connectivity. On the same note, sustainability based HRM has been theorized in green HRM research, but it has been marginal to the mainstream strategic HRM theory, which has still maintained a bias towards financial performance at the expense of ecological and social effect.

The study of inclusive HRM and diversity management has developed the knowledge of representation and fairness, although it is combined with the digital transformation, analytics, and algorithmic bias (sparsely). Ethical artificial intelligence in human resource creates urgent concerns about transparency, accountability, and discrimination in automated decision-making, but hypothetical implementation in human resource management is infantile. The accelerated by global crises and technological capability remote and hybrid workforce management has changed the practice of supervision, collaboration, and performance assessment but the systematic theoretic consolidation is yet to be developed. Digital platforms to interact with employees such as social media platforms and internal collaborative tools, confront the conventional idea of participation and industrial relations and will require new conceptual consideration.

It is in this background that this study makes a contribution to HRM research, in that it mathematically determines the untapped and upcoming aspects of HRM practices among contemporary organizations, as well as offering an integrative conceptual framework to inform future HRM studies. The analysis is guided by four objectives. To begin with, the paper determines underresearched areas of HRM based on the synthesis of the results that were obtained due to a thorough systematic review of peer-reviewed literature. Second, it combines the emerging evidence in digital HRM, algorithmic management, well-being, sustainability, inclusion, remote workforce management, ethical AI, and digital voice to uncover the thematic convergence and divergence. Third, it evaluates methodological trends and constraints, with a

focus on such research dominance patterns as prevailing research designs, geographical focus, and patterns of measurements. Fourth, it suggests a conceptual framework, which relates the traditional and emerging dimensions of HRM in a dynamic and technology-enabled ethics-driven model.

The theoretical contributions is threefold. The article pinpoints structural blindness in the prevailing HRM theories and especially in the dependence on performance-based constructs and fixed practice bundles. It broadens the theoretical domain of HRM practices to include technology mediated governance, ethics, sustainability requirements and outcomes based on the employees. Its approach of incorporating dispersed streams into an integrative structure provides a basis on which the scope and limits of HRM in organizations today should be reconsidered.

The study is methodologically a systematic literature review based on PRISMA steps and bibliometric mapping with VOSviewer. This is a dual methodology that allows both depth and breadth of the studies to be made transparent and the intellectual clusters, co-citation patterns, and research streams are revealed. Qualitative synthesis and quantitative mapping are combined to increase the level of robustness, as well as to serve as a template that can be replicated by future reviews in the field.

In a practical context, the results guide HR executives on the priorities that the next generation will have that are not limited to the traditional staffing and compensation models. With organizations moving through digital transformation, hybrid work, ESG responsibility, and the deployment of ethical AI, the HR professional is in need of an integrated vision of how the technological innovation can be balanced with human well-being, inclusion, and sustainability. The study provides strategic advice on crafting resilient, responsible, and future-oriented HR architectures by defining the emerging dimensions and how they are interlinked.

Objectives of the study

- i. To identify underexplored dimensions of human resource management practices
- ii. To synthesize existing evidence on emerging HRM dimensions
- iii. To assess methodological trends and limitations in current HRM research
- iv. To propose a conceptual framework for future research

Theoretical Background

The theoretical context of this paper places human resource management in a fast changing organizational context that not only stresses on the conventional strategic HRM bases, but also the necessity to extend into new dimensions. The classical SHRM theory, based on the resource based views and high performance work system theories, has long held the belief that coherent HR bundles were related to organizational performance. Although this view has offered a strong rationale of the strategic power of HRM, it has put a limitation on the conceptual framework to efficiency and performance that overlooks pivotal advancements in technology, sustainability, inclusion and employee wellbeing. The research broadens the conceptual limits of HRM by logically incorporating digital and AI governed HRM, sustainability based practices, inclusion systems, holism of wellbeing, ethical AI governance and remote workforce management into the conceptualization of HRM. Such dimensions are not placed as peripheral addition but rather central parts of next generation HR architecture. Through this, the work transcends the performance centric logic, to the conceptualization of HRM as a multidimensional system that considers the technological, ethical, social and environmental imperatives simultanes.

