



Beyond Algorithms: The Strategic Integration of Artificial Intelligence in Human Resource Management

Jasmin H Almarinez

University of Perpetual Help System Laguna, Philippines

* Corresponding Author: **Jasmin H Almarinez**

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Abstract

The integration of Human Resource Management (HRM) and Artificial Intelligence (AI) is poised to reshape the modern workplace by streamlining processes and enhancing decision-making. The adoption of AI in HRM presents unique opportunities to improve organizational efficiency, automate routine tasks, and optimize strategic workforce management. This study goes beyond the technical capabilities of AI to explore the ethical, strategic, and human dimensions of its adoption in HRM. Through qualitative research, including guided and semi-structured interviews with HR professionals from diverse industries and universities, the study investigates both the opportunities and challenges of AI integration. Findings reveal AI's growing influence on key HR functions such as recruitment, performance evaluation, and employee development. However, the research also emphasizes critical concerns, including ethical implications, data privacy, cybersecurity, and the need for a digitally competent workforce. The study underscores the importance of a balanced approach—one that harmonizes technological innovation with human-centered values—to ensure that AI adoption in HRM remains both effective and ethically responsible. Strategic collaboration among HR practitioners, data scientists, and AI experts is essential to navigate this evolving landscape and to maximize the benefits of AI without compromising human agency.

Keywords: Adoption, Artificial Intelligence, Ethical, Human Resource Management

Introduction

The integration of Artificial Intelligence (AI) into Human Resource Management (HRM) is reshaping the modern workplace by revolutionizing decision-making, streamlining operations, and automating routine tasks. From recruitment and performance appraisal to learning and development, AI—particularly generative AI—is increasingly embedded in core HR functions. As AI adoption accelerates, organizations are compelled to explore not only the technical benefits but also the broader implications, including ethical considerations, strategic challenges, and the balance between automation and human-centered practices in HRM.

AI technologies have rapidly permeated personal, social, and organizational domains through tools such as digital assistants, chatbots, and predictive analytics systems. Organizations have embraced AI for its ability to enhance operational efficiency and support complex decision-making. However, successful integration often encounters challenges, such as aligning AI systems with legacy infrastructures and ensuring ethical compliance^[1]. Despite these hurdles, AI algorithms now play a crucial role in automating workflows, extracting insights from big data, and delivering advanced analytics that often surpass human capabilities^[2]. Traditionally regarded as one of the least data-driven business functions, HRM has undergone a significant transformation with the advent of big data and AI. Major technology firms, including Google, Microsoft, IBM, and LinkedIn, have developed AI-powered platforms that analyze HR activities such as hiring, compensation, engagement, and turnover^[3]. These developments illustrate a broader trend in which algorithmic tools are reshaping how HR decisions are made and justified.

In the Philippines, while there is no comprehensive AI-specific legislation akin to the European Union's AI Act, several bills and policy initiatives are underway to regulate AI development and protect user rights. Among these is the proposed Artificial Intelligence Regulation Act^[4], which aims to establish ethical standards and governance frameworks for AI deployment in various sectors, including HRM.

As AI technologies advance, ethical concerns have come to the forefront of public and organizational discourse. A University outlines five widely recognized AI ethics principles: non-maleficence, accountability, transparency and explain ability, justice and fairness, and respect for human rights^[5]. These principles are foundational in ensuring that AI applications uphold ethical standards and mitigate potential harm. For HR professionals, adhering to these principles is critical for maintaining trust, protecting employee rights, and ensuring equitable treatment in AI-driven processes.

This study is grounded in Human Capital Theory, Sociotechnical Systems Theory, and the Technology Acceptance Model to examine how organizations can responsibly implement AI while preserving the human dimension of HRM. It investigates the dual imperative of enhancing organizational productivity through AI and sustaining people-centric values critical to effective workforce management. Through the lens of managerial decision-making, the study focuses on three key HRM domains: recruitment and selection, performance management, and learning and development (L&D).

HRM traditionally encompasses a wide array of activities aimed at acquiring, developing, and managing human capital. As emphasized by da Silva^[6], HRM plays a vital role in shaping organizational culture, communication, and ethical norms. Effective integration of AI within HRM requires a nuanced understanding of how various HR functions—such as L&D, performance management, and talent acquisition—interact to support strategic goals^[7]. AI-driven tools are particularly impactful in these domains, offering data-driven insights, real-time performance tracking, and personalized learning pathways.

