

Global perspectives on Strategic Human Resource Management challenges and innovations? A Systematic Literature Review

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Abstract

This systematic literature review examines the global development of Strategic Human Resource Management (SHRM) in response to emerging organizational, technological, and institutional challenges. Following the PRISMA framework, the study systematically reviewed and analyzed 33 peer-reviewed articles published between 2020 and 2025, selected from Scopus, Web of Science, and Google Scholar, from an initial pool of 2,773 records. The selected studies were synthesized using thematic and comparative content analysis, which identified recurring patterns, key challenges, and emerging innovations in SHRM across various national contexts. The results show that cross-cultural complexity and regulatory fragmentation are the most significant challenges, followed by talent shortages, ethical risks related to artificial intelligence in HR decision-making, and institutional inconsistencies across regions. In response, leading innovations ranked by prevalence and impact include the use of artificial intelligence in HR analytics, the implementation of agile HR practices, the strategic integration of sustainability principles, and adaptations to gig-economy employment models. The review also highlights notable differences in the adoption and effectiveness of SHRM practices between developed and developing economies, emphasizing the importance of context-specific strategies. Based on these findings, the study points to key areas for future research and practice, such as developing comprehensive AI ethics frameworks, conducting longitudinal and cross-cultural SHRM studies, and exploring decentralized, digitally-enabled HR models. Overall, the review compiles current evidence to promote a more adaptable, ethically grounded, and globally responsive SHRM approach.

Keywords: HR Challenges, HR Innovations, Strategic HRM, Sustainable HRM, Systematic literature review

1. Introduction

Strategic Human Resource Management has become essential for a company's success, primarily due to globalization, technological advancements, and shifts in the workforce. According to this study, HRM plays a key part in making sure that HR practices support big company objectives and give the business a competitive edge (Ulrich et al., 2024). Most international business theories emphasize human capital as a crucial asset to drive innovation Wang et al. (2021) and maintain resilience in a company (Wakrim & Khaldi, 2024). Various studies point out that using artificial intelligence for talent assessment Qin et al. (2023), The Internet of Things permits workforce tracking Yawson et al. (2019), and metaverse-based learning Aydin et al. (2024), All play a major role in boosting the efficiency of decisions and operations. Still, standardizing SHRM across the world is challenging because of cultural and regulatory differences, which are most noticeable in emerging economies where local laws do not always agree with the HR policies of multinational companies (U-on & Chantharat, 2021; Wongsansukcharoen & Thaweepaiboonwong, 2023). A lack of qualified workers in specific fields Ogedengbe et al. (2024) plus shifts in population patterns Caligiuri et al. (2025) and problems with skill fit Setiawan et al. (2025), contribute to making these issues worse. Besides, using technology in HR work leads to ethical issues that reveal SHRM's need for careful and balanced application around the world (Rachmad, 2022; Utami et al., 2022).

Yet, the literature is still split into various parts, and three major gaps prevent it from being complete. First, a lot of the research is concentrated on Western nations, and still, little is being done to cover Africa and Latin America, where the institutions and labor markets are very different (Kuse & Wanyoike, 2022). There is, secondly, a gap between theoretical ideas and real-life testing, because well-known theories like RBV and Dynamic Capabilities are seldom tested in crises, for example during pandemics or unrest in politics (Wakrim & Khaldi, 2024). Besides, putting too much importance on technology makes it easy for some investigations to exaggerate how AI and machine learning help in HRM, leaving out important issues such as loss of jobs and confidentiality of data (Aydin et al., 2024; Jaillet et al., 2022). The absence of many studies points out the importance of a comprehensive survey that unites worldwide views, points out problems that have not been examined much, and offers helpful suggestions for future activities. This review attempts to look at the SHRM research body and it reveals five main limitations. The main issue with cultural homogeneity in research involves the fact that many frameworks belong to countries that are individualistic and have a high income such as the U.S. and Australia, so they overlook collective cultures where leaders hold significant sway and employees tend to be loyal (Agustian et al., 2023; Ho et al., 2024). Particularly in Indonesia, research has found that digital HRM is often rejected by implementing it at the top Setiawan et al. (2025) which is overlooked in Western studies.

Also, when the field relies heavily on models, it gets held back since almost 40% of the articles examined such as by Yawson et al. (2021) and Dos Santos & Pedro (2020) have not been shown to be true in empirical research. Economic studies, when they are quantitative, usually depend on small unrepresentative samples that limit how widely their findings can be used, just as in Riana

et al. (2020) study of SMEs in Bali. One important problem is that HR technology studies often do not focus on the longer effect of AI and big data, as they mainly highlight AI's short-term role in areas like HR recruiting (Rachmad, 2022). Organizations are unsure of the best way to follow standards for responsible use of algorithms and what should be done with employee consent since these particular ethical frameworks are still developing (Jaillet et al., 2022; Utami Nurhasanah et al., 2022).

Another understudied aspect is the potential conflicts that exist when making sustainability-related changes, since eco-friendly HRM Ashraful et al. (2021) and Peng et al., (2024) mainly address improving the environment without looking at employees' health and well-being. Most of the literature takes a simplified view of geopolitical and economic stability, therefore missing ways to manage challenges like the recent crisis in the supply chains (Caligiuri et al., 2025; Ogedengbe et al., 2024). Because of these obstacles, doing a structured review of the literature is important so that missing areas are noticed and useful plans for new studies are set up.

With this review, new and original comments are added to the SHRM literature by joining voices from less-studied areas, tying together research and practice, and guiding upcoming studies. By bringing together studies from worldwide, it highlights certain challenges to using SHRM, for example, confusing regulations in Nigeria Azeez Jason Kess-Momoh et al. (2024) and obstacles from traditional culture against digital HRM in Southeast Asia (Setiawan et al., 2025). It also boosts theory by suggesting that a useful SHRM approach considers crisis resilience and ethics when using technology for businesses (Jaillet et al., 2022; Wakrim & Khaldi, 2024). It also points out new topics to study such as using various methods across borders to check the basic theories, including RBV, and expressing interest in long-term research on HR technology's effects. As a result, ideas like these make SHRM more open, flexible, and principled in the face of constant change across the globe. In order to fill these gaps, the study looks into three main research questions.

1. What are the main challenges in implementing global Strategic Human Resource Management (SHRM)?
2. How are emerging technologies and sustainability trends transforming HR practices?
3. Which areas in SHRM research remain underexplored?

Through addressing these topics, the review combines the results from research while indicating how SHRM can progress in a world of constant development. Applying multiple theories and study methods across 33 papers strengthens the academic as well as practical value of this work. In this way, this study helps ground and unite future academic and HR practices. As a result, section two of this review is the methods section that follows this introduction. Following that, the result, the discussion, the theoretical and practical implications, the conclusions, the limitations, and suggestions for future work are all examined.

2. Methods

2.1 Study design

To guarantee proper methodology, transparency, and reproducibility, this systematic review was done according to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines (Page et al., 2021). Looking at the procedures databases follow, there are

four main phases: deciding the search strategy, choosing the criteria for selection, checking the quality of studies, and extracting data. These are set up in the same way as the screening, eligibility, inclusion, and identification phases outlined in the PRISMA framework.