Furthermore, the study incorporates new themes in the SHRM theory by establishing a connection between the new HRM dimensions and dynamic capabilities on the organizational level using employee level mediators including psychological empowerment and perceived organizational support. Digital HRM, ethical AI, and inclusive policies are leading strategic assets that create

engagement, wellbeing, and adaptive performance that subsequently facilitate innovation, sustainability, and competitive advantage. This multilevel integration empowers the SHRM theory because it considers both the technological and human centered meaning hence broadening its explanatory capability in digitally mediated, knowledge intensive and socially complex organizational settings. Lastly, the research uncovers the existing gaps in theoretical formulations, such as the ethical theory, intersectionality, socio technical systems, and sustainability frameworks, which are underexploited in the general research of HRM. The research promotes pluralistic theorizing by exposing lapses in the algorithmic governance, inclusion in the digital systems, being sustainable, and creating wellbeing in a holistic manner. Combining these views is more interesting since it offers a deeper and profound base on which the emerging HRM dimensions influence employee and organizational performance in modern workplaces.

Methodology

The review protocol was designed and executed in strict accordance with the PRISMA 2020 guidelines to ensure transparency, replicability, and methodological rigor (Haddaway *et al.*, 2022; van Eck & Waltman, 2010). The objective was to systematically identify, evaluate, and synthesize scholarly evidence on emerging and underexplored dimensions of human resource management practices in modern organizations. The review focused exclusively on peer reviewed journal articles to maintain academic quality and conceptual robustness. Two major bibliographic databases, Scopus and Web of Science Core Collection, were selected because of their extensive coverage of high impact journals in management, organizational studies, and human resource research. The search covered publications from January 2000 to March 2025. The starting point of 2000 was chosen to capture the period in which digital transformation, knowledge economy discourse, and sustainability debates began to significantly influence HRM studies. Only articles published in English were

included to ensure consistency in interpretation and because English remains the dominant language of international HRM research. Conference papers, book chapters, dissertations, editorials, notes, and practitioner magazines were excluded to preserve peer review standards and comparability.

The search strategy was developed iteratively to balance sensitivity and specificity. Initial scoping searches were conducted to identify frequently used keywords and index terms in relevant publications. Based on this preliminary mapping, the final Boolean string combined core HRM constructs with emerging dimension descriptors. The primary search string was as follows: ("Human Resource Management" OR "HRM Practices" OR "Strategic HRM") AND ("Emerging" OR "Digital" OR "Sustainable" OR "Inclusive" OR "Wellbeing" OR "Remote Work" OR "AI in HR" OR "Algorithmic Management"). Searches were conducted in titles, abstracts, and author keywords to capture conceptual and empirical contributions explicitly addressing these themes. The final search was executed on 15 February 2026. Database filters were applied to restrict results to journal articles, English language, and subject areas related to business, management, accounting, social sciences, and economics.

The initial search across both databases produced 212 records, with 207 identified through databases and 5 through register indexing. After removal of 22 duplicate records, 190 unique articles remained for screening. Titles and abstracts were reviewed against predefined inclusion and exclusion criteria. Sixty records were excluded at this stage because they addressed general management issues without specific reference to HRM practices, focused exclusively on traditional HR bundles without engagement with emerging dimensions, or represented non empirical commentary. A total of 130 full text reports were sought for retrieval. Three reports could not be accessed despite institutional database subscriptions and direct searches, leaving 127 articles for full eligibility assessment.

Inclusion criteria were defined across four dimensions. First, topical relevance required explicit engagement with HRM practices rather than general organizational behavior or macro level labor market analysis. Second, substantive focus required examination of emerging or underexplored HRM dimensions, including digital HRM infrastructures, algorithmic management systems, employee wellbeing beyond productivity metrics, sustainability oriented HRM, inclusive and diversity centered HRM, remote or hybrid workforce management, ethical AI applications in HR, or digital employee voice mechanisms. Studies examining only recruitment, training, compensation, or appraisal without linkage to emerging contexts were excluded. Third, eligible publication types included empirical quantitative studies, qualitative investigations, mixed methods research, and theoretically grounded conceptual articles. Editorials, practitioner reflections, and non scholarly commentaries were excluded. Fourth, quality criteria required publication in journals indexed in either Scopus or Web of Science to ensure academic rigor.