This research aims to provide a comprehensive understanding of how AI enhances HRM efficiency and supports improved organizational performance. It focuses on the attention to emerging trends, challenges, and ethical considerations. The study also highlights areas within HRM where AI integration remains limited and explores the factors contributing to this gap. By analyzing current practices and professional perspectives, the research offers strategic recommendations for organizations seeking to harness AI's potential while upholding ethical and inclusive workforce management.

Methodology

Research Design

This study adopts a qualitative research design, employing guided and questionnaire to gather insights from HR professionals across a range of academe and industries. The data collection process centers on the experiences of practitioners who have actively implemented AI-based tools within their HR functions. A thematic analysis approach is used to identify recurring patterns, challenges, and best practices in AI adoption. Additionally, case examples are incorporated to illustrate practical applications of AI in areas such as resume screening, payroll management, and employee training. This qualitative strategy aims to capture the complexities of AI integration in HRM and to map out its current use and future potential.

Population and Sampling

The study sample includes seven HR professionals, each with at least three years of relevant experience in the implementation of AI technologies within HRM. Participants

were purposively selected through online research and documentation, ensuring their expertise aligned with the study's objectives. The participants represent a diverse array of industries, including finance, commerce, information technology, manufacturing, and universities. Their professional roles range from HR consultants and managers to CEOs and strategic partners. Their responsibilities span HR optimization, recruitment and retention, employee engagement, payroll systems, and AI-related innovation projects. This diversity enhances the study's richness by incorporating multiple perspectives on AI adoption across different organizational contexts.

Data Collection Methods

Data were collected through guided and questionnaire with selected HR professionals, each identified via public online platforms and contacted through Facebook and google forms in June 2025. The questionnaire protocol addressed six core themes:

1. AI-HRM Dynamics
2. AI-HRM Transformation
3. AI-HRM Roadmap
4. AI-HRM Ethics
5. AI-HRM Trajectory
6. AI-HRM Frontiers

Although the questions were organized around predefined themes, the inclusion of follow-up and probing queries enabled more in-depth exploration and tailored responses from participants. These thematic areas were originally informed by established theoretical frameworks and later refined through empirical findings. The questions were reviewed and validated by IT professionals with experience in AI applications. The expertise of the evaluators played a key role in shaping well-crafted, insightful questions, thereby enhancing the overall quality and depth of the data collected.

Data Analysis Techniques

Data analysis commenced concurrently with the questionnaire, allowing iterative interpretation and theme development. Following the qualitative methodologies and using the strategies of thematization and typification as outlined, responses were categorized and examined to reveal both similarities and differences across participants' experiences^[8].

Each response was reviewed in detail, and data were organized according to the six central themes. While several themes were predetermined, additional themes emerged inductively during analysis, guided by the research questions and theoretical underpinnings. Interviewees and their affiliated organizations were anonymized to protect confidentiality.

Reliability was strengthened through standardized procedures, systematic data coding, and full documentation of the research process. Reflexivity was consistently practiced, with the researcher acknowledging and mitigating personal biases and ensuring objective interpretation throughout the study.

Although the limited sample size precludes generalization, the diverse industry representation among participants offers a broad and nuanced view of AI in HRM. The findings are thus positioned as reflective insights rather than universal conclusions, supported by methodological rigor and reflexive analysis.

Ethical Considerations

This study upholds strict ethical standards, including confidentiality, informed consent, secure data handling, and researcher reflexivity. Respondents' identities and organizational affiliations were anonymized, and no identifiable personal data were disclosed. Participants were fully informed about the research purpose and provided voluntary consent, with the option to withdraw at any time. Data were collected securely via Google Forms and translated with care. Throughout the research process, the researcher remained critically professional, actively minimizing bias

and ensuring impartiality through reflective practices and clarifying follow-up questions. These procedures reinforce the study's credibility, ethical soundness, and trustworthiness.

Results

Background

The table below presents an overview of the professional backgrounds of the HRM practitioners who participated in the interviews. It includes their current roles, industries, core responsibilities, and years of professional experience.

