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Mapping the Research Landscape of Artificial Intelligence in Human Resource Management: A Bibliometric Analysis

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Abstract

Artificial intelligence (AI) is increasingly integrated into human resource management (HRM) functions as organizations accelerate their digital transformation. However, comprehensive studies mapping the intellectual development, thematic evolution, and emerging directions of AI-HRM research remain limited. This study aims to examine the growth, research trends, and future directions of AI applications in HRM through bibliometric analysis. A quantitative bibliometric approach was employed using literature retrieved from the Scopus database based on predefined search terms and screening criteria. Bibliometric performance and thematic analyses were conducted using Biblioshiny within the bibliometrix package, while bibliometric networks were visualized using VOSviewer. The analysis identified 856 publications indexed between 1991 and 2027 across 358 publication sources, involving 2,452 authors and an international collaboration rate of 33.18%. The field has experienced substantial growth, particularly since 2019. Keyword analysis identified artificial intelligence, human resource management, and machine learning as the dominant research themes, while thematic evolution revealed a shift toward increasingly specialized topics, including generative AI, large language models,

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and digital transformation. These findings demonstrate that AI-HRM research is evolving in parallel with technological advances and the expanding integration of AI into HRM practices. This study contributes a comprehensive mapping of the field's intellectual and thematic development and provides a foundation for researchers to identify emerging topics, underexplored areas, and future research opportunities in AI-enabled HRM.

Keywords: Artificial Intelligence; Human Resource Management; Bibliometric Analysis; Machine Learning; Digital Transformation

INTRODUCTION

Technological advancement has fundamentally transformed various organizational activities, including human resource management (HRM). Organizations are operating in increasingly dynamic business environments, requiring new approaches to managing employees more effectively (Cascio & Montealegre, 2016; van Mierlo et al., 2018). Digital transformation has shifted HRM practices from primarily administrative functions toward more data-driven approaches, where digital technologies support evidence-based decision-making processes (Bondarouk & Brewster, 2016; Marler & Boudreau, 2017). Among the emerging technologies driving this transformation, artificial intelligence (AI) has attracted considerable attention and has been increasingly adopted across organizational practices. AI refers to technologies capable of learning from data, recognizing patterns, and generating predictions or recommendations to support decision-making processes (Kaplan & Haenlein, 2019). These capabilities enable organizations to enhance the effectiveness of various HR functions, including recruitment, employee selection, talent management, performance evaluation, and workforce analytics (Tambe et al., 2019; Vrontis et al., 2022).

The adoption of artificial intelligence in HRM offers numerous benefits while simultaneously introducing several challenges. Decision-making concerning employees, which has traditionally relied heavily on managerial experience and intuition, is increasingly shifting toward data-driven decision making (Marler & Boudreau, 2017; McCartney & Fu, 2022). By leveraging AI technologies, organizations can gain deeper insights into employee behaviour, workforce requirements, and talent development, thereby enabling HR functions to play a more strategic role in achieving organizational objectives (Marler & Boudreau, 2017). However, the growing use of algorithmic decision-making has also raised concerns

regarding transparency, data security, accountability, and the potential for algorithmic bias (Köchling & Wehner, 2020; Leicht-Deobald et al., 2022). In particular, the application of algorithms in employee-related decisions has intensified discussions surrounding transparency, data protection, accountability, and algorithmic bias (Leicht-Deobald et al., 2022). Furthermore, advances in AI are reshaping the role of HR professionals, who are now expected not only to understand the human aspects of organizations but also to adapt to rapid technological developments (Minbaeva, 2021; Strohmeier, 2020; Tambe et al., 2019). Consequently, the intersection between artificial intelligence and human resource management has become an increasingly important area of scholarly inquiry.

As the adoption of AI continues to expand across organizations, scholarly interest in AI applications within HRM has also increased considerably. Existing studies have investigated AI from multiple perspectives, including its applications across HR functions, ethical implications, organizational outcomes, and emerging technological developments (Gong et al., 2025; Jatobá et al., 2023; Tambe et al., 2019; Vrontis et al., 2022). This growing body of literature suggests that AI-HRM has evolved into a broad and multidisciplinary research domain, creating the need for a comprehensive understanding of its intellectual development and future research directions.

Beyond its growing adoption, AI has become an integral component of modern HRM practices. Existing studies indicate that AI has been implemented across recruitment and selection, talent management, performance management, career development, and workforce analytics, enabling organizations to improve operational efficiency, support evidence-based decision-making, and strengthen the strategic role of HR professionals (Marler & Boudreau, 2017; Tambe et al., 2019). Nevertheless, the increasing reliance on algorithm-based decision-making has also raised concerns regarding transparency, privacy, accountability, and algorithmic bias. Consequently, effective AI implementation requires appropriate governance mechanisms to ensure that AI systems are deployed ethically, transparently, and responsibly (Jobin et al., 2019; Köchling & Wehner, 2020; Leicht-Deobald et al., 2022).