During full text assessment, 17 articles were excluded for specific reasons: eight were abstract only publications without accessible empirical detail, five examined ineligible populations or sectors without HRM relevance, and four lacked sufficient methodological transparency to permit evaluation. Following this process, 110 studies met all inclusion criteria and were incorporated into the final review. The PRISMA flow diagram documents each stage of identification, screening, eligibility assessment, and inclusion, ensuring traceability from initial search results to the final analytical sample. To enhance reliability and minimize selection bias, the screening process involved two independent reviewers with expertise in HRM and organizational studies. Both reviewers independently screened titles and abstracts using a standardized eligibility checklist derived from the inclusion criteria. Inter rater reliability was assessed after the initial abstract screening phase using Cohen's kappa coefficient. The kappa value was 0.87, indicating strong

agreement beyond chance and reflecting high consistency in applying the criteria. Discrepancies were resolved through structured discussion. When consensus could not be immediately achieved, a third senior researcher was consulted to adjudicate based on the predefined protocol. The same procedure was applied during full text assessment to maintain consistency across stages.

Data extraction followed a structured template capturing bibliographic information, theoretical frameworks, research design, sample characteristics, geographic context, methodological approach, focal HRM dimension, and key findings. In addition to qualitative synthesis, bibliometric analysis was conducted using VOSviewer to map co occurrence of keywords and intellectual clustering within the final sample of 110 articles. Author keywords and index keywords were standardized to reduce fragmentation caused by minor terminological variations. Minimum occurrence thresholds were applied to identify dominant and emerging clusters while preserving interpretive clarity. The bibliometric mapping revealed several dense clusters centered on digital HRM, performance, HR analytics, and information systems, indicating strong integration between technological adoption and performance oriented research. Peripheral yet growing clusters included artificial intelligence, dynamic capabilities, employee wellbeing, and sustainability related terms, suggesting emerging but less consolidated streams. Network density and link strength measures were used to assess the intensity of thematic interconnections. Visualization parameters were kept consistent across runs to ensure replicability of cluster structures.

The integration of systematic review procedures with bibliometric mapping strengthens methodological transparency and analytical depth. The PRISMA guided protocol ensures comprehensive coverage and replicability, while VOSviewer analysis provides objective insight into intellectual structure and thematic evolution. All search strings, screening decisions, inclusion criteria, and analytical thresholds were

documented to allow independent verification and potential replication in future research. By adhering strictly to PRISMA 2020 standards, employing dual reviewer screening with high inter rater reliability, and combining qualitative synthesis with quantitative bibliometric mapping, the methodology establishes a robust foundation for identifying neglected and emerging dimensions of HRM practices. This transparent approach enhances the credibility of subsequent findings and supports the development of an integrative conceptual framework grounded in systematic evidence rather than selective narrative interpretation.

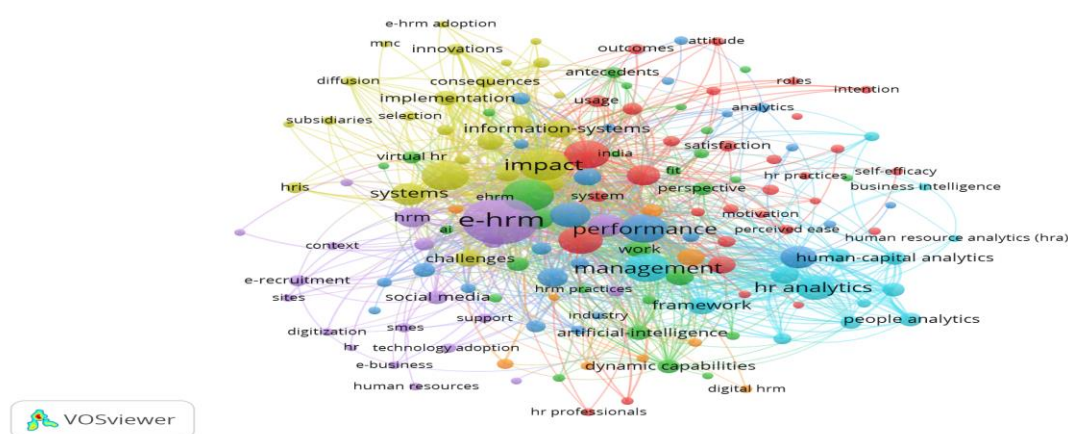
Results

The output of the VOSviewer can be described as a network diagram of the key words concerning e-HRM (electronic human resource management) and the HR analytics research. Every node in the network can be represented by a keyword and the size of the node is used to show the frequency or importance of that word in the dataset. The bigger nodes like the e-hrm, performance, impact, management and hr analytics are associated with highly cited or

central concepts implying that these are central themes in the literature.