Table 1: Professional Backgrounds of Interview Participants

Position (Sector)	Key Responsibilities	Years of Experience
HR Officer	Handled recruitment and employee records. Labor compliance, staff development, and organizational planning.	13 years
Human Resources Consultant	Offers expert HR advice, customizes services based on client needs, conducts organizational assessments, and optimizes HR processes.	5 years
CEO / Entrepreneur	Handles recruitment, headhunting, market research, and implements innovative HR strategies for clients.	7 years
Human Relations Manager	Manages workplace conflict resolution, promotes employee satisfaction, leads recruitment and supervision activities.	10 years
HR Business Partner	Acts as a strategic HR-business liaison, responsible for talent management, performance review, and employee relations.	9 years
HR and Payroll Assistant	Supports recruitment, manages HR records, processes payroll and benefits,	5 years

First respondent is an HR officer which is a foundational HR role focused on core administrative and operational functions. With 13 years of experience, this individual likely has deep expertise in day-to-day HR processes and compliance. Second is an HR consultant, she typically works with different companies to improve their HR practices. This role is strategic, and client focused. Five years in this role suggests solid exposure to various industries and HR issues. Thirdly, CEO and as a CEO or entrepreneur, this person has led a business—possibly an HR services firm. Their work includes higher-level strategic HR practices and innovation, especially aimed at clients' needs. Fourth is HR manager the role focuses more on interpersonal dynamics and employee well-being. With a decade of experience, this person likely specializes in employee retention and company culture. Fifth is HR business partner is a more modern, strategic HR role. It focuses on aligning HR practices with business goals. With 9 years in this role, the person has likely collaborated closely with senior leadership. Lastly, HR and Payroll Assistant is a support role that combines administrative HR tasks with payroll duties. Five years indicates good familiarity with both operational HR and financial aspects like salary processing. This respondent outlines a diverse HR career path ranging from operational (e.g., HR Officer) to strategic (e.g., HRBP, Consultant), and even entrepreneurial roles. The years of experience indicate both breadth and depth in the HR field^[9]. Feedback from these professionals reveals a growing trend in the adoption of AI technologies across HRM functions, particularly in recruitment and process automation. Participants reported utilizing tools such as ChatGPT and SAP AI assistants to streamline hiring processes, while AI-based systems also support automated reporting and analytics.

Participants specifically highlighted the use of AI for tasks like resume sorting, payroll processing, and sending reminders. One of the most labor-intensive aspects of recruitment—candidate screening—is now being enhanced

with AI, which can automatically scan resumes and LinkedIn profiles to generate candidate summaries. These summaries help HR professionals quickly assess qualifications and prioritize top candidates for further review.

Several participants also discussed the implementation of integrated HRM platforms that feature agile reporting dashboards and AI-driven chatbots. These chatbots are employed during onboarding to assess new employees' sentiments and identify development needs using real-time data. Moreover, AI tools such as ChatGPT and Google Bard/Gemini are used to draft job postings, emails, and interview questions. AI was frequently described as a "Supportive Intelligence"—a tool that transforms traditional HR functions into more dynamic, insightful, and responsive systems. Participants viewed AI as not only an enabler of efficiency but also a source of innovation and coaching support, enhancing overall workplace experiences. Also, organization is planning to embrace AI in HRM mainly to improve efficiency, reduce manual workload, and keep up with modern HR practices. As our school continues to grow, we see the need for faster and smarter ways to handle tasks like recruitment, attendance, and employee support. We also want to make better use of data to support decision-making and employee development. By exploring AI tools, we hope to enhance our HR services.

They underscored the technology's potential to simplify processes, raise service quality, and lower costs, prompting widespread integration into HRM practices. One respondent compared AI's transformative impact to that of the internet, highlighting the urgency for leaders to guide their teams through this shift. Success in this transition, they noted, depends heavily on strong communication skills, emotional intelligence, and the ability to foster employee engagement during technological change.

AI-HRM Dynamics

Several participants noted that AI significantly enhances

operational efficiency by automating repetitive tasks and enabling faster, data-driven decision-making. One interviewee remarked that AI tools are essential for streamlining daily operations and "freeing up time to focus on more strategic aspects of HRM".