2.2 Search Strategy

The strategy used helps capture thorough journal articles about global HR issues and new approaches to addressing them. Initially, searches were conducted on Scopus, Web of Science, and Google Scholar using keywords such as “Strategic HRM,” “global HR challenges,” “HR innovation,” “AI in HR,” and “sustainable HRM.” Results were refined with AND and OR operators, focusing on articles published from 2020 to 2025 to ensure they aligned with current HR standards. Although Google Scholar indexes a wide range of academic and non-academic materials, it was included alongside Scopus and Web of Science to improve search coverage and reduce database bias, especially in capturing emerging and interdisciplinary research on global Strategic Human Resource Management. To avoid including low-quality or non-peer-reviewed studies, several quality-control measures were implemented. First, results from Google Scholar were limited to journal articles, excluding theses, reports, conference papers, and other non-peer-reviewed sources. Second, only articles published in peer-reviewed journals indexed in Scopus or Web of Science, or in reputable, discipline-recognized journals, were kept. Third, all retrieved studies went through a multi-stage screening process—title, abstract, and full-text review—using predefined inclusion and exclusion criteria aligned with PRISMA guidelines. Finally, methodological rigor and thematic relevance were evaluated before final inclusion, ensuring only high-quality and relevant studies published between 2020 and 2025 contributed to the review.

Initially, 2,773 records, including journal articles, conference papers, and book chapters, were identified due to the broad interest from many experts in this topic. To maintain quality and relevance, the results were filtered to include only peer-reviewed articles. The reviewer removed duplicates, conference abstracts, editorials, and unpublished items. By repeating the search, the review refined and updated the search terms as the data was examined in detail. This approach resulted in a diverse range of organizational types and philosophies, enriching the findings and deepening the understanding of the subject.

2.3 Selection Criteria

To include only good and useful studies, the criteria were put in place and followed systematically. Later in screening, the review process excluded articles that had no relevance to SHRM globally, did not include a strong theory or data-based argument, or had not gone through a review process. After this step, there were only 33 articles that seemed eligible and were selected for analysis. The authors reviewed all the articles to determine if they met the study’s goals. Only those articles were included that were published in peer-reviewed journals between 2020 and 2025, were written in English, discussed HR issues or advancements, included theory and/or data, and covered fields related to HRM such as general management alongside HR elements. As a result, this process kept 33 articles that matched the inclusion criteria for close evaluation.

2.4 Quality Assessment

To ensure methodological rigor and transparency, the quality of included studies was systematically appraised using the Critical Appraisal Skills Programme (CASP) checklists (CASP, 2018). CASP provides structured criteria for evaluating the trustworthiness, relevance,

and results of published research across qualitative, quantitative, and mixed-methods designs. Separate CASP tools were applied according to study type to maintain design sensitivity. Each study was assessed across core domains, including clarity of research aims, methodological appropriateness, sampling adequacy, data collection procedures, rigor of analysis, validity of findings, and overall contribution to SHRM knowledge. Following recommendations in the systematic review methodology (Page et al., 2021; Petticrew & Roberts, 2008), A structured scoring procedure was adopted to enhance transparency. Each CASP item was rated as “Yes” (1 point), “Partially” (0.5 points), or “No” (0 points), consistent with prior HRM and management systematic reviews (Tranfield et al., 2003).

Studies scoring below 60% of the total possible score were excluded due to insufficient methodological rigor. Studies scoring 60–79% were categorized as moderate quality, and those scoring 80% or above were classified as high quality. Only moderate- and high-quality studies were retained for synthesis. In line with best practice in evidence synthesis (Page et al., 2021; Papaioannou et al., 2016), Quality appraisal influenced both inclusion decisions and interpretive weighting. Low-quality studies were excluded, while findings from high-quality empirical studies, particularly those employing robust sampling strategies and advanced analytical techniques, were given greater interpretive emphasis during thematic synthesis. Conceptual papers were evaluated based on theoretical coherence, logical consistency, and contribution to SHRM theory development. This structured and transparent appraisal process enhances the credibility and reliability of the synthesis by ensuring that conclusions are grounded in rigorously evaluated evidence

2.5 Data Extraction and Thematic Synthesis

A structured data extraction protocol was developed to ensure consistency, transparency, and replicability. Two independent reviewers extracted key information from each included study, including authorship, publication year, geographical context, research design, sample characteristics, methodological approach, and principal findings related to SHRM challenges and innovations. The extracted data were organized into a standardized evidence matrix to facilitate cross-study comparison and synthesis, consistent with best practices in systematic reviews (Papaioannou et al., 2016; Tranfield et al., 2003).

Thematic synthesis was conducted using a combined inductive–deductive coding strategy. Following Braun & Clarke (2006), the thematic analysis framework the process involved three stages. First, during initial (open) coding, reviewers independently identified recurring concepts and patterns across studies. Second, in the axial coding phase, related codes were compared and merged into higher-order categories based on conceptual similarity and explanatory relevance (Corbin & Strauss, 2014). Finally, in the selective coding stage, broader analytical themes were developed by integrating related categories into coherent dimensions reflecting global SHRM challenges and innovations (Thomas et al., 2008).

To enhance analytical rigor and reduce subjectivity, inter-reviewer reliability was strengthened through iterative comparison of coded data and consensus discussions. Discrepancies were

resolved through re-examination of the original articles until agreement was achieved, consistent with recommendations for qualitative synthesis transparency (Nowell et al., 2017). This continual validation ensured that themes were grounded in empirical evidence and conceptually coherent. By explicitly detailing the coding, merging, and validation procedures, the synthesis advances beyond descriptive aggregation and provides a methodologically transparent and analytically robust interpretation of contemporary developments in global SHRM.

