Arabian Gulf Journal of Humanities and Social Studies

ISSN: 3080-4086

Vol 7 - Issue 20 || Issued Date: 20-11-2026

Generative Artificial Intelligence and the Reshaping of Human Resource Management: A Bibliometric and Systematic Analysis of Emerging Research Trends

الذكاء الاصطناعي التوليدي وإعادة تشكيل إدارة الموارد البشرية: تحليل ببليومتري ومنهجي لاتجاهات البحث الناشئة

Muntadher Naeem Obayes Alawadi

منتظر نعيم عبيس العوادي

Master of Business Administration (MBA)

DOI: https://doi.org/10.64355/agjhss72024

AGJHSS || This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY-NC-SA)

Abstract:

In human resource management (HRM), Generative artificial intelligence (GenAI) has come a long way, quickly transforming from a cutting-edge experimental tool to a real-life utility. This study is carried out by using a bibliometric and systematic analysis of 710 publications on GenAI and AI in HRM, in order to map the structure and evolution of this research field. The publications are indexed in Scopus, Web of Science and Google Scholar from 2018 till October 2025. The descriptive statistics, trend analysis, and thematic mapping methods were used for years of publication, countries, keywords, journals, HRM functions, research methods and thematic periods. The number of publications increased from 12 in 2018 to a peak of 215 in 2024, with the largest annual increase being in 2023 (+108.8%). 48.0% of the sample was from the United States, the United Kingdom and China combined. Recruitment and selection was the most studied HRM function (27.9%) and HR analytics and decision support was the HRM function with the highest average effect size (0.48). Thematic analysis identified a progression from algorithmic bias to algorithmic strategies, to recruitment automation, employee productivity, ethical governance and employee experience. The results provide a framework of evidence for future research and provide a way to identify the shortcomings of compensation, strategic workforce planning, and experimental research.

Keywords: Generative Artificial Intelligence; Human Resource Management; Bibliometric Analysis; Chatgpt; Recruitment; Employee Experience.

الملخص:

شهد مجال إدارة الموارد البشرية (HRM) تطورًا ملحوظًا في توظيف الذكاء الاصطناعي التوليدي(GenAI) ، إذ تحوّل سريعًا من أداة تجريبية متقدمة إلى تطبيق عملي في بيئات العمل الواقعية. تهدف هذه الدراسة إلى إجراء تحليل ببليومتري ومنهجي لـ 710 منشورات علمية تناولت الذكاء الاصطناعي التوليدي والذكاء الاصطناعي في إدارة الموارد البشرية، وذلك لرسم خريطة البنية المعرفية لهذا المجال البحثي وتطوره. وقد جُمعت المنشورات المفهرسة في قواعد بيانات سكوبس (Scopus) وويب أوف ساينس (Web of Science)وجوجل سكولار(Google Scholar) ، خلال الفترة من عام 2018 حتى أكتوبر 2025.

واستخدمت الدراسة أساليب الإحصاء الوصفي، وتحليل الاتجاهات، ورسم الخرائط الموضوعية، لتصنيف المنشورات وفقًا لسنوات النشر، والدول، والكلمات المفتاحية، والمجلات العلمية، ووظائف إدارة الموارد البشرية، والمناهج البحثية، والمراحل الموضوعية. وأظهرت النتائج ارتفاع عدد المنشورات من 12 منشورًا في عام 2018 إلى ذروة بلغت 215 منشورًا في عام 2024، مع تسجيل أكبر زيادة سنوية في عام 2023 بنسبة بلغت 108.8%. كما تبيّن أن الولايات المتحدة والمملكة المتحدة والصين مجتمعةً أسهمت بنسبة 48.0% من إجمالي عينة الدراسة.

وجاء التوظيف والاختيار في مقدمة وظائف إدارة الموارد البشرية الأكثر تناولًا في الدراسات، بنسبة بلغت 27.9%، في حين سجّل تحليل الموارد البشرية ودعم اتخاذ القرار أعلى متوسط لحجم التأثير، بلغ 0.48. وكشف التحليل الموضوعي عن تطور الاهتمامات البحثية من التحيز الخوارزمي إلى الاستراتيجيات الخوارزمية، ثم أتمتة التوظيف، وإنتاجية الموظفين، والحوكمة الأخلاقية، وتجربة الموظف.

وتقدم نتائج الدراسة إطارًا معرفيًا قائمًا على الأدلة يمكن الاستناد إليه في توجيه البحوث المستقبلية، كما تسهم في تحديد الفجوات البحثية المتعلقة بالتعويضات، والتخطيط الاستراتيجي للقوى العاملة، والدراسات التجريبية.

الكلمات المفتاحية : الذكاء الاصطناعي التوليدي؛ إدارة الموارد البشرية؛ التحليل الببليومتري؛ شات جي بي تي؛ التوظيف؛ تجربة الموظف.

Arabian Gulf Journal
Humanities and Social Studies

1. Introduction

ChatGPT went public in late 2022, signaling a new era in the proliferation of generative conversational AI. Researchers in numerous fields started to rethink the implications of such systems on research, professional practice and policies. Previously the AI tools were developed primarily for classification or prediction. Generative systems generate text, images and code that are more or less similar to the output from humans, extending their use in knowledge-intensive tasks. This wide applicability is one of the reasons for the extensive focus on it beyond computer science to other study areas such as management, education, and organizational studies (Dwivedi et al., 2023).

HRM is one of the areas of an organization most closely affected by this change since its basic activities rely heavily on language, documentation and judgements of people. Recruiters write jobs ads, review job applications and reach out to applicants. HR experts create plan and design training and respond to employee questions. Researchers have thus started to explore how generative tools can impact on these practices. They witness new possibilities of efficiency and face challenges with accountability, privacy, and what the future of HR will look like (Budhwar et al., 2023).

AI is not new in the HRM field. Even before generative models, research has been conducted in the field of HRM and AI. There have been a number of reviews that have illustrated a wide and fast expanding field, which has been disjointed by disciplines, methods, and HR functions. Systematic review could be integrated with bibliometric methods to find priorities for future research as well as to provide an order to this fragmentation (Kaushal et al., 2023).