Reflecting the rapid expansion of AI adoption, scholarly attention toward AI-HRM has broadened considerably over the past decade. Beyond examining AI applications across HR functions, recent studies have increasingly explored broader organizational issues, including AI ethics, algorithmic transparency, personal data protection, algorithmic bias, and

the evolving role of HR professionals (Bujold et al., 2024; Köchling & Wehner, 2020; Leicht-Deobald et al., 2022; Vrontis et al., 2022). More recently, research has also shifted toward the application of generative AI and large language models (LLMs) in HRM, highlighting both their opportunities and challenges for future human resource management practices (Budhwar et al., 2022; Chowdhury et al., 2023; Tambe et al., 2019). This thematic diversification suggests that AI-HRM has evolved into an increasingly mature and multidisciplinary research field.

Although existing review studies have generally provided valuable insights into AI applications in HRM, ethical considerations, and emerging AI technologies (Budhwar et al., 2022; Chowdhury et al., 2023; Jatobá et al., 2023), they have primarily focused on synthesizing research findings rather than examining the intellectual structure of the field. Consequently, limited attention has been devoted to understanding publication trends, influential contributors, collaboration networks, conceptual relationships, and thematic evolution within AI-HRM research. As the literature continues to expand rapidly and research themes become increasingly diverse, a comprehensive bibliometric analysis is needed to systematically map the development of the field and identify emerging directions for future research.

Bibliometric analysis provides a systematic approach for examining the evolution of a research field. Unlike traditional literature reviews, which primarily focus on synthesizing research findings, bibliometric analysis enables researchers to map the intellectual structure of a discipline by analysing publication patterns, citation networks, collaboration structures, and conceptual relationships among research topics (Aria & Cuccurullo, 2017; Donthu et al., 2021; Zupic & Čater, 2015). Based on this rationale, the present study conducts a bibliometric analysis of the literature on artificial intelligence in human resource management. By integrating performance analysis with science mapping techniques, this study offers a comprehensive overview of the intellectual landscape of AI-HRM research and identifies emerging research themes and future research opportunities. Specifically, this study aims to map publication trends, identify the contributions of authors, journals, institutions, and countries, examine the conceptual structure of the field through keyword co-occurrence analysis, and investigate the thematic evolution of AI-HRM research. Accordingly, the following research questions are proposed:

RQ1: How has the scientific publication output on artificial intelligence in human resource management evolved over time?

RQ2: Which authors, journals, institutions, and countries have made the most significant contributions to the development of research on artificial intelligence in human resource management?

RQ3: What is the conceptual structure of artificial intelligence in human resource management research based on keyword co-occurrence analysis?

RQ4: How have research themes in artificial intelligence and human resource management evolved according to thematic evolution analysis, and what are the implications for future research?

METHODS

This study employed a quantitative bibliometric approach. The research procedure followed the bibliometric workflow proposed by Zupic & Čater (2015).

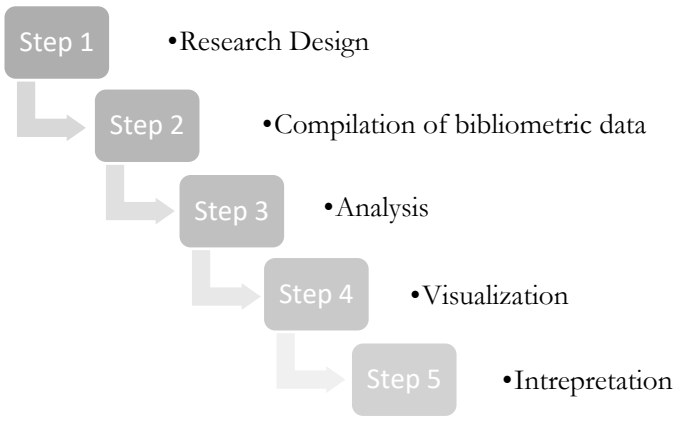


Figure 1. Bibliometric Research Workflow Adapted from Zupic & Čater (2015).

As shown in Figure 1. Bibliometric Research Workflow Adapted from Zupic & Čater (2015), the bibliometric research process consists of five sequential stages: research design, bibliographic data collection, data analysis, visualization, and interpretation of findings. The process begins with defining the research design and collecting bibliographic data, followed by bibliometric analysis and visualization using appropriate software. The final stage involves interpreting the findings to identify publication trends, intellectual structures, and emerging

research themes. Scientific publications were retrieved from the Scopus database using the TITLE-ABS-KEY search field with the following query: TITLE-ABS-KEY (("artificial intelligence" OR "AI" OR "machine learning" OR "deep learning" OR "natural language processing") AND ("Human Resource Management" OR "HRM" OR "human resource")) AND (LIMIT-TO (SRCTYPE, "j")) AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (SUBJAREA, "BUSI")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English")). The search was restricted to final-stage journal articles published in English within the Business, Management and Accounting subject area. The search yielded a total of 856 journal articles, which constituted the dataset for this study. The bibliographic data were exported in CSV format and analysed using the Bibliometrix package in RStudio (Aria & Cuccurullo, 2017). Network visualization was conducted using VOSviewer (van Eck & Waltman, 2010). The bibliometric analysis included annual publication trends, the productivity of authors, journals, institutions, and countries, citation analysis, keyword co-occurrence analysis, and thematic evolution analysis.