The relationships (edges) among the nodes demonstrate co-occurrence relationships, i.e. keywords are often used in the same publications. The different colors signify the clusters or theme-based category: such as, blue and cyan clusters refer to HR analytics and human-capital analytics, red and green clusters are on performance management, organizational impact, and dynamic capabilities. The adoption of technology and information systems and the digital HR trends are reflected by purple and yellow clusters.

This visualization emphasizes the role of e-HRM as a core nexus between technological integration (digital HR, AI, information systems) and organizational performance (performance, impact, satisfaction). The clustering also shows some emerging interdisciplinary research areas e.g. AI, analytics and HR practices integration. VOSviewer map is effective in identifying the prevailing themes, interrelations, and emerging trends in research and offer guidance to scholars and practitioners on the need to focus on research studies and organizational strategies in future.



Source: Generated from VOSviewer software.

Figure 1: Research model.

Table 1 Summary of the clusters distribution

Cluster Color	Representative Terms / Keywords
Red	impact, performance, management, outcomes, roles, satisfaction, motivation, hr professionals, perspective, system, india
Blue	hr analytics, human-capital analytics, people analytics, business intelligence, human resource analytics (hra), perceived ease, self-efficacy
Green	e-hrm, system, impact, framework, artificial-intelligence, dynamic capabilities, digital hrm, hr practices, work
Yellow	information-systems, implementation, innovations, consequences, adoption, diffusion, virtual hr, subsidiaries, selection
Purple	systems, hrm, challenges, e-recruitment, social media, sites, smes, support, technology adoption, e-business, human resources, context
Orange	artificial-intelligence, dynamic capabilities, industry, digital hrm
Light Green	framework, management, work, system, hrm practices

Source: Author's own creation.

The bibliometric map created with the aid of VOSviewer highlights that there is a central core of the modern HRM research, and the central nodes in it are e-HRM, performance, management, impact, systems, and HR analytics. The connectivity and the relative size of these nodes imply that the digitalization in the HRM is largely positioned within the frames of the enhanced performance. The constructs associated with the outcome such as satisfaction, intention, and efficiency and organizational performance are closely connected to digital HRM and analytics. This substantiates that although digital HRM has taken center stage, the conceptual framing is mostly an extrapolation of old paradigms of performance, as opposed to a revolutionary rethinking of HRM. As a part of the first objective, about the structural concentration, the algorithmic governance, ethical AI, and power asymmetry are some of the unexplored fields of digital HRM.

The new nodes like algorithmic management and artificial intelligence are linked to HR analytics as well as information systems but have lesser link strength indicating a lack of theoretical integration. This organizational location assists in

the observation that the studies of automated decision-making, algorithms bias and transparency remain immature. Despite the common topic of analytics as a strategic asset, there is less research on it with critical analysis concerning its ethical, legal, or psychological consequences. In turn, the bibliometric data highlights the fact that ethical AI in HRM is a developing and an under-concentrated area. One of the sustainability-based cluster is in a semi-peripheral stand, and the notion of dynamic capabilities, industry, and framework are not related directly to the larger HR systems discourse. The fact that they are placed on the margin means that the green and sustainable HRM, despite its increased popularity, is not fully entrenched into the mainstream strategic HRM theory. This organizational observation is congruent with the initial purpose, where sustainability is an emerging dimension of HRM, but poorly integrated.

The employee wellbeing and the allied psychological constructs are clustering around performance and impact nodes implying that the research studies on motivation, self-efficacy and work satisfaction are tethered instrumentally to

the productivity outcomes. Despite the growing interest in the prevention of burnout and psychological safety, the network shows that the two areas are relatively placed as the tool to improve the performance, but not the HRM objective. This observation confirms the study point of view that holistic employee wellbeing is yet to be theoretically developed.

Inclusive and diversity-based HRM can be found in smaller groups, loosely related clusters, and keywords pertaining to roles, attitudes, and situations can be found scattered about the map. The lack of connectivity to AI and algorithmic management emphasizes an important weakness, diversity and inclusion studies are not yet meeting with the field of digital HR and AI control at a significant crossing point. This structural division empirically contributes to the determination of inclusive HRM and intersectional analysis as new and disjointed areas. The gravitational attraction of performance-based constructs is also a dominant trend across all clusters. The performance, impact, or management outcomes are directly or indirectly linked to major nodes which proves the continuation of a performance-centric paradigm. The emergent domains of AI, analytics, and sustainability are mostly considered because of their role in organizational performance, which fits the second goal, which is definitional evolution is achieved within performance-driven logic rather than one that is paradigm-level.