This study is based on the analysis of the research landscape of GenAI and AI in HRM, which is based on a dataset of 710 publications in the period of 2018 to October 2025. It answers 4 questions. What is the trend in publications over the years? Who are the key players in the field (countries, journals and keywords)? What are the most focused on HRM functions and research methods and what are the outcomes of such HRM? What themes have been introduced and/or taken away from research over time? The paper provides an integrated, data-driven map of the field, an evaluation of outcomes and challenges by HR function, and some directions for research. The rest of the paper is a literature review, a description of the methodology, a presentation of the results, a discussion of the results and a conclusion.

2. Literature Review

2.1 From AI-Assisted to AI-Augmented HRM

A different view of AI for HRM is that AI is a strategic tool and should be considered in a broader context. It is a system that connects organizational strategy, HR processes, and employee outcomes, and doesn't consider AI as a standalone suite of instruments. The worth of AI is tied to its

appropriateness to HR goals and integration into HR practice. This is more applicable when the system can create content and/or recommendations rather than just complete fairly mundane tasks (Malik et al., 2023a).

AI-enhanced HRM has been studied from the perspective of the antecedents that drive organizations to use AI, its integration into HR processes and the implications that follow at the individual, team and organizational levels. This multi-level logic is quite suitable for generative AI. The adoption decisions that HR leaders make can impact employee experiences with the technology and whether the benefits promised by the technology actually occur (Prikshat et al., 2023).

There are also systematic evidences on AI–HRM interactions, where it is found that the outcomes vary depending on the organizational context, and none of the factors is the sole determinant of success. A causal configuration reading implies that a mix of technology, organization and human's conditions, work together to influence the impact of AI on HR outcomes. This warns against blanket statements about the universal benefit (Basu et al., 2023).

The interdisciplinary nature of the field of AI and HRM is brought to light by interdisciplinary AI reviews and interdisciplinary HRM reviews, in which the field is discussed in the perspective of computer science, psychology, law, and management. These viewpoints all include the principle of transparency with employee trust and moral control. Therefore, future research needs to integrate the technical and behavioral perspective in order not to work on them separately (Pan & Froese, 2023).

2.2 Capability, Strategy, and Human–AI Interaction

The capability-based explanations suggest that organizations can gain value from AI in HRM by building capability, skills, and routines for effectively leveraging AI. If this is the perspective, it is insufficient to have access to technology. It's about value in building capacity for HR functions to incorporate AI into decisions and to learn from their usage (Chowdhury et al., 2023).

More recent contributions bring the concepts of strategic HRM to "generative AI". They offer frameworks that link GenAI usage to HR strategy, capabilities and goals. The frameworks underscore the opportunities that are generated by content-generating systems, as well as the governance requirements that these systems place on HR leaders (Chowdhury et al., 2024).

The challenges become even more complex when working on international HRM, as AI systems are used in different countries that have varying regulations, cultural norms, and conditions of the labor market. Opportunities for consolidation of HR processes in this area are identified in the reviews. They also highlight issues of data protection, context appropriateness, and local legitimacy (Budhwar et al., 2022).

The human-AI collaboration at the team level introduces challenges regarding roles, collaboration, and task allocation. Based on the conceptual work, HR strategies can be planned in advance to meet these

Arabian Gulf Journal
Humanities and Social Studies

challenges. They should encourage communication, skills building and understanding of the capabilities and limitations of AI in teams (Arslan et al., 2022).

2.3 Productivity and Employee Experience

The evidence from experiments is growing in support that generative tools can impact the nature of professional work. The use of ChatGPT in a controlled online experiment with professional writing tasks yielded a decrease in the time required to complete writing tasks and an increase in the rated quality of the produced text. The researchers assessed writing quality by using a rating scale and found that the use of ChatGPT resulted in a decrease in the time required to complete the writing task and an increase in the rated quality of the produced text in a controlled online experiment with professional writing tasks. It also reduced the gap between the participants' performances (Noy & Zhang, 2023).

Things are similar in the field. Researchers conducted a study on productivity gains when using a generative AI assistant to support customer service agents and found that productivity gains were generally found but with the highest gains for those with less experience. This implies that such tools could help to transfer tacit knowledge from top performers to novices (Brynjolfsson et al., 2023).

Research on work productivity suggests that generative AI can improve the efficiency and help workers with repetitive and creative tasks. They also express concerns about dependency problems, quality assurance and sustainability of the gains. The mixed results highlight the importance of considering productivity in conjunction with well-being and skill acquisition (Al Naqbi et al., 2024).

Being productive is just one side of the equation when working with employees. A missing link in employee engagement is evidence of an AI-powered HR ecosystem in a multination company. According to Malik et al. (2023b) AI-powered HR services seem to be affecting an employee's perception of his/her interactions with the organization.

Empirical evidence surrounding the use of generative AI in the workplace suggests that employees' experiences with the technology influence their work results. The success of the adoption of the proposed system, therefore, relies not just on the technical performance of the system, but also on the system's perceived usefulness, perceived fairness, and support given during the implementation process (Nguyen et al., 2025).

AI has a multi-process approach to the impact of AI on the workplace. This will help them to understand that the same technology can have different effects under various conditions. It is also an explanation of the lack of generalizability of the evidence (Pereira et al., 2023).

2.4 Recruitment and Algorithmic Fairness

Generative tools have been most obviously tested in the field of recruitment, a part of the HR domain. Real-world data shows that ChatGPT can enhance recruitment efficiency and quality of candidates.

Process Automation serves as a mediator, and the size of an organization is a moderator (Abdelhay et al., 2025).

Meanwhile, there have been long-standing concerns about discrimination and fairness in recruitment and development as a result of algorithmic decision-making. Beware: biased data, and opaque models can create inequalities; a systematic review of this literature confirms that. The use of fairness auditing and human oversight is thus crucial for responsible use (Köchling & Wehner, 2020).