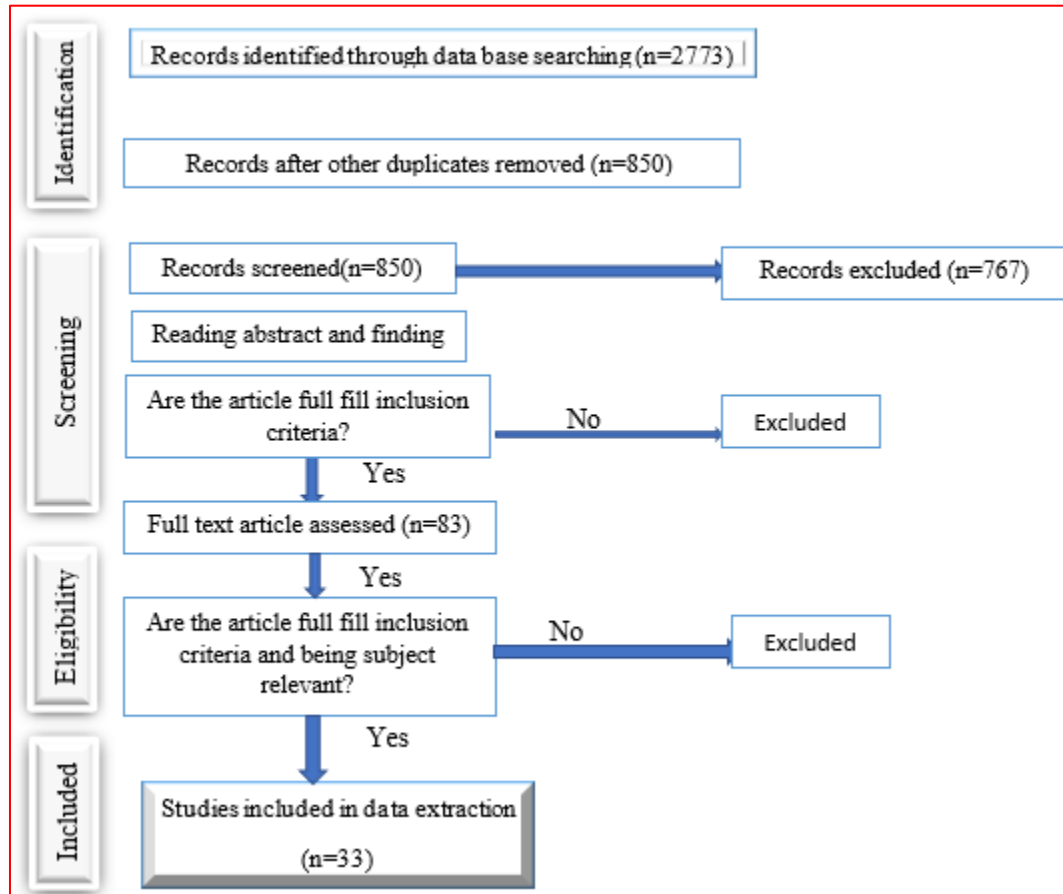


Figure 1: Process of article selection

3. Results and Findings

3.1 Overview of studies

This section offers an overview of the characteristics of the studies included in the systematic literature review. Based on a final sample of 33 peer-reviewed articles published between 2020 and 2025, this summary presents key descriptive features of the reviewed literature, including publication trends over time, research design types, geographical distribution, and disciplinary fields. Providing this descriptive profile is crucial for contextualizing the upcoming thematic analysis, as it highlights the diversity, scope, and methodological makeup of modern global Strategic Human Resource Management (SHRM) research.

3.2 Publication per year

When looking at when Strategic HRM research was published, there is an obvious growth in scholarly content from 2020 to 2025. The amount of research on strategic human resource management shows a steady and strong increase with each passing year. At the start, there were only 2 publications in 2020, but this number went up to 3 in the following year and 4 the year after that. This little progress was followed by a big increase in 2023 when 7 studies were published. The levels rose again in 2024, with 9 publications produced, displaying the highest involvement from members of the field. The fact that there are fewer publications for 2025 (8) suggests that growth is still being upheld. From the above pattern, it seems the sector is gaining key importance, mainly because of digital developments, innovation, and the need for companies to be strong in times of change.

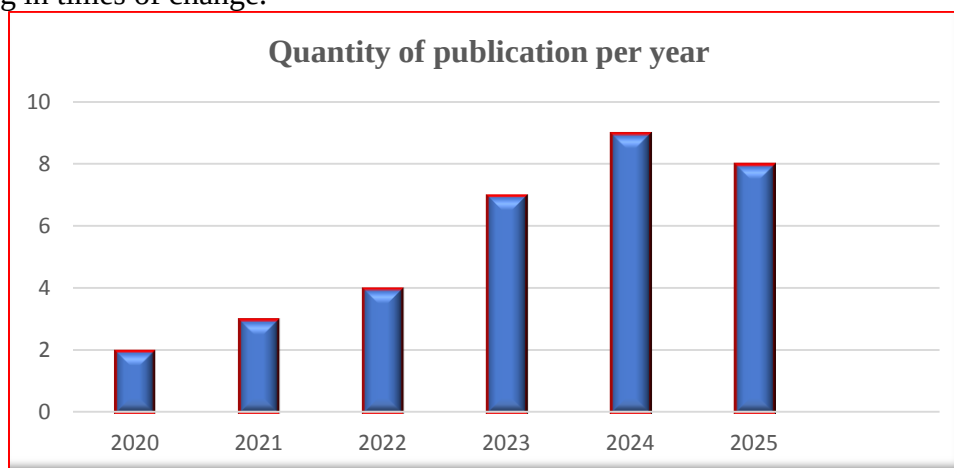


Figure 2: Quantity of publications

3.3 Types of research

The reviewed literature shows significant methodological variety, reflecting the changing nature of Strategic Human Resource Management (SHRM) research. Empirical studies make up the largest portion, with 13 articles (40%) using quantitative methods like surveys, structural equation modeling (SEM), and regression analysis to explore the links between SHRM practices and organizational results. This shows a growing focus on evidence-based validation of HR strategies. Meanwhile, theoretical studies account for 10 articles (30%), including both systematic and traditional literature reviews that compile existing knowledge and pinpoint gaps and future research directions. Additionally, 5 conceptual papers (15%) concentrate on creating new frameworks and models, often based on established theories such as the Resource-Based View and Dynamic Capabilities Theory, emphasizing ongoing efforts in theory development within the field. Lastly, 5 mixed-method studies (15%) combine qualitative and quantitative approaches to offer more nuanced and context-aware insights into SHRM phenomena. Overall, this methodological mix suggests that while SHRM research is moving toward deeper analytical exploration, further progress depends on developing more empirically rigorous and longitudinal research designs to enhance conceptual growth.

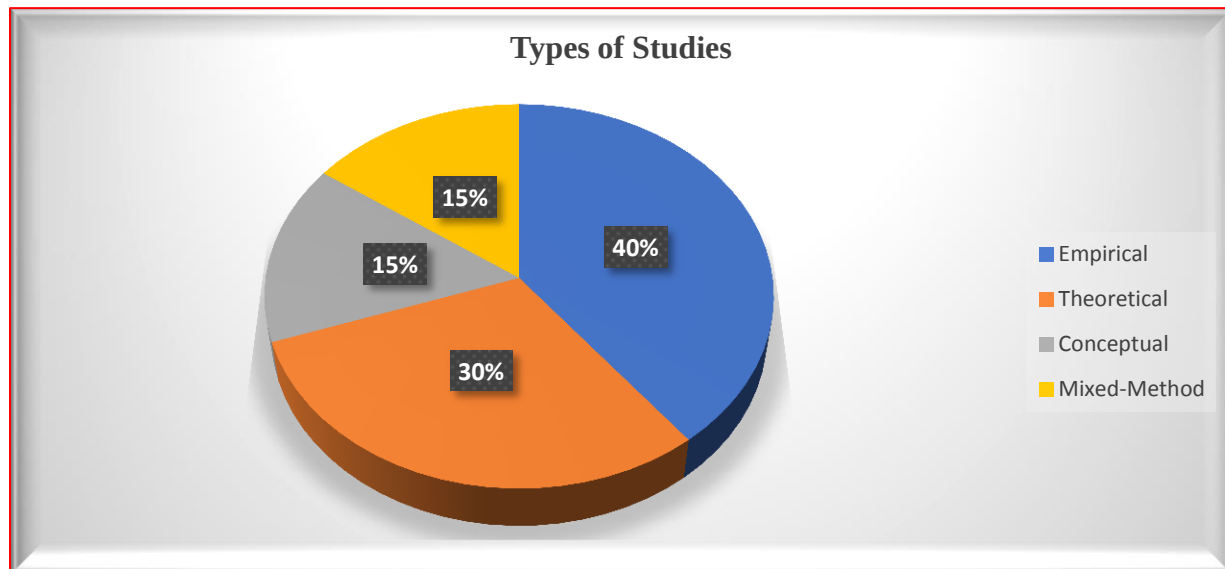


Figure 3: Types of studies

3.4 Country of studies

The geographical distribution of the reviewed literature shows the global scope of Strategic Human Resource Management (SHRM) research, with studies conducted across various national and cross-national contexts. Several articles adopt a global outlook by analyzing multi-country data or providing theoretical discussions not limited to a single country. Empirical evidence comes from diverse regions, including multiple studies from Indonesia (3), as well as Thailand and Pakistan (2 each), while other countries such as Jordan, Bangladesh, Bosnia and Herzegovina, Sri Lanka, Australia, Ghana, Nigeria, Singapore, Sweden, and China are each represented by only one study. Additionally, a small number of collaborative studies involve multiple countries, including joint research between Indonesia and Singapore or Nigeria and the United States, reflecting increasing international research collaboration. Despite this apparent global coverage, the distribution of studies reveals a clear geographical imbalance, with most research concentrated in a few developed and upper-middle-income economies. This uneven representation has significant implications for the generalizability of SHRM findings, as institutional environments, labor market structures, and cultural norms differ greatly across regions. Therefore, conclusions based on dominant contexts may not fully capture the complexities of SHRM implementation in underrepresented areas, especially in developing economies. Recognizing this imbalance emphasizes the need for more region-specific and contextually diverse research to improve the external validity and worldwide relevance of SHRM theory and practice.