RESULTS

Table 1. General Characteristics of AI-HRM Publications

Description	Results
Time Span	1991–2027
Sources (Journals)	358
Documents	856
Average Document Age (year)	2,67 year
Average Citations per Document	39,53
References	50.542
Authors	2.452
Average Authors per Document	3,23
International Co-Authorship (%)	33,18%

Table 1. General Characteristics of AI-HRM Publications summarizes the general characteristics of publications on artificial intelligence in human resource management included in this study. Based on the Scopus search results, a total of 856 journal articles published between 1991 and 2027 were identified across 358 publication sources. The publications were authored by 2,452 researchers, with an average of 3.23 authors per article. Furthermore, 33.18% of the publications resulted from international collaboration. The

dataset comprised 50,542 cited references, while the average number of citations received per document was 39.53.

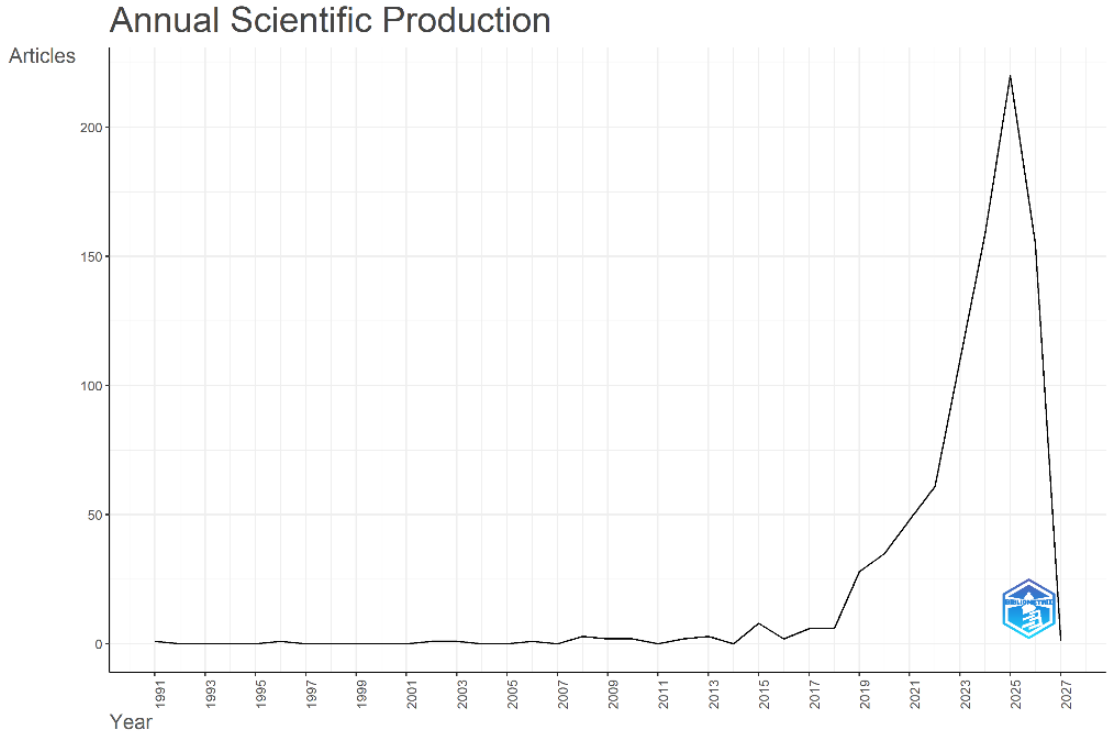


Figure 2. Annual Scientific Production of AI-HRM Research

Figure 2. Annual Scientific Production of AI-HRM Research illustrates the annual publication output on artificial intelligence in human resource management (AI-HRM) over the period from 1991 to 2027. During the early years, publication activity remained relatively limited, with only a few articles published annually. A noticeable increase in publication output began in 2018 and continued in subsequent years. The highest publication output was recorded in 2025, followed by a lower number of publications during 2026 and 2027.