2.5 Bibliometric Studies and the Research Gap

The growth of publications, the most important sources and the thematic clusters formed in the field of AI and HRM have been mapped out using bibliometric analyses. They demonstrate that the focus on AI in HRM continued to grow and spread out over issues. However, their coverage is relatively older than that of the research of generative AI (Palos-Sánchez et al., 2022).

More recent bibliometric research on ChatGPT at work focuses on trends in integration and influence and records the rapid rise of the use of ChatGPT post-2022. It focuses on the workplace, rather than on HRM, which makes it less apparent what HRM research could look like when using GenAI in the workplace (Obrenovic et al., 2026)

AI is considered to be part of a process as HR digital transformation is studied. Knowing about the generative AI in the context of this transformation puts bibliometric patterns into perspective of organizational change, beyond the novelty of technology (Zhang & Chen, 2024).

Combined, these studies represent a variety of knowledge but not so much that it is concentrated on a few subjects. The current bibliometric studies either date back to the pre-Google era or are not related to HR functions. This could leave space for a holistic analysis of the relationship between publications, geographic, journal structure, patterns of keywords used, the HR functions, the research methods, and the evolution of themes within one dataset.

3. Methodology

3.1 Research Design and Data

The study is a combination of bibliometric mapping and systematic thematic classification. This design has been applied to the earlier literature review of AI and HRM, which is widely voluminous and diverse (Kaushal et al., 2023).

The dataset includes 710 publications from the English-language literature in the years 2018 to October 2025 about GenAI and AI in HRM. The search terms used included various combinations of the terms 'Generative AI', 'ChatGPT', and 'Human Resource Management' (HRM). Document types include journal articles, review papers and conference papers, and the more than 15 countries covered worldwide. The country of origin is based on the affiliation of the corresponding author. Only partial data for 2025 are available as they only go to the end of October.

Arabian Gulf Journal
Humanities and Social Studies

3.2 Analytical Approach

The standard bibliometric procedures – descriptive statistics, trend analysis and thematic mapping – were used. This practice is based on growth, geographic concentration, source distribution and keyword structure (Palos-Sánchez et al., 2022).

Growth rates were calculated based on the number of publications in the previous year, and cumulative numbers indicate the number of publications accumulated over the years. Authors' keywords and indexed keywords were used to perform keyword analysis and the trend score indicates the relative increase in interest over the 2022-2025 period. The studies were categorized by the main activities of HRM function and the main research method used. Effect sizes are approximate Cohen's d values and equivalents of the outcomes reported. Thematic counts are not unique, in that one item may be counted towards multiple themes.

3.3 Classification of Outcomes and Presentation

Studies were classified based on HRM function and positive HRM outcomes/challenges. This enables them to be compared on the basis of function, as would be the case in syntheses of workplace outcomes that involve multiple processes (Pereira et al., 2023).

The answers are given in four tables and four figures. The tables include the publications by year, country distribution, leading journals, and HRM functions. The figures reflect the publication trend over the years, the top countries for the publications, the top keywords used, and how the themes have developed over the years. The Python code provided at the end of the paper was used to generate all of the figures.

4. Results

4.1 Publication Trends

Table 1 provides information about the number of publications, cumulative growth and citations received from 2018 to October 2025.

Table 1. Publications by Year

Year	Publications	Cumulative	Growth Rate (%)	Citations
2018	12	12	–	45
2019	18	30	50.0	89
2020	27	57	50.0	156
2021	41	98	51.9	312
2022	68	166	65.9	587
2023	142	308	108.8	1,245
2024	215	523	51.4	1,890
2025*	187	710	−13.0	980

- Data for 2025 run to October.

The number of publications has increased from 12 in 2018 to 215 in 2024, bringing the total to 710. This equates to an average of approximately 62% compound annual growth rate (CAGR) from 2018 to 2024. Growth remained around 50% for a year until 2021 when it jumped to 65.9% in 2022. It reached a peak of 108.8% in 2023, with over double the amount of output produced in an average year. Similarly, citations increased from 45 in 2018 to 1,890 in 2024. The 187 publications for 2025 increase by 13.0% when compared with the number of publications for 2024, although both only include ten months of the year.

The course of this is shown in Figure 1.

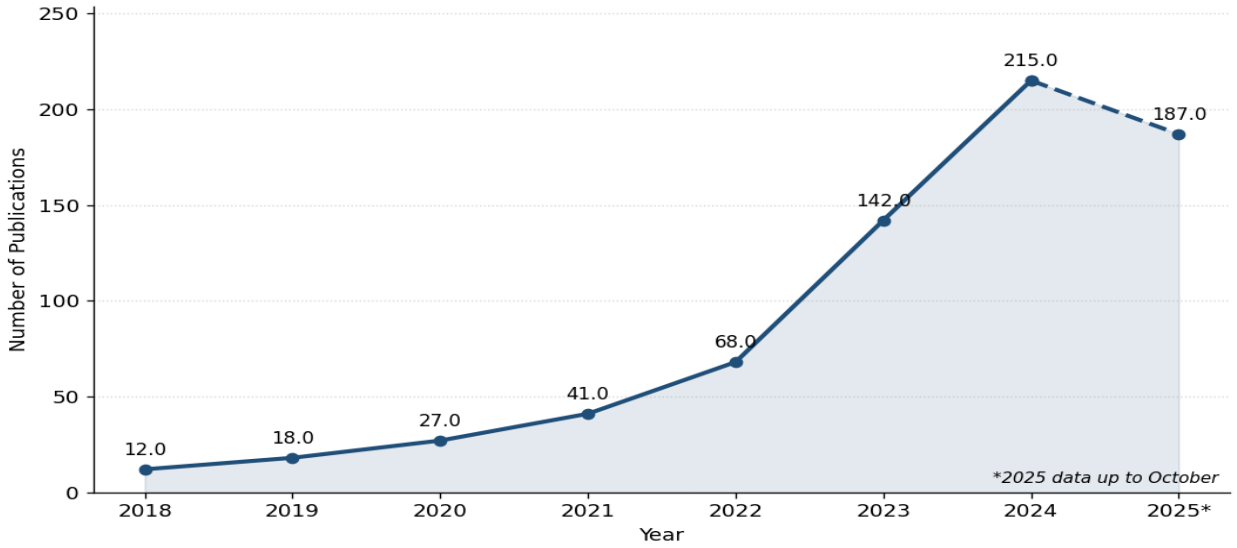


Figure 1. Annual Publication Trend

Figure 1 depicts a steady increase up to the year 2022 followed by a sharp increase in the years 2023 and 2024. In the two years 2023 and 2024 combined, there are 357 publications, which represent 50.3% of the total amount of publications. The 2025 point is lower, but the year isn't over yet and it means high output levels are ongoing, not that they are turning around.