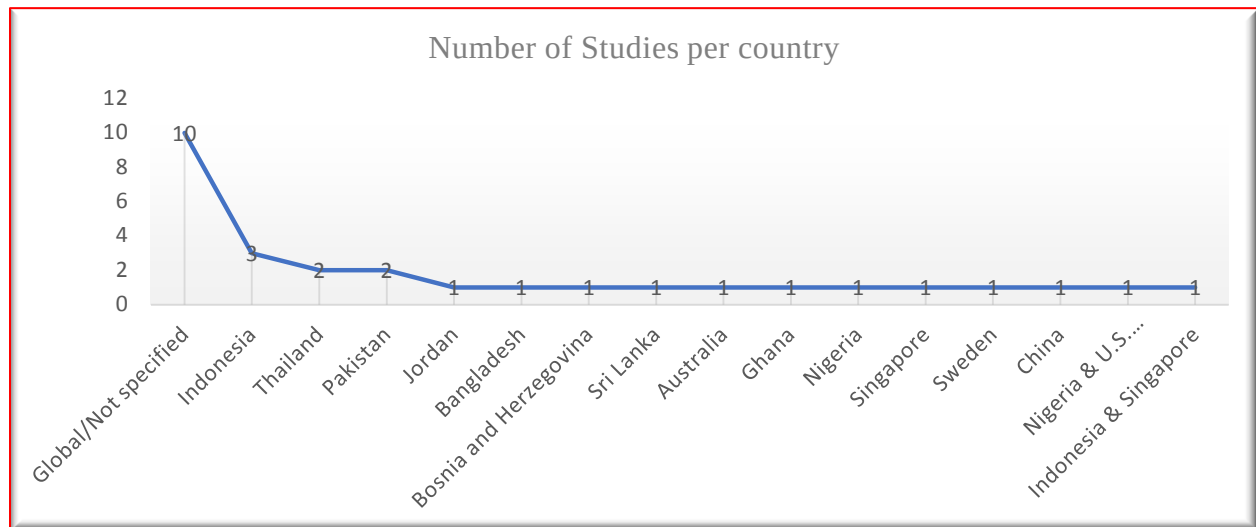


Figure 4: Studies per country

3.5 Publication fields analysis

The analysis of publication areas highlights the interdisciplinary nature of Strategic Human Resource Management (SHRM) research and reveals key patterns in its evolution. SHRM scholarship spans multiple academic disciplines, reflecting both its traditional roots and emerging frontiers. HRM-focused journals dominate the field, with 15 studies emphasizing core HR functions such as talent management, performance appraisal, and employee development, demonstrating the discipline's foundational strength. Strategic Management and Business journals contribute a growing body of work (10 studies combined) that positions SHRM as a driver of competitive advantage and organizational performance, highlighting its strategic significance beyond traditional HR roles.

Technologically oriented journals, including Information Systems and Technology & Digital Transformation, showcase a trend toward integrating digital HR, artificial intelligence, and analytics into HRM research. This illustrates SHRM's responsiveness to technological change but also signals a potential fragmentation, as these studies often emphasize efficiency and innovation over broader human and organizational considerations. Similarly, Sustainability and Environmental Studies, although limited in number (4 studies), highlight emerging research on green HRM and ESG-oriented practices, signaling a gradual expansion of SHRM's scope into sustainability.

SHRM research also reaches into diverse fields such as Innovation and Entrepreneurship (3 studies), Psychology (2 studies), Operations Research (1 study), and Tourism and Regional Studies (1 study), reflecting its multidisciplinary appeal. However, this broad dispersion points to a lack of integrative frameworks, with insights often remaining siloed within individual disciplines. Consequently, while SHRM is increasingly recognized as a versatile, interdisciplinary field, advancing its cumulative knowledge will require stronger theoretical

integration and cross-disciplinary synthesis to foster coherence and strategic impact across domains.

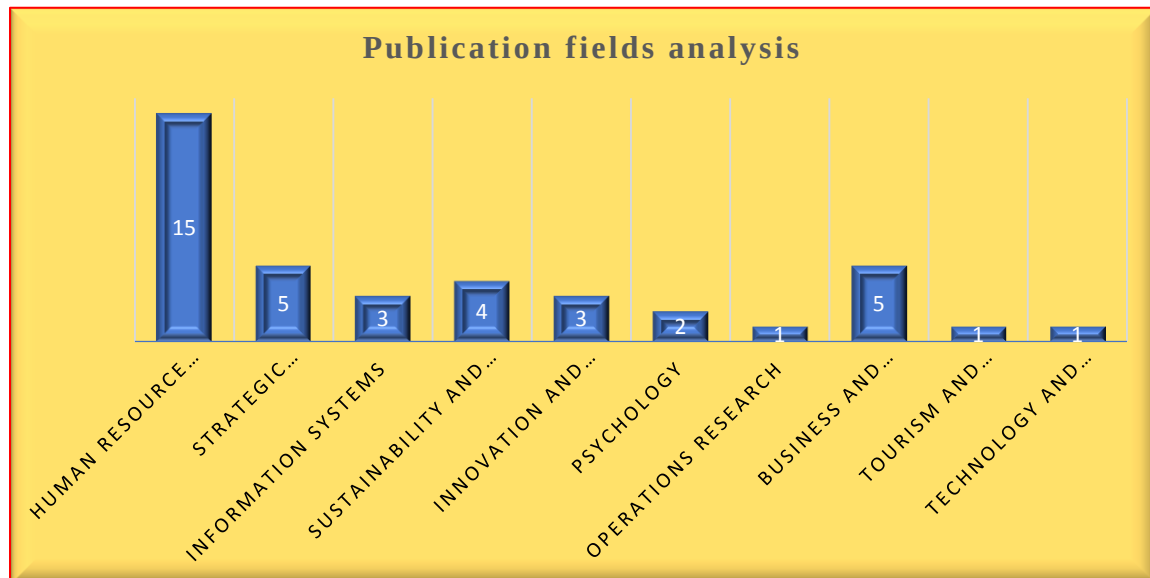


Figure 5: Publication fields

3.6 Thematic analysis

1. Digital Transformation and using AI in HRM

The reviewed literature shows that digital transformation, especially the integration of Artificial Intelligence (AI), is changing the strategic role of HRM. However, instead of simply automating tasks, AI-based HR systems serve as capability-enhancing tools when incorporated into broader SHRM frameworks.