Table 2. Most Relevant Sources

Sources	Articles	Percentage
Human Resource Management Review	19	2,22%
International Journal Of Human Resource Management	18	2,10%
International Journal Of Organizational Analysis	17	1,99%
Technology In Society	17	1,99%
Technological Forecasting And Social Change	16	1,87%
Administrative Sciences	13	1,52%
Human Resource Development International	13	1,52%
Ieee Transactions On Engineering Management	12	1,40%
Journal Of Innovation And Knowledge	12	1,40%

Sources	Articles	Percentage
Cogent Business And Management	11	1,29%
Personnel Review	11	1,29%
Asia Pacific Journal Of Human Resources	10	1,17%
Decision Support Systems	10	1,17%
Human Resource Management	10	1,17%
Journal Of Construction Engineering And Management	10	1,17%

Table 2. Most Relevant Sources presents the journals that have published the largest number of studies on artificial intelligence in human resource management (AI-HRM). Human Resource Management Review ranked first with 19 articles, followed by the International Journal of Human Resource Management with 18 publications. International Journal of Organizational Analysis and Technology in Society each published 17 articles, while Technological Forecasting and Social Change contributed 16 articles.

Table 3. Most Productive Authors

Rank	Authors	Articles	Articles Fractionalized
1	Malik A	10	3,4
2	Budhwar P	8	2,2
3	Zhang J	7	1,683766234
4	Ali A	6	1,933333333
5	Wang X	6	2,416666667
6	Zhang Z	6	2,033333333
7	Benabou A	5	2,166666667
8	Dutta D	5	2,333333333
9	Kim S	5	2
10	Li Y	5	1,666666667
11	Prikshat V	5	1,2
12	Stone Dl	5	1,916666667
13	Touhami F	5	2,166666667
14	Wang J	5	1,7
15	Xu Y	5	1,090909091

Table 3. Most Productive Authors presents the most productive authors in artificial intelligence in human resource management (AI-HRM) research. Malik ranked first with 10 publications, followed by Budhwar with eight articles and Zhang with seven. Ali, Wang, and Zhang each contributed six publications, while several other authors each published five articles within the dataset.

Table 4. Most Productive Institutions

Rank	Authors	Articles
1	Islamic Azad University	11
2	Aston University	9
3	Neoma Business School	9
4	Symbiosis International (Deemed University)	9
5	The Hong Kong Polytechnic University	9
6	Notreported	8
7	Hanyang University	7
8	Sultan Moulay Slimane University	7
9	Sun Yat-Sen University	7
10	University Of Johannesburg	7
11	University Of Minnesota	7
12	Lovely Professional University	6
13	Nanyang Technological University	6
14	Tongji University	6
15	Bina Nusantara University	5

Table 4 Most Productive Institutions presents the institutions that have made the greatest contributions to artificial intelligence in human resource management (AI-HRM) research. Islamic Azad University ranked first with 11 publications. Aston University, NEOMA Business School, Symbiosis International (Deemed University), and The Hong Kong Polytechnic University each contributed nine publications. Hanyang University, Sultan Moulay Slimane University, and Sun Yat-sen University were also among the leading contributing institutions.

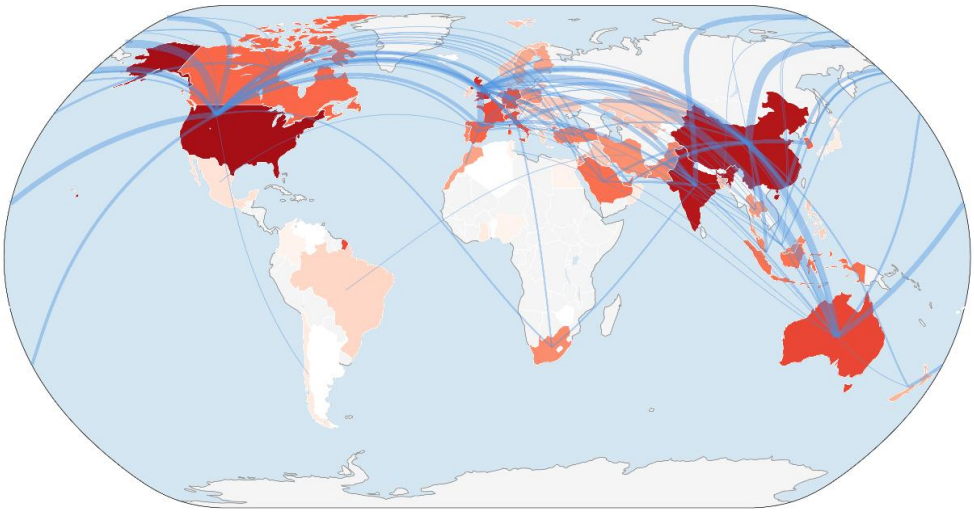


Figure 3. Country Collaboration Network

Figure 3. Country Collaboration Network illustrates the international collaboration network in research on artificial intelligence in human resource management (AI-HRM). The

visualization shows collaboration among countries across North America, Europe, Asia, and Australia, with several countries exhibiting stronger collaborative relationships than others.