4.2 Geographic Distribution

The number of publications, citations and average citations per publication by country of corresponding author are reported in Table 2.

Table 2. Country Distribution

Country	Publications	Share (%)	Citations	Avg. Citations
United States	156	22.0	3,120	20
United Kingdom	98	13.8	2,156	22
China	87	12.3	1,740	20
India	72	10.1	1,080	15
Australia	54	7.6	1,188	22
Germany	41	5.8	902	22
Canada	38	5.4	760	20
Netherlands	29	4.1	725	25
Italy	25	3.5	500	20
Spain	22	3.1	440	20
France	19	2.7	380	20
South Korea	17	2.4	340	20
Singapore	15	2.1	375	25
United Arab Emirates	14	2.0	280	20
Others	23	3.2	345	15

Countries involved in research activity are few. The United States leads with 156 publications (22.0%), followed by the United Kingdom (98; 13.8%) and China (87; 12.3%). The top three these countries (on the sample) have 48.0% of their sample, and the top five countries (including India and Australia) 65.8%. One doesn't have to buy a lot of copies to have an impact. Meanwhile, the Netherlands and Singapore see their most papers cited on average (25), followed by the United Kingdom, Australia and Germany (22). India, although it is at the fourth position in terms of output, has an average of 15 citations per paper.

The countries that have the highest production are compared in figure 2.

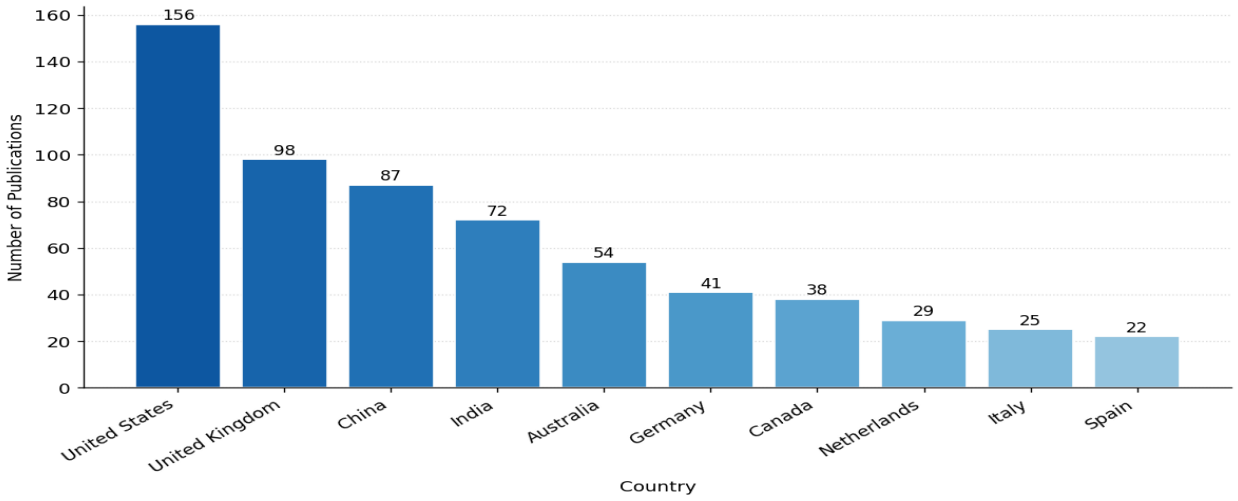


Figure 2. Table showing the top 10 countries according to publications.

This steep drop-off can be seen in Figure 2 after the top three countries. The number of publications drops from 87 for China to 72 for India, before continuing to decline to 17 for South Korea, showing a long tail of fewer publications.

4.3 Leading Journals

The main journals which publish articles on AI and GenAI in HRM are listed in Table 3 along with the approximate impact factors and citations value.

Table 3. Leading Journals

Journal	Publications	Impact Factor (approx.)	Citations	Publisher
Human Resource Management Review	48	8.2	1,240	Elsevier
The International Journal of Human Resource Management	42	5.8	980	Taylor & Francis
Human Resource Management Journal	35	6.1	875	Wiley
Human Resource Management	28	5.5	720	Wiley
International Journal of Manpower	22	3.9	510	Emerald
Journal of Enterprise Information Management	18	5.2	405	Emerald
British Journal of Management	15	6.4	380	Wiley
Sustainability	14	3.9	290	MDPI
Applied Artificial Intelligence	12	2.8	210	Taylor & Francis
Management Review Quarterly	11	4.1	195	Springer
AI & Society	10	3.5	180	Springer
International Journal of Information Management	9	18.9	450	Elsevier
Frontiers in Human Dynamics	8	2.1	95	Frontiers
Journal of the Knowledge Economy	7	3.2	110	Springer
Others / Conference Proceedings	431	–	2,850	Various

The 175 publications (24.6% of the sample) from the five top journals accounted for the majority of the total sample. The International Journal of Human Resource Management (42), followed by Human Resource Management Journal (35) and Human Resource Management Review (48), have the most publications, whereas the most citations are to Human Resource Management Review (1240). The other journals and conference proceedings (60.7%) include the remaining 431 publications, thus explaining the spread of the field. By publisher, Wiley has 78 publications in three journals, Elsevier 57, Taylor & Francis 54, Emerald 40 and Springer 28. Among all the journals, the International Journal of Information Management has the highest impact factor (18.9) and has an average of 50 citations per publication.