Digital HRM is the most mature in terms of publications and network centrality, sustainable HRM is the most moderate in terms of consolidation, and wellbeing research is still bound to engagement and performance metrics. Inclusive HRM and ethical AI are streams of the first generation, with low density and poor cross-cluster integration. This is a difference in terms of intellectual maturity and this supports the concept of integrative conceptual development. The network structure is also determined by methodological patterns. The domination of cross-sectional survey and self-reported scales enhance the presence of such constructs as satisfaction and motivation, and a lack of longitudinal and experimental studies limits the understanding of such algorithmic causality, long-term wellbeing consequences, or sustainability effects. Regional concentration especially in the West may increase the discourse of analytics and performance oriented discourse. Lastly, little cross-fertilization takes place across disciplines. The connections between AI and dynamic capabilities are weak (and this is an indication of compartmentalized theorizing) despite their mentioning of ethics, inclusion, and psychological safety. This fragmentation proves the positioning of the study: HRM research has not yet achieved such solidarity in the current era where emerging dimensions have not been integrated in a coherent model that embraces organizational complexity.

Table 2 Keywords and Their Bibliometric Metrics in HR Analytics Research

ID	Keyword	Occurrences	Total Link Strength
56	Artificial Intelligence	32	60
78	Bibliometric Analysis	10	21
83	Big Data	7	17
189	Data Analytics	6	12
207	Decision-Making	7	11
240	Digital Hrm	6	8
241	Digital Hrm Practices	5	2

ID	Keyword	Occurrences	Total Link Strength
245	Digital Human Resource Management	5	6
259	Digital Transformation	24	44
264	Digitalization	9	17
269	Digitization	6	12
294	E-Hrm	117	132
297	E-Hrm Adoption	5	5
310	E-Hrm Practices	5	5
320	E-Learning	6	11
324	E-Recruitment	11	17
347	Ehrm	5	4
354	Electronic Human Resource Management	25	39
355	Electronic Human Resource Management (E-Hrm)	8	7
385	Employee Engagement	5	6
395	Employee Performance	5	11
439	Explainable Artificial Intelligence	5	8
530	Hr Analytics	35	53
563	Hr Practices	5	7
566	Hr Professionals	6	9
583	Hris	9	20
587	Hrm	22	31
629	Human Resource Analytics	46	65
630	Human Resource Analytics (Hra)	5	6
633	Human Resource Development	5	11
642	Human Resource Management	55	94
643	Human Resource Management (Hrm)	5	7
651	Human Resources	6	6

ID	Keyword	Occurrences	Total Link Strength
656	Human Resources Management	7	5
680	India	5	4
688	Industry 4.0	9	16
696	Information Systems	8	15
698	Information Technology	13	23
704	Innovation	5	9
772	Job Satisfaction	6	8
802	Literature Review	9	19
814	Machine Learning	6	13
907	Organizational Agility	5	5
932	Organizational Performance	18	28
951	People Analytics	15	29
1055	Recruitment	12	26
1142	Social Media	9	15
1179	Strategic Hrm	10	19
1201	Sustainability	6	11
1216	Systematic Literature Review	9	19
1227	Talent Management	8	10
1249	Technology	10	19
1251	Technology Acceptance	5	5
1252	Technology Acceptance Model	5	4
1254	Technology Adoption	8	16
1326	Utaut	6	11
1354	Workforce Analytics	7	19

Source: Author's own creation.