Table 5. Most Globally Cited Documents

Rank	Articles	Total Citations	TC per Year	Normalized TC
1	Huang M-H, 2018, J Serv Res	2985	331,7	5,180792595
2	Tambe P, 2019, Calif Manage Rev	1104	138	10,37315436
3	Vrontis D, 2022, Int J Hum Resour Manage	893	178,6	10,92080994
4	Chowdhury S, 2023, Hum Resour Manage Rev	806	201,5	12,69109648
5	Huang M-H, 2019, Calif Manage Rev	496	62	4,660402685
6	Carvalho I, 2024, Tour Rev	433	144,3	15,41926092
7	Pereira V, 2023, Hum Resour Manage Rev	432	108	6,80217578
8	Choudhury P, 2021, Strategic Manage J	429	71,5	4,489208633
9	Tong S, 2021, Strategic Manage J	418	69,7	4,374100719
10	Kong H, 2021, Int J Contemp Hosp Manage	383	63,8	4,007848267
11	Ragini Jr, 2018, Int J Inf Manage	361	40,1	0,626554816
12	Pillai R, 2020, Benchmarking	358	51,1	4,879283489
13	Rodgers W, 2023, Hum Resour Manage Rev	356	89	5,605496708
14	Van Den Broek E, 2021, Mis Quart Manage Inf Syst	353	58,8	3,693917593
15	Malik N, 2022, Int J Manpow	342	68,4	4,182437851

Table 5. Most Globally Cited Publications presents the most globally cited publications in artificial intelligence in human resource management (AI-HRM) research. The study by Huang & Rust (2018), published in the Journal of Service Research, received the highest number of citations, with a total of 2,985 citations. It was followed by Tambe et al. (2019) in California Management Review with 1,104 citations, while studies by Vrontis et al. (2022), Chowdhury et al. (2023), and Huang et al. (2019) also ranked among the most highly cited publications in the field.

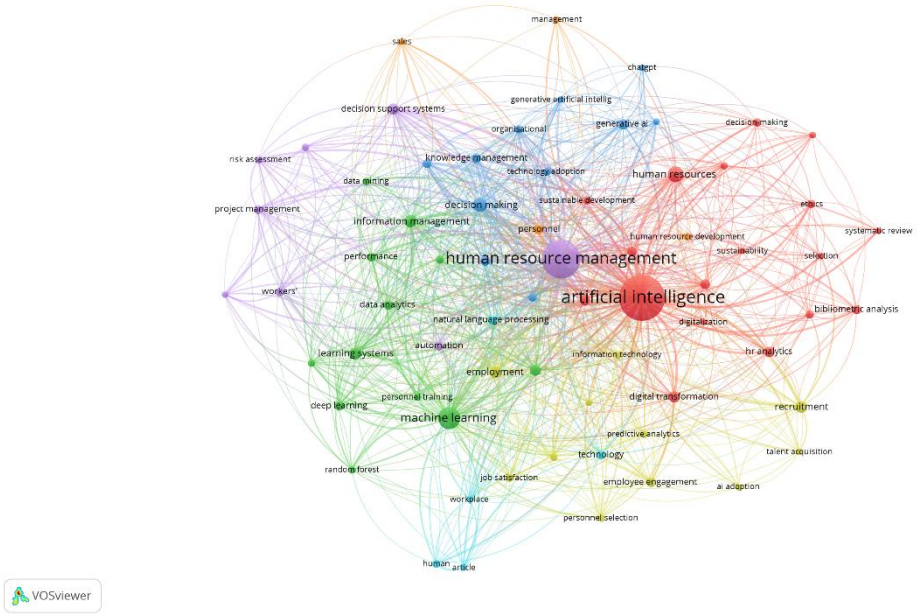


Figure 4. Network Visualization

Figure 4. Network Visualization presents the conceptual structure of artificial intelligence in human resource management (AI-HRM) research based on keyword co-occurrence analysis using VOSviewer. Each node represents a keyword, while the connecting links indicate co-occurrence relationships among keywords. Larger nodes represent keywords that appear more frequently in the literature. The visualization identifies artificial intelligence and human resource management as the two most prominent keywords positioned at the center of the network. These keywords are connected with other topics, including machine learning, human resources, recruitment, digital transformation, decision making, natural language processing, information management, and HR analytics.