4.4 Keyword Structure

The keyword analysis is used to determine the concepts used in the field. Generative AI (312 occurrences; 18.5%), ChatGPT (287; 17.0%), Human Resource Management (245; 14.5%) and Artificial Intelligence (198; 11.7%) are the four most common keywords. The two together make up 61.7% of all instances of the keyword(s). Employee Experience comes in second at 156 (9.2%) and then Talent Management (98), Algorithmic Decision Making (87) and Last but not least, User Experience (76). Trend score is correlated with the frequency of the keywords in Figure 3.

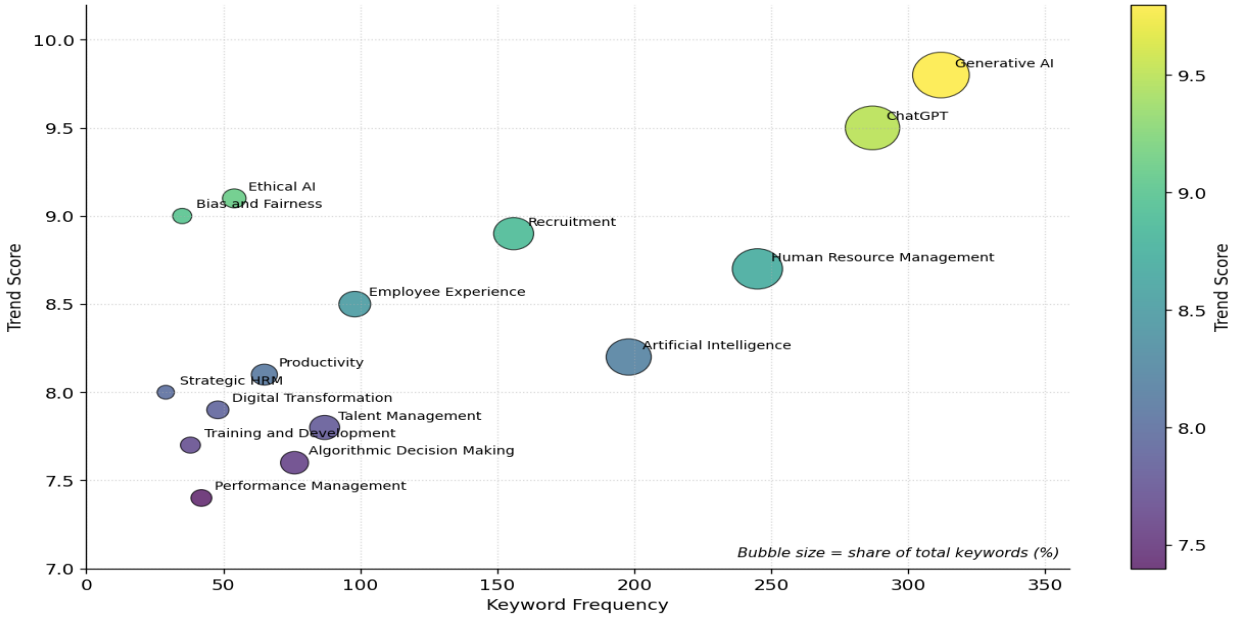


Figure 3. Keyword Frequency and Trend Score.

As seen in Figure 3, those keywords that appear the most often are also the highest in terms of trend scores, with Generative AI (9.8) and ChatGPT (9.5) leading the pack. There are some less common keywords, which are also performing well.

Ethical AI (frequency 54) and Bias and Fairness (35) both perform above the Recruitment (8.9) and Employee Experience (8.5). The lowest trend scores are in the areas of Performance Management (7.4) and Algorithmic Decision Making (7.6).

4.5 HRM Functions and Reported Outcomes

Table 4 presents the summary of the HRM functions studied, the outcome reported and the average effect sizes.

Table 4. Creating HRM Functions and Outcomes

HRM Function	Studies	Share (%)	Positive Outcomes	Challenges	Avg. Effect Size
Recruitment & Selection	198	27.9	162	87	0.42
Training & Development	124	17.5	98	56	0.38
Performance Management	98	13.8	71	48	0.31
Employee Engagement & Experience	87	12.3	69	41	0.45
Talent Management & Retention	76	10.7	58	39	0.36
HR Analytics & Decision Support	54	7.6	47	31	0.48
Compensation & Benefits	42	5.9	28	25	0.22
Strategic HRM / Workforce Planning	31	4.4	24	19	0.29

There is an imbalance of research focus on HR functions. Of the 198 studies, the highest proportion (27.9%) was on recruitment and selection, followed by training and development (17.5%) and performance management (13.8%). The highest average impacts can be seen in employee engagement and experience (0.45), HR analytics and decision support (0.48) and recruitment and selection (0.42). Compensation and benefits and strategic HRM and workforce planning are the areas with the lowest response rate (0.22 and 4.4%, respectively). In cases of low rates of negative outcomes, positive outcomes were reported 87.0% of HR analytics studies, 81.8% of recruitment studies, compared to 66.7% of compensation and benefits studies. The challenges that were reported were mostly in the area of compensation and benefits (59.5%) of the studies compared with the area of recruitment and selection which had 43.9% of its studies. These are overlapping categories as one study could yield positive findings and problems.

4.6 Research Methods

The most frequent designs are quantitative survey design (156 studies, 22.0 %), systematic literature review and bibliometric study (142 studies, 20.0 % and 128 studies, 18.0 % respectively). There are 98 (13.8%) qualitative studies, 67 (9.4%) experimental and quasi-experimental designs, 54 (7.6%) mixed methods studies, 41 (5.8%) archival studies, and 24 (3.4%) other designs (simulation and design science). Of the sample, 38.0% is comprised of reviews and conceptual papers. 2023–2025 is the period of concentration for experimental work while 2020-2024 is the period of concentration for conceptual work. No more than one method is used in each study.

4.7 Thematic Evolution

We will follow the thematic analysis, which traces the shift in the attention of research over 4 periods. Figure 4 shows the number of publications addressing each theme in 2018–2020, 2021–2022, 2023, and 2024–2025.