Across various studies, AI is used in recruitment analytics Davenport et al. (2020), predictive workforce modeling Qin et al. (2023), and automating administrative HR tasks (Setiawan et al., 2025). Combining these findings reveals a common pattern: AI improves evidence-based decision-making, increases accuracy in talent forecasting, and allows for more flexible workforce adjustments. In this way, AI supports strategic alignment by improving the precision and speed of human capital deployment. However, the literature also points out structural limitations. Algorithmic bias Tambe et al. (2020), Data privacy issues Rachmad (2022), and limited digital skills, especially in developing economies Utami Nurhasanah et al. (2022), affect the effectiveness of AI-driven HR systems. These challenges suggest that digital technologies do not automatically create strategic value; instead, their impact depends on governance transparency, ethical safeguards, and organizational readiness.

The synthesis indicates that AI improves SHRM outcomes such as strategic alignment and performance only when supported by transparent algorithm design, employee training, and organizational trust mechanisms. Digital transformation becomes strategically meaningful not only through automation but through its integration into long-term human capital strategies.

2. Cross-cultural HRM and Regulatory Complexities

The reviewed literature shows that cross-cultural diversity and regulatory fragmentation greatly influence the effectiveness of SHRM in multinational settings. Rather than just presenting operational challenges, these factors act as structural contingencies that influence the HR–performance link. Caligiuri et al. (2025) point out the difficulty of applying standardized HR practices across culturally diverse areas, while Ren et al. (2023) emphasize regulatory differences, especially in data governance like the General Data Protection Regulation, as a major barrier to digital HR adoption. Similarly, Ogedengbe et al. (2024) demonstrate how fragmented regulatory systems hinder workforce planning and cross-border coordination in logistics.

Analyzing these findings reveals a clear pattern: institutional and cultural contexts serve as moderating forces that shape how HR practices lead to performance results. Standardized global HR systems often meet resistance or compliance issues when implemented without adjustments. On the other hand, Ulrich et al. (2024) suggest that strategic flexibility, balancing global consistency with local responsiveness, improves HR effectiveness. Therefore, cross-cultural HRM isn't just about managing diversity; it's about finding strategic balance. SHRM creates lasting value when organizations adopt a “glocal” approach, aligning strategies at the corporate level while customizing HR policies to fit local institutional and cultural contexts. In this way, adapting to the local environment becomes a strategic skill rather than just a compliance requirement.

3. Sustainable and Green Human Resource Management (GHRM)

The literature review positions Green Human Resource Management (GHRM) as a strategic extension of SHRM, connecting environmental sustainability to long-term organizational performance. Instead of functioning as isolated environmental initiatives, green HR practices serve as capability-building tools that incorporate sustainability into organizational routines. Empirical research (Ashraful et al., 2021; Shoaib et al., 2025) shows that environmentally focused training, green performance evaluations, and sustainability-linked incentives improve environmental outcomes. However, synthesis across studies suggests these outcomes are not direct effects. Instead, psychological and organizational mechanisms mediate the relationship. For instance, Peng et al. (2024) demonstrate that employee self-efficacy and person–organization fit act as mediators, transforming green HR policies into green innovation behavior.

Theoretically, this aligns with the Resource-Based View of Barney (1991), which states that strategically embedded capabilities create sustained advantage. It also aligns with the Ability–Motivation–Opportunity (AMO) framework (John P. Campbell et al.), which proposes that HR practices improve performance by developing employee skills, motivation, and participatory opportunities (Maheshwari et al., 2024). Overall, GHRM contributes to competitive advantage when sustainability is fully integrated into HR systems rather than just symbolic compliance. However, challenges such as high costs and weak leadership support, as Islam et al. (2019) limit its effectiveness. Without top management backing and strategic integration, GHRM efforts may remain superficial. Therefore, the strategic value of GHRM is not just in environmental

compliance but in its ability to turn sustainability into an organizational strength that fosters innovation, reputation, and long-term resilience.

4. Agile HR practices and workforce resilience

The post-pandemic period has accelerated the adoption of agile HR practices, emphasizing flexibility, hybrid work arrangements, rapid redeployment of talent, and employee well-being. However, the reviewed literature suggests that agility is not merely a short-term operational response; rather, it represents a strategic capability that enhances organizational resilience.

Across studies, agile HR systems support hybrid work structures, adaptive workforce planning, and rapid skill reconfiguration in response to technological shifts such as AI integration. Synthesizing this evidence reveals a consistent mechanism: flexible HR architectures enhance organizations' ability to sense disruptions, reallocate human capital, and sustain performance under uncertainty. In this way, agile HR functions as a resilience-enabling infrastructure rather than simply a flexible work policy. At the same time, the literature highlights structural inequalities emerging within agile transformations. Souto-Otero et al. (2023) show that while high-skilled roles benefit from flexibility and remote opportunities, lower-skilled employees often face job insecurity and limited advancement. This indicates that workforce resilience is unevenly distributed and moderated by job structure and skill segmentation.

Therefore, agile SHRM contributes to long-term resilience when flexibility is systemically embedded through workforce planning, continuous reskilling, and inclusive policy design rather than selectively applied. Organizational adaptability becomes sustainable when agility is balanced with equity and long-term talent development.

5. Talent Management and Skills gaps in the digital economy

The reviewed literature highlights growing talent scarcity, particularly in technology-intensive sectors, as a structural pressure reshaping SHRM priorities. However, the synthesis suggests that the issue extends beyond labor shortages; it reflects systemic skill misalignment between workforce capabilities and evolving market demands. Souto-Otero et al. (2023) identify persistent skill mismatches as a major constraint on organizational adaptability, while Wei & MacDonald (2022) argue that expanding training access to gig and contingent workers can partially address capability gaps. Together, these findings indicate that traditional employment-based talent models are insufficient in dynamic labor markets. Further, Jaillet et al. (2022) introduce optimization approaches for workforce planning under uncertainty, emphasizing long-term retention and strategic talent allocation. This aligns with evidence from Maghsoudi et al. (2024), who show increasing knowledge exchange and collaboration within HRM scholarship, reflecting recognition that workforce sustainability requires systemic, cross-functional coordination.

However, Mathushan & Shantha (2024) observe that many SMEs continue to rely on conventional HR practices, such as routine training and performance evaluation, for innovation. This suggests a gap between emerging strategic talent models and practical implementation, particularly in smaller firms with limited strategic HR capacity. Synthesizing across these studies

reveals a central mechanism: SHRM contributes to sustained advantage when talent management shifts from reactive staffing to proactive capability orchestration. Skill development, workforce analytics, gig integration, and retention strategies must be systemically aligned to address uncertainty and digital transformation pressures. Thus, talent scarcity becomes not merely a labor market issue, but a strategic test of an organization's ability to design adaptive and future-oriented workforce systems.

6. Ethical and social implications of SHRM Innovations

The integration of AI and digital HR technologies has intensified debates surrounding algorithmic fairness, transparency, and employee well-being. However, the reviewed literature suggests that these concerns are not peripheral risks but central governance challenges that shape the legitimacy and sustainability of SHRM systems. Tambe et al. (2020) identify algorithmic bias in AI-driven recruitment as a structural risk that may reproduce systemic inequalities. Similarly, Rachmad (2022) argues that ethical human-AI collaboration requires transparent design and accountability mechanisms. Synthesizing these findings indicates that technological sophistication alone does not guarantee strategic value; rather, governance frameworks determine whether AI enhances or undermines organizational trust. Beyond technological ethics, employee well-being emerges as a parallel strategic concern. Kess-Momoh et al. (2024) emphasize inclusive leadership and mental health support as essential elements of sustainable HR systems. Ren et al. (2023) further conceptualize sustainable HRM as balancing economic efficiency with social responsibility, reinforcing the idea that performance and employee welfare are not mutually exclusive but interdependent.