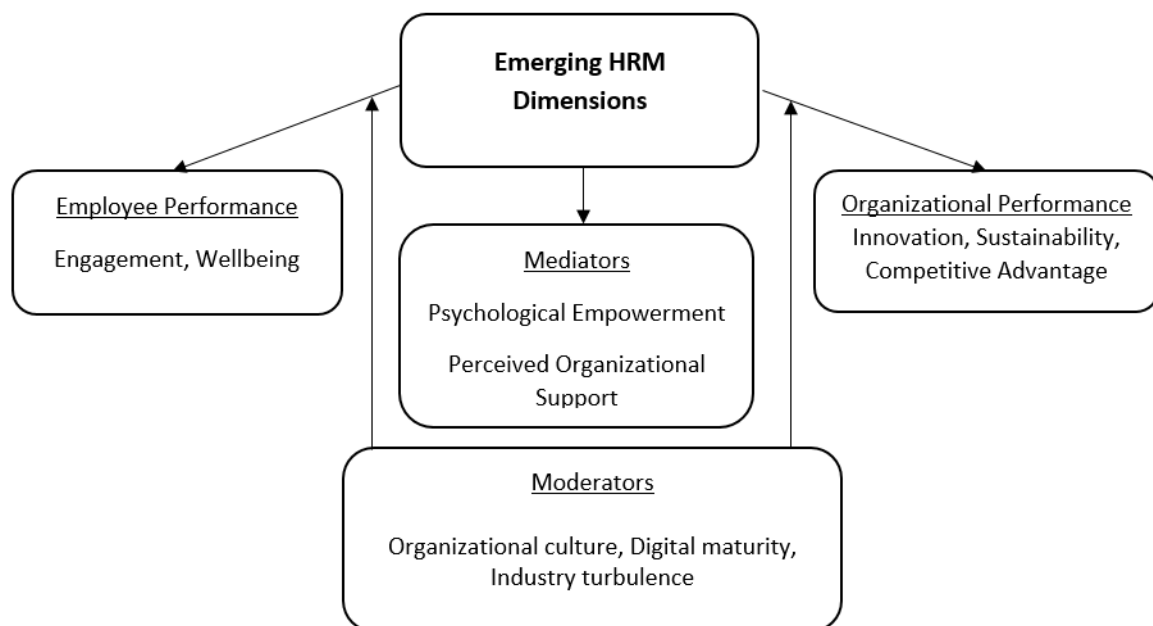
Conceptual Framework

The suggested conceptual framework helps to fill gaps in HRM dimensions that are under-researched with the organizational outcomes by employee-centered processes and ensures the

next-generation HRM research is structured by offering a framework. In essence, the framework recognizes the emergent HRM dimensions, such as digital and AI-based HRM, sustainable HRM, wellbeing-based HRM and inclusive/diversity-

based HRM as important levers, which go beyond the conventional practices. The hypothesis is that these dimensions will affect the performance of employees such as engagement, psychological wellbeing, and performance which ultimately impact the organizational performance in terms of innovation, sustainability, and competitive advantage. The mediation mechanisms elucidate the process between the HRM practices and outcomes. As an example, psychological empowerment and expected organizational support are needed to mediate the relationship between digital HR tools or inclusive policies and increased employee engagement and wellbeing. This stresses the point that emerging practices of HRM are not effectual per se; they only work in an environment where psychological climates are conducive.

The boundary conditions that determine these relationships are moderated by factors. The effectiveness of new HRM practices can either be increased or diminished by organizational culture, digital maturity and industry turbulence. To illustrate, adoption of AI in HRM can result in a higher degree of performance advantages in highly digital organizations and more inclusive HRM practices can be optimally selected in cultures with higher emphasis on equity and participation. Finally, this framework brings operationalization of next-generation HRM, providing conceptual and empirical directions, theory creation, and methodology choice, and HR practitioners toward evidence-based approaches to address the demands of the changing conditions of the contemporary workplaces.



Source: Author's own creation.

Figure 1: Conceptual Model.

Implications

Theoretical implications

The paper has a number of interdependent theoretical contributions that broaden the conceptual scope of human resource management and re-equip strategic human resource management in the context of digitally

mediated, sustainability oriented, and socially complex organization environments. To start with, it expands the conceptual field of HRM beyond the traditional practice bundles with focus on recruitment, training, appraisal, and compensation. The study questions the unspoken assumption that HRM is essentially an

administrative machinery through the identification of digital and AI driven HRM, sustainability oriented HRM, inclusive HRM, employee wellbeing architectures, ethical AI governance, and remote workforce management as central practices as opposed to peripheral practices. It redefines HRM as a multidimensional system of governance that defines how technology is used, ethical responsibility, social validity and employee well-being at the same time. This way, it redefines HRM as a strategic and normative system, that is situated within the wider social changes as opposed to a limited performance-based toolkit.