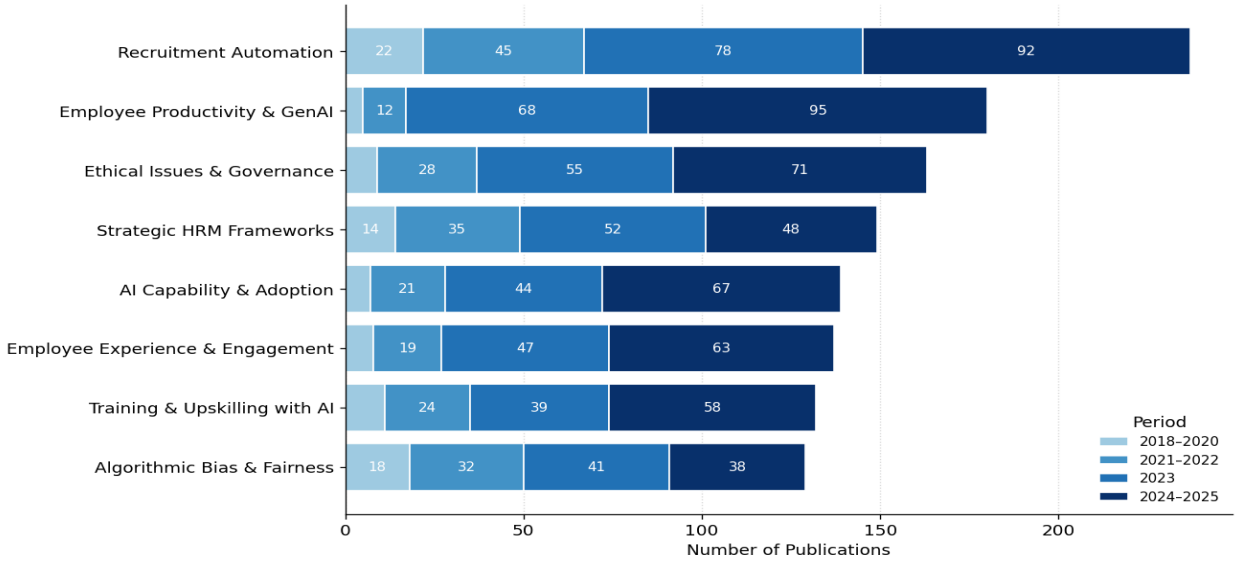


Figure 4. Themes in Evolution Research.

Overall there are 237 publications about recruitment automation, a consistent increase from 22 in 2018-2020 to 92 in 2024-2025. The biggest increase is in employee productivity and GenAI, which went from 5 publications, to 68 publications in 2023 and 95 publications in 2024-2025. Others areas of growth are ethical issues and governance (9-71), employee experience and engagement (8-63), training and upskilling (11-58) and AI capability and adoption (7-67) which also grow steadily. By contrast, strategic HRM frameworks peak in 2023 (52) and ease to 48 in 2024–2025. In 2023, the algorithmic bias/fairness score will reach its highest point of 41, then marginally drop to 38. Total thematic counts increase from 94 in 2018–2020 to 216 in 2021–2022, 424 in 2023, and 532 in 2024–2025. The periods vary in length so the totals should be interpreted as relative patterns.

4.8 Highly Cited Contributions

The top cited item in the sample is "Multidisciplinary approach to generative conversational Artificial Intelligence" with 1,850 citations. The two experimental and field studies of generative AI and productivity follow it with 890 and 756 citations, respectively. The contributions on strategic and review aspects of AI in HRM are listed next, with numbers of citations from 186 to 412, respectively. These include: research agenda on ChatGPT in HRM (412), strategic framework for AI-assisted HRM (298), capability framework (265), systematic review on AI–HRM outcomes (241), and study on AI-augmented HRM (198). The most frequently cited text thus brings together concepts that have a wide range of agendas, and research on productivity.

5. Discussion

5.1 Growth and Consolidation of the Field

There has also been a dramatic increase in publications since 2022, with a 108.8% increase in the number of publications during 2023, which aligns with the bibliometric evidence that the research on ChatGPT in the workplace rapidly increased after its launch. The figure of 2025 in the lower should be taken with a pinch of salt due to the end of the data in October. The annual production, however, is still much higher than before 2023, indicating a period of consolidation, not a decrease in interest (Obrenovic et al., 2026).

5.2 Geographic and Journal Structure

The focus of production in the United States and the United Kingdom, as well as in China and the strong case of India and Australia makes it clear that the context of research is limited. International HRM scholarship highlights the importance of regulation, culture and labor markets on the acceptance of AI. Contextual diversity of evidence is thus limited for many regions, due to the small contribution of each region (Budhwar et al., 2022).

Reading the journal profile indicates that the topic is taken over by the core HRM outlets. Among the top five sources, four are HRM-specific journals—and general articles on ChatGPT and HRM have been published in these journals. Information systems scholarship also encourages the field as evidenced by the very high impact factor of the International Journal of Information Management (IJIM) (Budhwar et al., 2023).

5.3 Keywords, Ethics, and Fairness

Although the frequencies of these two concerns were fairly low, the trend scores were moderate for Ethical AI and Bias and Fairness, suggesting concern for responsible use. Previous studies have exposed the grounds for concern when it comes to discrimination in algorithmic HR decisions. The lesser extreme figures for these themes in 2024–2025 indicate that fairness is still primarily seen as a sub-theme of recruitment and has yet to turn into a new research stream for generative systems (Köchling & Wehner, 2020).

Arabian Gulf Journal
Humanities and Social Studies

5.4 HRM Functions: Recruitment, Productivity, and Experience

There is a dominant role of recruitment and selection in the distribution of the function and thematic advancement of the field. One of the highest proportions of positive outcomes is also reported (81.8%). This aligns with research which demonstrates that generative tools can enhance the effective use of recruitment and enhance the quality of candidates. However, these gains are not guaranteed – the 87 studies that reported difficulties indicate otherwise (Abdelhay et al., 2025).