Recruitment emerged as a key area of AI application. Participants consistently highlighted how AI systems, particularly those using natural language processing (NLP), simplify and accelerate the candidate screening process. These tools analyze resumes and LinkedIn profiles to identify relevant skills and qualifications, creating a more inclusive and merit-based selection process. "AI helps remove bias by focusing on skills and qualifications, making recruitment both faster and fairer," shared one respondent.

One participant explained, "For routine things like creating templates, interpreting personnel surveys, or translating content AI saves a great deal of time." The use of AI-driven chatbots and communication platforms was also widely discussed. These tools enhance candidate and employee engagement through automated, personalized responses, improving the overall experience while reducing manual workload. Interviewees emphasized that such systems are continuously improving through machine learning, allowing more effective onboarding, communication, and feedback delivery.

In performance management, AI was described as a valuable tool for real-time analytics and continuous feedback. "Artificial Intelligence as a valuable opportunity to make our work more efficient and strategic. AI can help us save time by automating repetitive tasks like sorting job applications, tracking attendance, and managing payroll. It also allows us to make better decisions by analyzing data on employee performance, engagement, and training needs." stated by respondent. These systems are also capable of recommending personalized learning and development plans, thereby promoting continuous growth.

However, several interviewees acknowledged the challenges associated with AI adoption. One concern was the need for organizations to build internal expertise to evaluate AI's impacts critically. Resistance to change was another common theme, with suggestions that fostering adaptability and encouraging continuous learning are essential for successful implementation. Some participants expressed concern that overreliance on AI might diminish human intelligence and make employees more passive: "We must be cautious not to let AI replace our ability to think and reflect," one warned.

Budget constraints were also cited as a significant barrier, especially regarding the implementation and maintenance of advanced AI systems such as HR bots. Participants noted that the fast pace of AI development requires ongoing investment to keep systems updated and aligned with organizational goals.

Despite these hurdles, participants shared several successful use cases of AI in HRM. Tools like ChatGPT are being used for candidate screening and generating recruitment materials, while HR Cobots and chatbots handle routine inquiries and deliver procedural information.

AI-HRM Transformation

The participants data strongly underscores the belief that while AI is capable of automating a wide range of technical, administrative, and managerial tasks in Human Resource Management (HRM), it cannot and should not replace the uniquely human aspects of the profession. A consistent

message by respondent is that AI enhances human performance rather than replacing it. As one participant put it, "The human is not replaced by Artificial Intelligence, but by a human utilizing Artificial Intelligence."

Many respondent framed AI as a collaborative partner—a facilitator and accelerator, not a competitor. While AI can quickly identify key candidate qualifications or automate resume parsing, it lacks the contextual judgment necessary for many HR decisions. "It's time to bring in professionals from each domain of our organization. We need skilled people to lead the change, like AI trainers, to take ownership of the bots and ensure quality control," noted by a participant. This collaborative mindset was echoed, with one respondent likening AI to a valuable new team member: "Working with AI is fun. It's like adding a new team member. To optimize its performance, we should approach it as we would any other colleague in our organization".

The questionnaire also touched on the transformational challenges brought by AI integration. There is growing awareness that AI-driven changes may displace some workers, requiring new strategies for reskilling and upskilling. A participant shared a forward-thinking suggestion: "It's important to keep in mind that one can always learn new tricks, and try to think positively," advocating for external outplacement programs that support employees transitioning into less AI-exposed roles.

Respondents emphasized the importance of organizational shifts or adaptations, "HR departments need to make several key adjustments to adapt to AI's influence on HRM practices. First, there should be a shift toward building digital skills within the HR team to understand and manage AI tools effectively. Policies on data privacy and ethical use of AI must also be updated to protect employee information. It's important to maintain a balance between automation and the human aspect of HR, especially in areas like employee engagement and conflict resolution. Lastly, HR should promote a culture of openness to change, helping staff understand the benefits of AI and reducing fear or resistance to new technology."

Yet, a word of caution resonated among the participants: maintaining the human touch in HR processes is critical. Over-reliance on AI risks depersonalization, especially in sensitive areas like employee well-being. As 1 respondent cautioned, "As AI is used more, people often forget to add their personal touch. Don't forget to be yourself in team chats, emails, and posts."