Second, the research incorporates the emergent themes within the strategic human resource management theory. The conventional SHRM has mostly depended on the resource based and high performance work system logics that interconnect HR bundles to firm performance. This study builds upon the logic by adding digital capability, sustainability alignment and inclusion as strategic resources contributing to the creation of dynamic capabilities, including innovation, adaptability, and reputational legitimacy. The framework bridges the gap between macro level HR architecture and individual level mechanisms by entrenching psychological empowerment and perceptions of organizational support as micro foundations, and further enhancing multilevel theoretical coherence within SHRM. Third, the analysis singles out theoretical gaps in the HRM research. Mainstream HRM research has not been able to utilize ethical theory, socio technical systems theory, intersectionality, and institutional sustainability perspectives. By bringing out the concept of algorithmic governance, digital bias, environmental responsibility, and complexity of hybrid work, the study will promote pluralism theory on a theoretical level and create room to incorporate the critical, ethical, and systems oriented perspectives to the next generation HRM theory.

Methodological implications

The study contributes significantly to the research methodology by enhancing transparency, structural mapping, and critical

reflection in the context of the modern HRM research. It begins by mapping the intellectual structure of contemporary HRM with the help of systematic review processes and bibliometric network analysis. The synthesis of PRISMA selected articles and VOSviewer co occurrence mapping helps the study to go beyond narrative synthesis and offer an objective visualization of streams of thematic concentration, cluster centrality, and peripheral innovation. This practice demonstrates how the performance, HR analytics, and digital systems as dominant constructs center the field, whereas the newer dimensions, including ethical AI, sustainability, and inclusive HRM, are relatively disjointed. The theoretical maturity can be diagnosed, and structural blind spots can be detected through the mapping of the strength of links, the density of the links, and the position of the clusters, which can be replicated. By doing this, the research paper will serve as a methodological blueprint in the analysis of intellectual change in the fields of HRM and management in general.

Second, the review creatively reveals the study design flaws that limit theoretical progress. The preeminence of cross sectional designs of studies, use of self reported measurements, western geographic focus and the lack of longitudinal designs or even experimental designs are not assumed but empirically reported. By providing a measure of the methodological patterns on the ultimate sample, the research designates the manner in which design homogeneity supports performance centric paradigms and restricts causal inferences on the emerging dimension of HRM. Third, the research promotes diversification of methodologies. It requires multi source data collection, longitudinal modeling, quasi experimental design, cross cultural comparative research to enhance causal validity and sensitivity to the context. The study clearly connects methodological drawbacks with the aspect of the theoretical fragmentation to show that the further development of the HRM field needs not only new ideas but also more solid and pluralistic research designs.

Practical implications

The paper creates valuable practical implications to HR executives, policymakers, and organizational leaders who have to work in more digital, sustainability-oriented and turbulent organizations. To HR executives, the results indicate that it is time to change the old traditional models of administrative efficiency to an integrated and futuristic HR architecture. The prevalence of performance-based digital HR systems, which are presented in the bibliometric analysis, implies that a number of organizations implement analytics and automation with the primary objective of efficiency. Nonetheless, the data point to the fact that in the absence of ethical AI governance, inclusive design, and well-being protections, this type of systems can erosion of trust and lack of long-term engagement ensues. HR executives ought to thus inculcate transparency measures, prejudice audit systems, and participatory digital vocal systems into algorithmic decision systems. HR analytics investments should be supported by equivalent digital literacy, psychological safety, and inclusive leadership progress investments. Moreover, the HRM approach that is oriented towards sustainability cannot be reduced to training programs that are green, but it must be implemented in recruitment guidelines, performance measurement outcomes, and leadership rewards to align the human capital policy with the ESG commitments.

The implications of the findings to policymakers are stringent regulatory and institutional loopholes in the regulation of technology-based workforce management. The advent of algorithmic recruitment, automated appraisal, and data-driven monitoring systems need new labor policies that deal with transparency, data protection, and non-discrimination. The policymakers ought to foster ethical AI application norms in the work settings and support structures that uphold the voice of employees in the digital space. In addition, the public policy may reward organizations to consider the sustainability and inclusion of HR systems in terms of reporting, certification schemes, and subsidies to reskill the workforce in

the digital economy. To organizational leaders, in general, the integrative model reminds that innovation, sustainability, and competitive advantage are becoming more and more dependent on empowered and psychologically comfortable employees. The mediating processes between psychological empowerment and perceived organizational support are reinforced by leadership practices that support the culture of support, learning orientation, and ethical accountability. In highly turbulent industries, leaders that strategically align digital transformation with the inclusion and well being agenda have a higher chance of achieving resilient adaptive organizations that can create sustained value.