The productivity of the employees has increased in the latest period, from 5 to 95 publications, reflecting the impact of field evidence on the generative assistant. Such evidence has been found to demonstrate measurable improvements especially for less experienced workers. It contributes significantly to an explanation of the shift of productivity from the margins to a more central theme (Brynjolfsson et al., 2023).

The productivity literature also cautions against not spreading or lasting gains in efficiency. Issues of dependence, loss of skills and quality control remain unanswered. The approximate nature of the effect sizes in this study further highlights the importance of longitudinal data that further documents the durability of early gains (Al Naqbi et al., 2024).

The next biggest effect size for employee engagement/experience (0.45) and the number of publications on this theme, which has grown from 8 to 63, show that AI is being seen as a part of the employee experience. The use of AI in HR services seems to be a viable route towards enhancing engagement (Malik et al., 2023b).

These patterns suggest that the employee perception mechanism is an important one. Work outcomes studies indicate that perceived fairness, usefulness and support are important factors in studies of the adoption of generative AI. Results cannot be attributed to technical accuracy (Nguyen et al., 2025).

5.5 Strategy, Capability, and Adoption

While the number of publications on strategic HRM has decreased from 52 in 2023 to 48 during 2024-2025, it appears that the first wave of conceptual framing is maturing. Propositions about how GenAI relates to HR strategy have set the agenda, and it now seems as if it is time to test these propositions empirically (Chowdhury et al., 2024).

The increase in AI capability and publications from 7 to 67, aligns with capability based explanations. They believe that the value of an organization is to develop the resources and processes that enable the use of AI. Increased focus is the move from experimentation to capability building in practice (Chowdhury et al., 2023).

The function of strategic HRM and workforce planning is the least studied area (4.4%) and has a relatively small effect size (0.29). This abyss is a place that doesn't align with the strategic plans that

make AI a cornerstone of HR strategy. It suggests that there is a gap between concept and reality at the strategic level (Malik et al., 2023a).

The predominance of survey designs, coupled with a small number of studies with a multilevel approach, limits the understanding of how AI is being integrated and the impacts at different levels of the system. There is a need for integration of individual, team and organizational data that will capture the antecedents and effects of AI-augmented HRM (Prikshat et al., 2023).

5.6 Uneven Outcomes and Team-Level Challenges

The results shown in Table 4 are not consistent. Compensation and benefits has the lowest effect size (0.22) and highest percentage of reported problems (59.5%). This lends support to the perspective that outcomes are dependent upon setups of circumstances. Different organizational and ethical requirements seem to be needed for sensitive, high-stakes functions as compared to administrative functions (Basu et al., 2023).

The effect size is relatively low and trend score for the keyword in performance management is low (0.31 & 7.4). It's an area where AI impacts the working lives of employees, teams, and managers every day. The lack of momentum indicates that there is a need for more systematic research into team-level issues like role clarity and collaboration with AI (Arslan et al., 2022).

5.7 Methods, Training, and Highly Cited Work

Training and development is the second most studied function (17.5%) and digital transformation is one of the common keywords. Both agree that AI is not just a tool for implementing automation, but rather that it's becoming a part of a broader reimagining of HR processes and skills. There is likely to be an increasing amount of research into upskilling as HR roles are reconfigured (Zhang & Chen, 2024).

The methodological distribution is similar to the distribution in the disciplines themselves (quantitative, review, conceptual and qualitative), reflecting the interdisciplinary nature of this field. Percentages revealed that reviews and conceptual papers constitute 38.0% of the sample, thus supporting the fact that there is a high amount of synthesis activity. There is a need for more primary empirical evidence for the integration of technical and behavioral. (Pan & Froese, 2023).

The Citation profile reveals that the most influential contribution is to present a multidisciplinary frame that embraces opportunities, challenges and implications. This suggests that the field continues to be dominated by 'broad agenda-setting papers' that are cited in a variety of fields, and are frequently the first paper new papers cite (Dwivedi et al., 2023).

Lastly, the 67 experimental and quasi-experimental studies (which were focused in 2023–2025) are promising. Controlled experiments can provide more causal evidence of the impact of generative tools on time, quality and performance. These should be expanded to HR related tasks like screening, interviewing and feedback on performance (Noy & Zhang, 2023).

6. Implications, Limitations, and Future Research

The findings suggest that there is a growing body of research addressing the topic of recruitment, productivity, and ethics and less on compensation, strategic workforce planning, and performance management for researchers. Future research should focus on longitudinal and multilevel designs, HR specific designs and cross country comparisons. They should particularly contain areas which are relatively low contributors of output.

Evidence indicates that GenAI has the most pronounced impact on practitioners in the areas of recruitment, analytics, and employee experience. Along with adoption, a set of employee support, governance and fairness auditing procedures must follow, especially for sensitive jobs like compensation.

Several limitations apply. The data is limited to records in English from three data sources. The data for 2025 are preliminary, the effects are approximate, and the type of studies is based on the main focus. Themes are not mutually exclusive and country of attribution of the work is based on the corresponding author. Full-text content analysis, co-citation and co-authorship networks, and sources other than English can be added in future research.

7. Conclusion

To map the research trends and changes in the field of human resource management driven by generative AI, 710 publications were analyzed. The number of publications increased from 12 in 2018 to 215 in 2024, with geographical concentration and journal concentration still high and recruitment and selection still being the main area of research. Thematic evolution is in the direction of bias, strategic frameworks to productivity, recruitment automation, ethics and governance, employee experience and capability building. One of the more pronounced trends in the areas where research is reported is in HR analytics, employee experience and recruitment; compensation; strategic workforce planning and performance management are less researched. The results provide a framework for future empirical studies and for the responsible use of generative AI in HR practice.