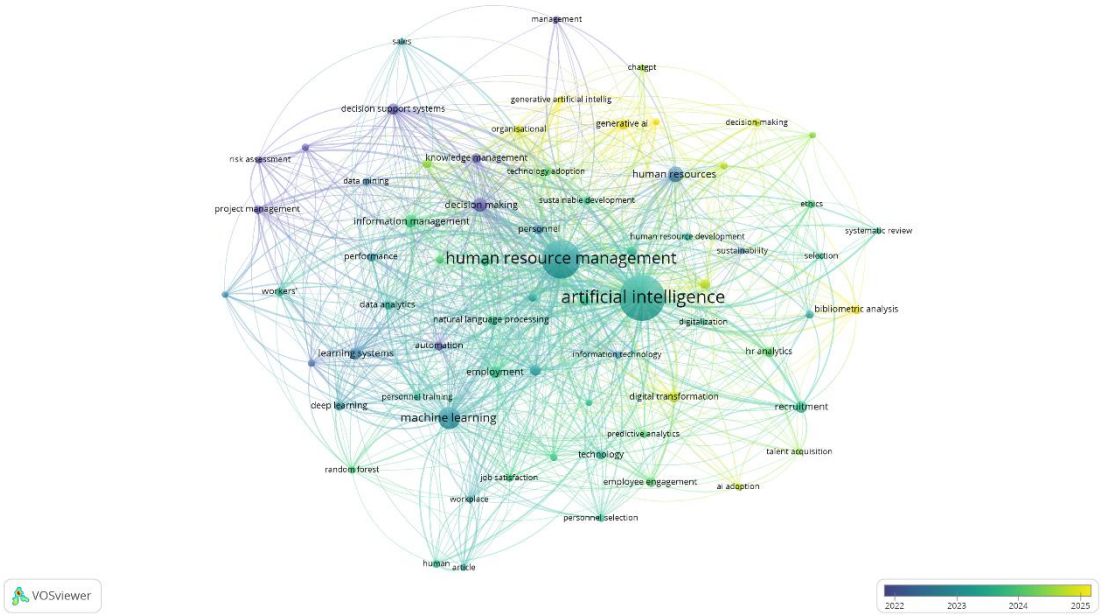


Figure 5. Overlay Visualization

Figure 5. Overlay Visualization presents the overlay visualization illustrating the temporal evolution of keywords in artificial intelligence in human resource management (AI-HRM) research. Blue-colored nodes represent keywords that appeared earlier in the literature, whereas yellow-colored nodes indicate more recent research topics. Early studies primarily focused on themes such as decision support systems, project management, risk assessment, and data mining. More recent studies include themes related to AI adoption, employee engagement, talent acquisition, recruitment, human resources, decision making, generative AI, ChatGPT, and technology adoption.

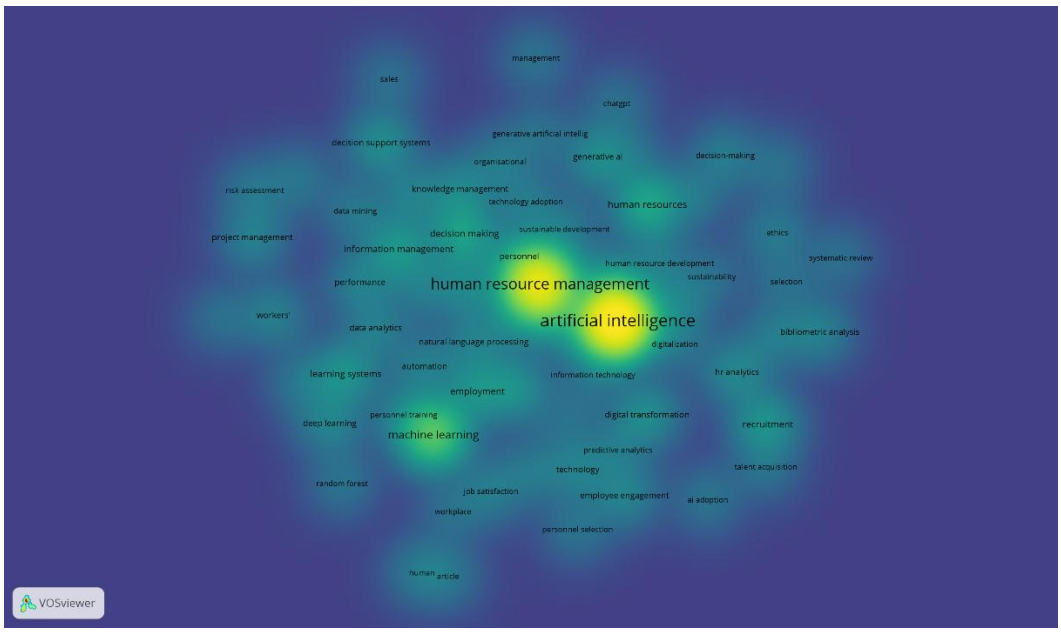


Figure 6. Density Visualization

Figure 6. Density Visualization illustrates the concentration of keyword occurrences in artificial intelligence in human resource management (AI-HRM) research. The highest-density areas are centered on the keywords artificial intelligence and human resource management. Other high-density keywords include machine learning, human resources, and information management. Lower-density areas include generative AI, ChatGPT, AI adoption, employee engagement, talent acquisition, and HR analytic.