Collectively, these studies reveal a unifying insight: ethical governance and employee-centered design function as enabling conditions for sustainable SHRM. When fairness, transparency, and well-being are embedded into HR systems, organizations strengthen legitimacy, trust, and long-term performance resilience. Thus, responsible SHRM is not an ethical add-on; it is a strategic necessity in the digital era.

The systematic review identifies six interconnected forces shaping contemporary SHRM: digital transformation, cross-cultural complexity, sustainability integration, organizational agility, talent scarcity, and ethical governance. While digital technologies expand strategic capabilities, their effectiveness is moderated by institutional, cultural, and ethical constraints. Across themes, a consistent pattern emerges: SHRM generates sustained advantage not through isolated practices but through systemic alignment, contextual adaptation, and governance integrity. Future research should therefore prioritize longitudinal examination of AI ethics, employee-inclusive HR architectures, and cross-cultural implementation dynamics to strengthen both theoretical rigor and practical applicability.

4. Discussion

The findings reveal that contemporary SHRM is undergoing a profound structural transformation, driven by digitalization, sustainability pressures, global complexity, and workforce restructuring. Rather than emerging as isolated phenomena, these trends collectively

signal a shift from traditional administrative HR toward capability-based, ethically grounded, and strategically adaptive HR architectures.

The convergence of digital technologies, including AI and analytics, with talent management demonstrates that technology is no longer a mere efficiency tool but a strategic enabler of organizational dynamic capabilities. Digital HR allows organizations to sense workforce trends, seize talent opportunities, and transform HR processes to respond to evolving market demands (Davenport et al., 2020; Setiawan et al., 2025). However, the literature underscores critical ethical and regulatory challenges, such as algorithmic bias Tambe et al. (2020) and uneven technology adoption across regions Rachmad (2022), suggesting that technological advancement without robust governance mechanisms may undermine legitimacy and long-term strategic advantage.

Sustainability-oriented HR practices are increasingly embedded in corporate strategy, reflecting the growing expectation for firms to assume environmental and social responsibility (Peng et al., 2024; Shoaib et al., 2025). Theoretical interpretations through the Resource-Based View (RBV) indicate that green HRM practices constitute valuable, rare, and inimitable resources that can enhance competitive advantage (Maheshwari et al., 2024). Nonetheless, the cost-intensive nature of these initiatives, combined with budget constraints and variable leadership commitment, highlights the tension between strategic aspiration and operational feasibility.

Global SHRM faces heightened complexity due to internationalized workforces, supply chains, and divergent regulatory environments. The Dynamic Capabilities framework clarifies how agile HR practices, such as flexible deployment and culturally attuned management, enable organizations to navigate global heterogeneity (Caligiuri et al., 2025; Ren et al., 2023). However, implementing these capabilities is challenging, requiring sophisticated organizational structures, a deep understanding of cross-cultural differences, and adaptive governance mechanisms. The literature reveals a tension between standardization and local responsiveness, which organizations must strategically balance.

The COVID-19 pandemic accelerated the adoption of flexible work arrangements and emphasized the importance of employee resilience, demonstrating that HR agility has become a strategic priority (Ulrich et al., 2024; Wakrim & Khaldi, 2024). Flexible practices, reskilling initiatives, and workforce redeployment exemplify dynamic capabilities in action, particularly in sensing, seizing, and transforming talent (Jaillet et al., 2022; Wakrim & Khaldi, 2024). Yet, the rise of gig work and workforce dispersion introduces potential disruptions to organizational cohesion and culture (Islam et al., 2019; Wei & MacDonald, 2022), emphasizing the need for HR strategies that preserve engagement while adapting to structural change.

Ethical concerns emerge as a critical lens for evaluating SHRM innovations. The potential for technology-driven inequality and the complex interplay of human-technology collaboration (e.g., Management 5.0) highlight that SHRM must integrate ethical governance alongside digital and operational strategies (Jaillet et al., 2022; Ren et al., 2023). Worker well-being and equitable

treatment emerge as central considerations, particularly in global contexts where cultural values and labor norms vary substantially Kess-Momoh et al. (2024).

Collectively, the literature confirms that human capital and organizational processes remain central to sustained competitive advantage (RBV), but achieving such advantage increasingly requires integrating digital capability, ethical governance, sustainability, and adaptive workforce practices (Davenport et al., 2020; Maheshwari et al., 2024). Dynamic capabilities are evident in how organizations sense, seize, and transform talent in response to volatile environments (Jaillet et al., 2022; Wakrim & Khaldi, 2024), demonstrating SHRM's evolution from transactional functions toward strategic orchestration of human and technological resources.

The review highlights several tensions: digital efficiency versus ethical risk, global standardization versus local adaptation, agility versus job security, and sustainability versus cost pressures. These contradictions underscore the need for SHRM frameworks that not only align HR practices with organizational goals but also embed ethical, sustainable, and culturally responsive considerations (Maheshwari et al., 2024; Shoaib et al., 2025). Future research should explore integrative models that reconcile these tensions, empirically examine causal mechanisms, and assess the scalability of innovative practices across diverse organizational contexts.

Overall, this review advances SHRM scholarship by demonstrating that contemporary strategic HR is defined not merely by alignment with business strategy, but by its ability to integrate digital intelligence, ethical governance, sustainability, and adaptive workforce systems into a coherent strategic architecture (Maheshwari et al., 2024; Ulrich et al., 2024). These insights provide both theoretical advancement and practical guidance for organizations navigating the complexities of global HRM.

4.1 Theoretical implications

The findings of this review highlight the need to advance SHRM theories to address contemporary challenges arising from digitalization, sustainability pressures, and global workforce complexity. Traditional frameworks such as the Resource-Based View (RBV) and the Ability-Motivation-Opportunity (AMO) model remain foundational, yet they require refinement and integration with Dynamic Capabilities and Institutional/Stakeholder theories to fully capture the strategic role of HR in modern organizations.

RBV emphasizes human capital and organizational processes as sources of sustained competitive advantage. In the contemporary context, intangible technological resources, such as AI-powered analytics, algorithmic competencies, and digital platforms emerge, as key strategic assets (Qin et al., 2023). These digital capabilities enhance traditional human capital but also introduce challenges, including ethical concerns and skill obsolescence, which require integration with governance-focused theories (Rachmad, 2022; Tambe et al., 2020).

AMO explains how HR practices influence performance by developing employee abilities,

motivation, and opportunities (Appelbaum et al., 2001). The review shows that digital and Green HRM practices can enhance abilities (e.g., AI-driven personalized learning) and opportunities (e.g., flexible work arrangements) while potentially influencing motivation positively or negatively depending on perception (Peng et al., 2024; Shoaib et al., 2025). Integrating AMO into a broader model allows consideration of employee behavioral responses to technological and sustainability-driven HR interventions.

Dynamic Capabilities theory frames HRM as a mechanism to sense, seize, and transform organizational resources in response to environmental volatility (Teece et al., 1997). Agile HR designs, workforce reconfiguration, and reskilling initiatives exemplify the operationalization of dynamic capabilities in SHRM. However, the balance between flexibility and coherence is critical to prevent policy fragmentation, especially across diverse institutional environments (Lazarova & Reichel, 2021).