AI-HRM Roadmap

A participant emphasized the importance of understanding the complexities and limitations of AI adoption. They stressed the need for organizations to maintain a critical mindset, staying informed through continuous experimentation and pilot projects. He explained, "We, the whole HR team, were like, let's definitely get involved in AI development... understanding the challenges, maintaining sufficient criticality that's important." One of the strongest messages across respondent was the importance of aligning AI initiatives with business objectives. Another is "start by clearly identifying which HR tasks can benefit most from AI, such as recruitment, attendance, or payroll. It's important to choose user-friendly and reliable AI tools, and to provide training so that HR staff can confidently use them." Several respondents stressed the value of documenting AI's positive impacts, particularly through data. This documentation, they

argued, helps build internal trust in AI by providing concrete evidence of its ability to solve real-world HR problems.

Another key theme was organizational openness to change. Resistance to AI, some interviewees suggested, often reflects broader discomfort with innovation. Providing learning opportunities and encouraging a growth mindset were seen as essential for successful AI integration. As respondent noted, “Actively finding tools to help address the skills shortage... this is made possible through learning. This is a learning project. Let’s be humble, brave, curious, and all that.” A participant also recommended actively exploring and experimenting with AI tools to spark innovation and address persistent HR challenges such as recruitment gaps and process inefficiencies as per participant states “Training and supporting HR staff is key so they feel confident using new systems.”

One respondent advised that even amid technological transformation, human-to-human connections must remain central: “I would advise organizations to enable and always hold space for human-to-human connections... arranging conversations, building trust, learning together.”

The careful evaluation of generative AI was another common thread. While some participant acknowledged the promise of tools like ChatGPT, others cautioned that their effectiveness and cost-efficiency in HR tasks must be thoroughly assessed. Concerns were raised regarding the long-term sustainability and applicability of generative AI in addressing nuanced and sensitive HR matters.

AI-HRM Ethics

The participant identified ethics as a core concern in AI adoption within HRM, highlighting the growing need to navigate new regulations, such as the RA 10173 and AI regulations. They stressed that AI must remain human-centric, transparent, and compliant with data protection laws. Several respondents raised concerns about data privacy, including risks of information leakage, and emphasized the importance of responsible data handling. “organizations must consider important ethical issues like data privacy, fairness, and transparency. Employee information must be kept secure, and AI systems should not be biased or make unfair decisions, especially in hiring or performance evaluation.”

Some participants also discussed the dangers of bias, toxic content, and lack of context in AI systems. AI’s tendency to “hallucinate” or provide confident but incorrect responses was seen as risky, especially in sensitive HR contexts. One interviewee recommended using secure platforms with trained data, such as Microsoft Azure, to mitigate these risks.” It’s also important to be clear with employees about how AI is being used and to ensure that final decisions still involve human judgment. Respecting confidentiality, avoiding discrimination, and keeping the “human touch” in HR processes are key to using AI responsibly and ethically.” Additionally, participant recognized AI’s potential to enhance workplace diversity and streamline ethical decision-making but warned that rapid adoption without ethical guardrails could backfire. Organizations were advised to focus on transparency, fairness, and data security, treating ethical AI use as a strategic advantage. As a participant concluded, “AI program can promote diversity, equity, and inclusion in HRM by helping reduce human biases in processes like recruitment, promotion, and performance evaluation. AI can support fairer, more objective decisions and help ensure equal opportunities for all employees.”

AI-HRM Trajectory

HR professionals highlighted new responsibilities, such as managing virtual team dynamics, ensuring productivity, and promoting work-life balance. Participant stressed the need for innovative onboarding practices and equitable performance evaluations in remote settings. AI was seen as a crucial enabler in this transformation, offering tools for virtual onboarding, remote mentorship, and online team-building. “2025 marks a shift from pilot projects to widespread, multi-functional AI integration focused on efficiency, personalization, ethical use, and enhancing human-AI collaboration in HR”

However, there was a consensus that while AI enhances efficiency, human interaction remains essential. A participant underscored the importance of combining technology with empathy to maintain meaningful workplace connections. “the co-existence of human and AI interaction in HRM will likely become more balanced and collaborative.”