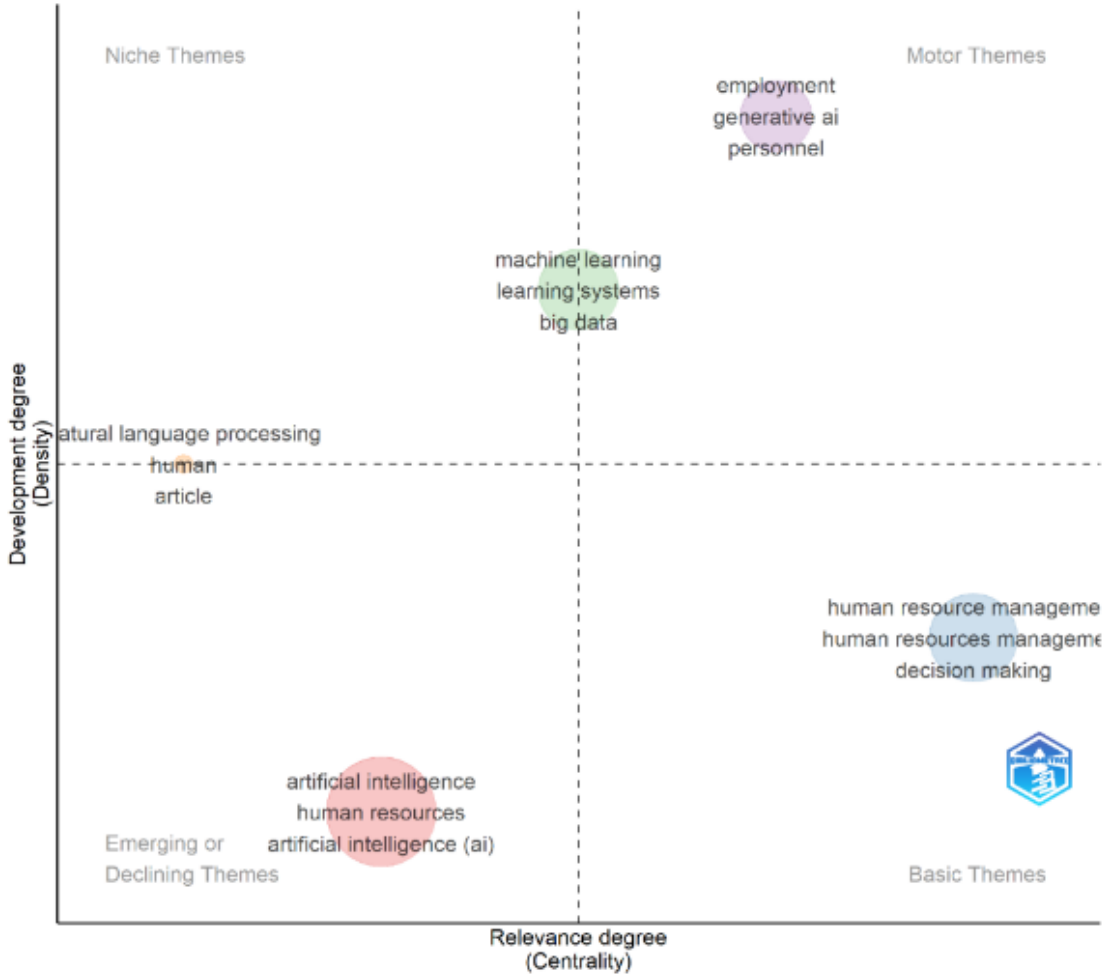


Figure 7. Thematic Map

Figure 7. Thematic Map illustrates the thematic map of artificial intelligence in human resource management (AI-HRM) research based on the dimensions of centrality and density.. The analysis shows that generative AI, employment, and personnel are positioned in the motor themes quadrant. Human resource management, human resources management, and decision making are located in the basic themes quadrant. Machine learning, learning systems, and big data are positioned near the boundary between the basic themes and motor themes quadrants. Meanwhile, artificial intelligence, artificial intelligence (AI), and human resources are located in the emerging or declining themes quadrant.