Institutional and stakeholder theories highlight legitimacy, ethical governance, and societal expectations as essential drivers of HR decisions. Adoption of Green HRM and ethical AI governance reflects responsiveness to multiple stakeholders—including employees, regulators, and society—beyond traditional economic objectives (Caligiuri et al., 2025; Kess-Momoh et al., 2024). These perspectives ensure that SHRM aligns with social and environmental performance, embedding ethical and normative considerations in HR strategies.

The synthesized framework positions HR digital and sustainable practices as strategic drivers that interact with organizational resources, employee outcomes, and institutional constraints. RBV provides the foundation by identifying human, technological, and organizational resources as sources of competitive advantage. AMO mediates how HR practices influence employee abilities, motivation, and engagement. Dynamic Capabilities operationalize HR agility, guiding organizations to sense environmental changes, seize opportunities, and transform workforce practices. Institutional/Stakeholder theory ensures HR strategies maintain legitimacy, ethical governance, and responsiveness to societal and environmental expectations.

The framework highlights interconnections: digital HR practices enhance both RBV and AMO elements, dynamic capabilities ensure adaptation, and institutional/stakeholder considerations moderate outcomes and guide ethical application. Collectively, the model provides a coherent explanation of how contemporary SHRM achieves both strategic and operational objectives while addressing ethical, technological, and global challenges.

While this integrated framework advances theoretical rigor, it requires empirical validation across sectors, cultures, and organizational contexts. Future studies should test causal relationships, explore boundary conditions, and refine the interaction mechanisms between digital, sustainable, and globally adaptive HR practices. Doing so would provide a generalizable and actionable theoretical foundation for modern SHRM, bridging current gaps between theory and practice.

4.2 Practical Implications

The findings of this review provide evidence-based guidance for HR professionals to navigate the challenges of managing employees in an era defined by digitalization, sustainability, and global workforce complexity. First, ethical and effective use of digital HR tools is paramount. Organizations should introduce AI governance frameworks, with regular audits in recruitment and performance management, to reduce algorithmic bias and ensure fairness, a recommendation supported by empirical studies (Tambe et al., 2020). Complementing this, HR managers should invest in digital literacy training across all organizational levels to enhance competence in using technology for people management, as highlighted by empirical evidence indicating that insufficient digital skills can undermine HR effectiveness (Rachmad, 2022). Furthermore, the establishment of ethics panels and oversight mechanisms for HR technologies is essential to monitor unintended consequences and protect vulnerable employee groups, reflecting both conceptual and empirical insights (Kess-Momoh et al., 2024; Ren et al., 2023).

Managing global workforce complexity requires culturally intelligent HR policies that balance global standards with local adaptations in areas such as data privacy, compensation, and performance evaluation. Empirical studies demonstrate that such policies reduce legal and cultural conflicts in multinational organizations (Ulrich et al., 2024). In addition, setting up regional HR centers of excellence can bridge the gap between organizational strategy and local workforce needs, supporting alignment across countries (Lazarova & Reichel, 2021). Compliance teams should also leverage advanced tracking systems to monitor evolving labor regulations, especially in markets with rapidly changing legal environments, as supported by empirical research (Ulrich et al., 2024).

Sustainability should be embedded in HR practices through practical initiatives. Companies can integrate environmental metrics into routine HR activities, such as performance evaluations and training programs, to promote Green HRM adoption (Peng et al., 2024; Shoaib et al., 2025). Leadership development programs should explicitly include sustainability training to equip managers to inspire eco-friendly behaviors and embed environmental responsibility into organizational culture (Islam et al., 2019). Building business cases that demonstrate the cost benefits and talent attraction potential of Green HRM practices can help organizations overcome initial financial barriers.

To develop an agile and resilient workforce, HR functions must redesign jobs around modular skills to facilitate flexible deployment across projects, a recommendation supported by empirical studies (Ulrich et al., 2024). Internal talent marketplaces can accelerate workforce agility by enabling employees to apply their skills to priority initiatives, while offering contingent and gig workers opportunities for upskilling and career development increases engagement and adaptability (Souto-Otero et al., 2023). Workforce flexibility should be balanced with structured collaboration to maintain knowledge sharing, creativity, and organizational cohesion.

Strategic talent management should incorporate proactive workforce planning tools that identify future skill requirements and align recruitment and retention strategies. Partnerships with educational institutions and industry can ensure curricula remain aligned with evolving organizational needs, preparing a future-ready talent pipeline. Retention of key technical

employees can be enhanced through project-based incentives, involvement in innovation initiatives, and recognition programs, as evidenced in empirical studies (Mathushan & Shantha, 2024).

HR structures should be organized into three integrated areas: a digital framework for automating routine processes, centers of expertise for strategic initiatives, and culture and change teams to manage employee engagement and organizational values. This configuration balances operational efficiency, strategic focus, and human interaction, ensuring HR professionals develop skills in data interpretation, ethical decision-making, and cultural stewardship.

Finally, several knowledge gaps identified in the review highlight areas for future research and continuous improvement in practice. Longitudinal studies are needed to examine the long-term effects of digital HR innovations on organizational performance and employee well-being. Cross-cultural research can clarify how institutional and societal contexts influence the effectiveness of SHRM practices. Ethical implications of HR technologies, particularly for vulnerable employees, should be investigated further, and interdisciplinary research integrating HRM, data science, organizational psychology, and sustainability studies can yield more holistic and effective approaches. Collectively, these recommendations suggest that SHRM must balance technological efficiency with ethical governance, sustainability, and human-centered practices to enhance both organizational performance and employee well-being in the modern workplace.

5. Conclusion

This systematic literature review aims to synthesize recent academic work on Strategic Human Resource Management (SHRM) by exploring global challenges, emerging innovations, and future research directions. Based on peer-reviewed studies published over the past five years, the review shows that modern SHRM is increasingly influenced by the interaction between technological progress and human-centered management issues. Across various contexts, digital transformation has become both a vital enabler and a significant source of tension in HR systems. While AI-powered HR analytics improve efficiency and decision-making, the literature consistently points out risks related to algorithmic bias, data privacy, and ethical governance, emphasizing the importance of proper institutional oversight.

In addition, the review highlights cross-cultural complexity and regulatory diversity as ongoing challenges for multinational firms. Evidence indicates that SHRM practices are highly dependent on context, with cultural norms and legal frameworks greatly affecting the success of global HR strategies. Sustainability-focused HR practices, especially Green HRM, are also gaining importance. The reviewed studies suggest that these practices can enhance both company performance and environmental goals, although their adoption often faces resistance due to costs, skill gaps, and misalignment with existing HR systems.

In summary, the findings reveal three well-supported shifts in SHRM: the increasing digitalization of HR processes throughout the employee lifecycle, the rising need for agility in workforce management, and the integration of sustainability considerations into strategic HR decisions. Instead of serving solely as an administrative support unit, SHRM is transforming into a strategic tool for organizational adaptation amid volatile and complex environments.

Importantly, the review stresses that the success of these shifts depends on balancing technological efficiency with human and contextual sensitivity.

Despite its valuable insights, this review has several limitations. First, focusing on studies published within the last five years highlights recent developments but limits understanding of the long-term evolution of SHRM theories. Second, reliance on major academic databases and English-language publications may have excluded relevant regional or practice-oriented research, especially from emerging economies. Third, the predominance of cross-sectional and conceptual studies restricts causal inferences and limits comprehension of dynamic SHRM processes over time. Lastly, although the review covers multiple industries, sector-specific HR challenges are not examined in detail. These limitations point to the need for broader sources, more diverse methodologies, and deeper contextual analysis in future SHRM research.