Limitations and future direction of the study

Regardless of the contributions that it has made, this study has a number of limitations that present a research opportunity in the future. First, even though the review was conducted according to the PRISMA 2020 principles and used two large databases, the analysis was limited to articles in Scopus and Web of Science and published in English. This could have filtered out the possibility of including any research conducted in the regional journals or non-English literature which would have solidified some Western-centric views that are already prevalent in the HRM research. Multilingual databases and grey literature might be included in future reviews to have a more global picture of emerging dimensions of HRM.

Second, bibliometric mapping with VOSviewer only measures structure between keywords, but does not comprehensively understand conceptual or theoretical richness. Frequency as opposed to epistemological richness is indicated by co-occurrence strength. Although qualitative coding was used to supplement the mapping, interpretive bias cannot be eliminated completely. Further studies might utilize more sophisticated text mining, topic modelling, or citation network methods of triangulating intellectual development more thoroughly.

Third, the conceptual framework of integration that was advanced in this study is theoretical but yet to be tested in relation to the empiricism. The causal relationships between the new dimensions of HRM and employee and organizational performances need to be confirmed with longitudinal, multi-source, and cross-level research designs. Specifically, the mediating functions of psychological empowerment and perceived organizational support and moderating functions of digital maturity, organizational culture, and industry turbulence should be empirically explored in detail. The intersection of underexplored intersections found in the bibliometric analysis, especially the combination of inclusive HRM and algorithmic governance and the ethical AI should also be investigated in future research. Cross-national studies would be more contextually sensitive, particularly in the emerging economies where the digital transformation and institutional settings vary significantly. Lastly, both experimental and quasi-experimental designs are required to determine the long-term effect of digital and sustainability-oriented HR systems on the well-being of employees, their innovation ability, and their competitive advantage.

Conclusion

The final section of the research is a conclusion based on the synthesis of the insights and contributions of the systematic review, the bibliometric mapping, and the conceptual integration. The discussion shows that although the traditional HRM research has put much emphasis on recruitment, training, performance appraisal and remuneration, modern organizational environment requires a wider approach. The work is changing due to digitalization, globalization, the knowledge economy, and the ESG pressures, but the HRM theory keeps changing slowly. New frontiers like digital and AI informed HRM, algorithmic management, employee wellbeing beyond productivity, sustainability oriented HRM, inclusive HRM, remote and hybrid workforce management, ethical AI, and digitally mediated employee voice are poorly researched, dispersed,

and do not have a consistent contribution to the mainstream strategic HRM theory. The bibliometric mapping showed tight core clusters around digital HRM and performance oriented constructs and a peripheral core clusters indicating the nascent areas of ethical AI, sustainability, and inclusion, which validates structural imbalances and theoretical blind spots.

The synthesis of empirical and conceptual evidence makes the study offer a clear multidimensional perspective of HRM practices that have not been thoroughly examined, and pinpoints some of the key gaps on the theoretical and methodological side. The conceptual framework of integrative conceptual framework developed establishes emerging HRM dimensions as antecedents of employee performance, which are mediated through the use of psychological empowerment and perceived organizational support, which in turn are central to organizational performance. Moderating factors such as organizational culture, digital maturity, and industry turbulence are incorporated in the framework in order to capture contextual contingencies. The model fills the literature gaps of the blind spots it outlines, makes employee wellbeing and inclusion core and strategic priorities, and incorporates ethical and sustainable thinking into modern HRM.

The research contributes to the development of theory by broadening the boundaries of HRM concepts, introducing new practices into the concept of strategic human resource management, and pointing to the practices that have been overlooked in theory development. As a methodology, it offers an easy-to-follow, replicable protocol that involves both systematic review and bibliometric mapping, exposing the intellectual frameworks and shortcomings of existing research designs. In practice, the results provide HR executives, organizational leaders and policymakers with practical information on how to overcome technology induced change, sustainability challenges and diversity in the workforce in volatile environments. To sum up, the study sets the stage of next generation scholarship in HRM, outlining multilevel,

integrative, and ethically based strategies and tactics of human resource management to enhance the flourishing of employees and

organizational sustainability and viable competitive advantage in the current digital economy.

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