References

Abdelhay, S., AlTalay, M. S. R., Selim, N., Altamimi, A. A., Hassan, D., & Marie, A. (2025). The impact of generative AI (ChatGPT) on recruitment efficiency and candidate quality: The mediating role of process automation level and the moderating role of organizational size. *Frontiers in Human Dynamics, 6*, 1487671. https://doi.org/10.3389/fhumd.2024.1487671

Al Naqbi, H., Bahroun, Z., & Ahmed, V. (2024). Enhancing work productivity through generative artificial intelligence: A comprehensive literature review. *Sustainability, 16*(3), 1166. https://doi.org/10.3390/su16031166

Arslan, A., Cooper, C., Khan, Z., Golgeci, I., & Ali, I. (2022). Artificial intelligence and human workers interaction at the team level: A conceptual assessment of the challenges and potential HRM strategies. *International Journal of Manpower, 43*(1), 75–88. https://doi.org/10.1108/IJM-01-2021-0052

Basu, S., Majumdar, B., Mukherjee, K., Munjal, S., & Palaksha, C. (2023). Artificial intelligence–HRM interactions and outcomes: A systematic review and causal configurational explanation. *Human Resource Management Review, 33*(1), 100893. https://doi.org/10.1016/j.hrmr.2022.100893

Brynjolfsson, E., Li, D., & Raymond, L. (2023). *Generative AI at work* (Working Paper No. 31161). National Bureau of Economic Research. https://doi.org/10.3386/w31161

Budhwar, P., Malik, A., De Silva, M. T. T., & Thevisuthan, P. (2022). Artificial intelligence – challenges and opportunities for international HRM: A review and research agenda. *The International Journal of Human Resource Management, 33*(6), 1065–1097. https://doi.org/10.1080/09585192.2022.2035161

Budhwar, P., Chowdhury, S., Wood, G., Aguinis, H., Bamber, G. J., Beltran, J. R., Boselie, P., Lee, F.-H., et al. (2023). Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT. *Human Resource Management Journal, 33*(3), 606–659. https://doi.org/10.1111/1748-8583.12524

Chowdhury, S., Dey, P., Joel-Edgar, S., Bhattacharya, S., Rodriguez-Espindola, O., Abadie, A., & Truong, L. (2023). Unlocking the value of artificial intelligence in human resource management through AI capability framework. *Human Resource Management Review, 33*(1), 100899. https://doi.org/10.1016/j.hrmr.2022.100899

Chowdhury, S., Budhwar, P., & Wood, G. (2024). Generative artificial intelligence in business: Towards a strategic human resource management framework. *British Journal of Management, 35*(4), 1680–1691. https://doi.org/10.1111/1467-8551.12824

Dwivedi, Y. K., Kshetri, N., Hughes, L., Slade, E. L., Jeyaraj, A., Kar, A. K., Baabdullah, A. M., Koohang, A., Raghavan, V., Ahuja, M., Albanna, H., Albashrawi, M. A., Al-Busaidi, A. S., Balakrishnan, J., Barlette, Y., Basu, S., Bose, I., Brooks, L., Buhalis, D., ... Wright, R. (2023). "So what if ChatGPT wrote it?" Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy. *International Journal of Information Management, 71*, 102642. https://doi.org/10.1016/j.ijinfomgt.2023.102642

Kaushal, N., Kaurav, R. P. S., Sivathanu, B., & Kaushik, N. (2023). Artificial intelligence and HRM: Identifying future research agenda using systematic literature review and bibliometric analysis. *Management Review Quarterly, 73*, 455–493. https://doi.org/10.1007/s11301-021-00249-2

Köchling, A., & Wehner, M. C. (2020). Discriminated by an algorithm: A systematic review of discrimination and fairness by algorithmic decision-making in the context of HR recruitment and HR development. *Business Research, 13*, 795–848. https://doi.org/10.1007/s40685-020-00134-w

Malik, A., Budhwar, P., & Kazmi, B. A. (2023a). Artificial intelligence (AI)-assisted HRM: Towards an extended strategic framework. *Human Resource Management Review, 33*(1), 100940. https://doi.org/10.1016/j.hrmr.2022.100940

Malik, A., Budhwar, P., Mohan, H., & Srikanth, N. R. (2023b). Employee experience – the missing link for engaging employees: Insights from an MNE's AI-based HR ecosystem. *Human Resource Management, 62*(1), 97–115. https://doi.org/10.1002/hrm.22133

Nguyen, M., Trinh, N., Mehrotra, A., & Basahel, S. (2025). Generative AI in the workplace: How employee experiences influence work outcomes? *Journal of Enterprise Information Management, 38*(5), 1647–1666. https://doi.org/10.1108/JEIM-11-2024-0637

Noy, S., & Zhang, W. (2023). Experimental evidence on the productivity effects of generative artificial intelligence. *Science, 381*(6654), 187–192. https://doi.org/10.1126/science.adh2586

Obrenovic, B., Asa, A. R., & Oblakovic, G. (2026). The use of ChatGPT in the workplace: A bibliometric analysis of integration and influence trends. *AI & Society, 41*(1), 655–678. https://doi.org/10.1007/s00146-025-02447-y

Palos-Sánchez, P. R., Baena-Luna, P., Badicu, A., & Infante-Moro, J. C. (2022). Artificial intelligence and human resources management: A bibliometric analysis. *Applied Artificial Intelligence, 36*(1), 2145631. https://doi.org/10.1080/08839514.2022.2145631

Pan, Y., & Froese, F. J. (2023). An interdisciplinary review of AI and HRM: Challenges and future directions. *Human Resource Management Review, 33*(1), 100924. https://doi.org/10.1016/j.hrmr.2022.100924

Pereira, V., Hadjielias, E., Christofi, M., & Vrontis, D. (2023). A systematic literature review on the impact of artificial intelligence on workplace outcomes: A multi-process perspective. *Human Resource Management Review, 33*(1), 100857. https://doi.org/10.1016/j.hrmr.2021.100857

Prikshat, V., Malik, A., & Budhwar, P. (2023). AI-augmented HRM: Antecedents, assimilation and multilevel consequences. *Human Resource Management Review, 33*(1), 100860. https://doi.org/10.1016/j.hrmr.2021.100860

Zhang, J., & Chen, Z. (2024). Exploring human resource management digital transformation in the digital age. *Journal of the Knowledge Economy, 15*, 1482–1498. https://doi.org/10.1007/s13132-023-01214-y