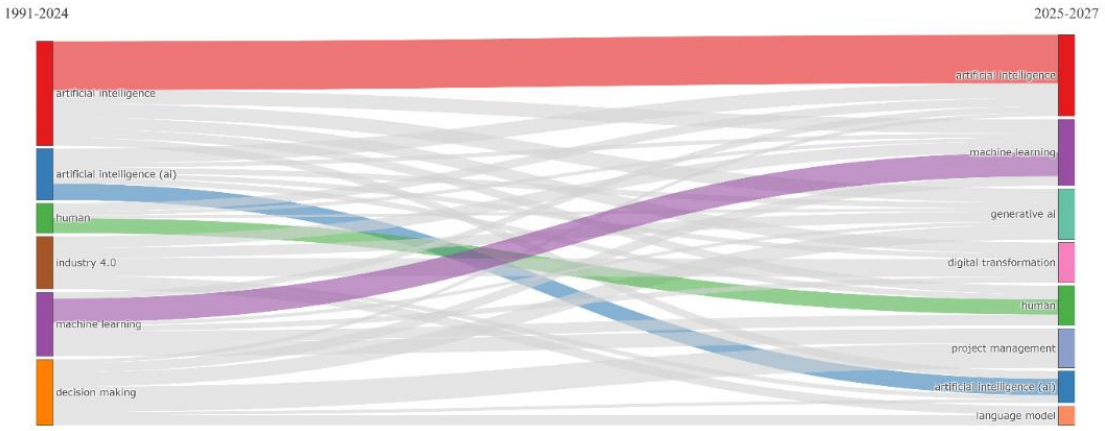


Figure 8. Thematic Evolution

Figure 8 Thematic Evolution illustrates the thematic evolution of artificial intelligence in human resource management (AI-HRM) research across successive time periods. Artificial intelligence demonstrates the strongest continuity throughout the development of the field, while machine learning also shows a relatively stable pattern across different periods. More recent periods reveal the emergence of themes such as generative AI, digital transformation, and language model. The visualization also indicates changes in the relationships among themes, particularly for decision making, Industry 4.0, and project management.

DISCUSSION

The findings demonstrate that AI-HRM has experienced substantial development over the past decade, particularly after 2018. The rapid increase in publication output indicates growing scholarly attention to AI applications in human resource management, reflecting the broader adoption of AI technologies in organizational practices. This trend is consistent with previous studies that identified AI as an increasingly important driver of digital transformation in HRM (Marler & Boudreau, 2017; Tambe et al., 2019).

Another important finding is the multidisciplinary nature of AI-HRM research. The distribution of publications across journals specializing in human resource management, technology, and organizational studies suggests that AI-HRM has evolved beyond a traditional HR topic into a field integrating management, information systems, and artificial

intelligence. Likewise, contributions from authors and institutions across different countries indicate that knowledge development has been supported through broad international collaboration rather than by a limited group of researchers or universities. The conceptual structure analysis further reveals that artificial intelligence, human resource management, and machine learning constitute the core themes of the field. These themes are strongly connected with recruitment, decision making, digital transformation, and HR analytics, indicating that AI is increasingly applied across multiple HR functions rather than within isolated organizational activities.

The thematic analyses also demonstrate a shift in research attention toward more specialized AI technologies. While early studies primarily focused on general AI concepts and decision support systems, recent research increasingly emphasizes generative AI, ChatGPT, language models, and digital transformation. This evolution reflects how advances in AI technologies continue to reshape research priorities in human resource management. These findings suggest that AI-HRM has entered a more mature stage of development. Future studies may further explore the implementation of generative AI and large language models across different HR functions while also addressing challenges related to ethics, transparency, and responsible AI adoption in organizations.

CONCLUSION

This study aimed to map the development of research on artificial intelligence in human resource management through a bibliometric analysis of 856 Scopus-indexed publications. The findings indicate that AI-HRM research has experienced substantial growth, particularly since 2019. This trend demonstrates that AI-HRM has become an increasingly prominent research domain within the management literature. The findings support the argument of Tambe et al. (2019), who emphasized the expanding application of AI across various human resource management functions, including recruitment, talent management, and data-driven decision-making. They are also consistent with the observations of Bondarouk & Brewster (2016) and van Mierlo et al. (2018), who argued that digital transformation has shifted HRM from a predominantly administrative function toward a more strategic role through the adoption of digital technologies and data-driven practices.

The conceptual structure analysis identified artificial intelligence, human resource management, and machine learning as the most strongly interconnected themes within AI-HRM research. Furthermore, the thematic map and thematic evolution analyses revealed a gradual shift in research focus from AI as a broad concept toward more specialized technologies, including machine learning, generative AI, and language models. These findings reinforce the perspective of Marler & Boudreau (2017), who argued that digital technologies and data analytics have fundamentally transformed the strategic role of HR in organizational decision-making. Accordingly, the development of AI-HRM research is reflected not only in the increasing volume of publications but also in the evolving research agenda that closely follows advances in artificial intelligence technologies.

The findings also highlight several promising directions for future research. Greater attention should be devoted to investigating the application of generative AI, large language models, and machine learning techniques across a broader range of human resource management functions. Future studies may also expand the scope of investigation to different industrial sectors and geographical contexts in order to provide a more comprehensive understanding of AI implementation in HRM practice. Moreover, given the continuing concerns surrounding ethics, transparency, and accountability in AI applications, as highlighted by Leicht-Deobald et al. (2022), further empirical research and systematic literature reviews are needed to deepen understanding of the factors influencing AI implementation and their implications for human resource management practices.

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