A growing focus on employee well-being and mental health was also apparent. HR teams are increasingly expected to support continuous learning, close skill gaps, and use AI to personalize training and wellness programs. AI tools now assist in identifying stress indicators and performance issues, enabling more proactive and data-driven HRM strategies. The shift from traditional performance reviews to agile, continuous feedback mechanisms was noted as a trend that fosters open communication and enhances employee development.

Despite the benefits of AI, participant cautioned against over-reliance. They emphasized that AI should support, not replace, human judgment pointing out that effective AI still depends on human oversight, contextual understanding, and emotional intelligence. “Instead of replacing HR staff, AI will support them, allowing more time for meaningful employee engagement and decision-making.”

Discussion

Background

HRM professionals interviewed in this study emphasized the growing use of AI technologies to support key human resource functions, particularly in recruitment and the automation of repetitive administrative tasks. AI tools are commonly applied in areas such as resume filtering, payroll processing, and managing routine notifications, leading to increased operational efficiency and more informed decision-making. The motivation behind integrating AI into HR systems is largely rooted in the need to minimize manual workloads, improve system interoperability, and enhance overall productivity.

AI-HRM Dynamics

AI presents significant advantages for HRM, including enhanced efficiency, improved analytical capabilities, and greater innovation. By automating repetitive recruitment tasks and refining candidate assessments, AI contributes to fairer and more merit-based hiring practices. Despite these benefits, organizations face obstacles such as a shortage of specialized expertise, employee resistance to technological change, and limitations in financial resources needed for AI implementation.

AI-HRM Transformation

AI is reshaping HR operations by taking over time-consuming, repetitive tasks and enabling HR professionals to

concentrate on more strategic, human-centered decisions. While AI enhances productivity, it lacks core human traits such as emotional intelligence, curiosity, and humility. To adapt, organizations must invest in upskilling employees, encourage collaboration between HR practitioners and data specialists, and maintain a balance between data-centric methods and human judgment.

AI-HRM Roadmap

For successful AI integration, organizations must recognize potential challenges, align AI initiatives with broader business goals, and consistently evaluate outcomes. Adopting a mindset of continuous learning and experimentation, proactively exploring AI tools, and fostering organizational openness to technological change are critical. Although generative AI holds potential, its practical value and fit for specific HR tasks should be critically assessed before widespread adoption.

AI-HRM Ethics

AI adoption in HR raises important ethical issues, particularly in areas such as privacy, bias, and transparency. As regulatory frameworks such as the EU AI Act and HB 7913 evolve, organizations must ensure compliance and implement responsible data practices to mitigate ethical risks. While AI has the potential to support workplace diversity and inclusion, addressing algorithmic bias and maintaining human oversight are essential to ensuring fair and equitable outcomes.

AI-HRM Trajectory

AI continues to play an expanding role in automating HR functions and increasing operational efficiency, although its long-term impact on traditional HR roles remains uncertain. Looking ahead, the future of HRM lies in fostering a synergistic relationship between humans and AI, where employee well-being, continuous learning, and data-informed decision-making are central to organizational success.

Conclusion

The findings highlight the increasing interdependence of AI and HRM, demonstrating how AI has positively influenced key HR functions, including recruitment, performance management, and employee development. AI-driven solutions streamline resume screening, automate payroll processing, and manage administrative tasks, allowing HR professionals to focus on strategic and people-oriented initiatives, as also concluded by Pandey *et al.* ^[10]. However, challenges remain, including concerns about AI's potential to depersonalize HR processes, the financial investment required for AI implementation, the need for continuous technological updates, and issues related to data security and privacy. This research underscores the importance of fostering a collaborative relationship between AI systems and HR professionals rather than viewing AI as a replacement for human expertise. It emphasizes the necessity of workforce upskilling, ensuring employees can effectively work alongside AI technologies. Additionally, the study highlights the ethical implications of AI in HRM, advocating for responsible AI use to prevent biases in hiring and decision-making. Practical recommendations for successful AI integration include aligning AI initiatives with HRM and broader business goals, promoting an open organizational

culture that embraces technological change, and maintaining a balanced approach that leverages both automation and human judgment.

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