Overall, this review advances SHRM literature by consolidating recent evidence on digitalization, globalization, and sustainability, while clarifying their implications for theory and practice. It confirms that organizations are more likely to succeed when they align digital HR innovations with human, cultural, and environmental factors.

6. Future research possibilities

Building directly on the synthesized findings, future SHRM research should focus on a small number of high-impact, empirically grounded priorities instead of spreading attention across many conceptual models. First, digital HRM and employee outcomes over time represent a crucial research gap. Although the literature confirms the increasing adoption of AI and digital HR tools, there is limited longitudinal evidence on how these systems influence employee well-being, trust, performance, and engagement. Future studies should therefore prioritize longitudinal and mixed-method designs to examine how digital HR practices develop and how employees adapt to them over time, especially in post-pandemic and hybrid work settings.

Second, ethical and governance mechanisms in AI-enabled HRM deserve focused investigation. Instead of proposing multiple new frameworks, research should refine existing AI-human interaction models by empirically testing governance mechanisms such as explainable AI, bias audits, and accountability structures in recruitment, performance appraisal, and workforce analytics. Comparative cross-national studies would be particularly valuable for understanding how regulatory and cultural contexts influence ethical AI implementation in HR.

Third, context-sensitive SHRM in cross-cultural and emerging market settings should be elevated as a priority. The review indicates a heavy concentration of evidence from developed economies, which limits the generalizability of theories. Future research should explore how cultural dimensions and institutional environments shape the relationship between SHRM practices and organizational outcomes, with special focus on multinational firms and organizations operating in emerging economies.

Finally, the strategic integration of sustainability through Green HRM remains underexplored at the process level. Future studies should move beyond outcome correlations and investigate how specific Green HRM practices are embedded within broader SHRM systems and how they impact employee behavior, capability development, and long-term organizational resilience across various industries. Methodologically, future research would benefit from combining systematic reviews with bibliometric analysis, advanced quantitative techniques, and qualitative case studies to strengthen causal explanations and theoretical integration. By focusing on these targeted research areas, scholars can advance SHRM theory more coherently and cumulatively, while producing evidence that directly benefits organizational practice in increasingly digital, global, and sustainability-driven contexts.

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APPENDIX: LIST OF ARTICLES INCLUDED IN SYSTEMATIC LITERATURE REVIEW BETWEEN THE PERIOD 2020 to 2025

Table 1 below, the detail shows the 33 articles included in the systematic literature review.

Table 1. Details of references

R.No	Author(s) & Year	Journal	Purpose	Theoretical Framework	Country of Research	Study Type	Methods Employed	Key Findings
1	Qin et al. (2023)	arXiv Preprint	To survey AI techniques used in talent analytics	Not specified	Global	Survey	Literature Review	Provides a taxonomy of AI applications in talent analytics, emphasizing data-driven decision-making.
2	Asatiani & Kotlarsky (2022)	Journal of Strategic Information Systems	To analyze strategic innovation in outsourcing contexts	Not specified	Global	Theoretical Review	Literature Analysis	Proposes a four-phase framework for strategic innovation in outsourcing relationships.
3	Ahmić & Ćosić (2025)	Emerald Insight	To assess the impact of digital HRM on organizational resilience	Not specified	Bosnia and Herzegovina	Empirical Study	Survey Analysis	Finds that digital HRM practices enhance organizational resilience through improved adaptability.
4	Caligiuri et al. (2025)	International Journal of Human Resource Management	To identify disruptions and innovations shaping IHRM	VUCA Framework	Global	Editorial Review	Literature Synthesis	Highlights demographic shifts, globalization patterns, and AI integration as key factors influencing IHRM.
5	Maghsoudi et al. (2024)	arXiv Preprint	To analyze research collaborations in AI-driven HRM	Social Network Theory	Global	Bibliometric Study	Social Network Analysis	Reveals emerging themes in AI applications within HRM and identifies key research

								communities.
6	Aydin et al. (2024)	arXiv Preprint	To evaluate the use of AI, VR, AR, and Metaverse in HRM	Technology Acceptance Model	Global	Quantitative Study	Survey Analysis	Finds growing interest and varied perceptions of emerging technologies in HR practices.
7	Alfawaire (2021)	Sustainability	To assess SHRM's impact on competitive advantage via innovation	Resource-Based View	Jordan	Quantitative Study	Structural Equation Modeling	Demonstrates that SHRM and knowledge management enhance innovation, leading to competitive advantages.
8	Das Gupta (2020)	Taylor & Francis Group	To discuss the formulation and implementation of HR strategies	Not specified	Global	Book	Literature Review	Provides insights into developing HR strategies that align with organizational goals for competitive advantage.
9	Dos Santos & Pedro (2020)	Springer	To propose new HRM approaches for organizational efficacy	Not specified	Global	Book Chapter	Literature Review	Advocates for innovative HRM practices to improve organizational performance.
10	Wongsansukcharoen & Thaweepaiboonwong (2023)	European Research on Management and Business Economics	To examine the impact of InHR, IC, and CA on SME performance in Thailand	Resource-Based View (RBV), Structural Equation Modeling (SEM)	Thailand	Quantitative	Survey, Structural Equation Modeling (SEM)	InHR indirectly affects SME performance through IC and CA. IC and CA are critical mediators.

11	Agustian et al. (2023)	Journal of Contemporary Administration and Management (ADMAN)	To explore HRM strategies for competitive advantage	Qualitative descriptive framework	Indonesia	Qualitative	Descriptive analysis of literature	Effective HRM strategies (e.g., recruitment, training, technology) enhance competitive advantage.
12	U-on & Chantharat (2021)	Turkish Online Journal of Qualitative Inquiry (TOJQI)	To investigate SHRM's impact on SME performance	Resource-Based View (RBV)	Thailand	Conceptual	Literature review, conceptual framework	SHRM practices (e.g., job security, fair appraisal) improve SME performance (turnover, profitability).
13	Jotabá et al. (2022)	European Journal of Innovation Mgmt	Map research trends, identify contributions, and define future agenda	RBV, Human Capital Theory	Global	Systematic literature review	Bibliometric analysis, cluster analysis	Four clusters: organizational success, strategic HRM, human behavior, learning management
14	Mathushan & Shantha (2024)	Journal of Small Business Strategy	Examine HRM-innovation relationship in SMEs	AMO theory, Social Exchange Theory	Sri Lanka	Empirical study	PLS-SEM, survey	Recruitment, training, appraisal drive innovation; compensation has mixed effects
15	Mohammad Ashraful et al. (2021)	International Journal of Research in Business and Social Science	To assess GHRM's effect on environmental performance and GEE's mediating role	RBV Theory, AMO Theory	Bangladesh	Empirical	PLS-SEM, Questionnaire Survey	GHRM practices positively affect environmental performance; GEE mediates this relationship.
16	Ulrich et al. (2024)	The International Journal of Human Resource Management	To examine how HR practices build strategic human capabilities and	Resource-Based View (RBV), Dynamic Capabilities	71 countries (global)	Quantitative (cross-sectional)	Multi-rater surveys, CFA, OLS regression, mediation/moderation analysis (PROCESS)	1. HR flexibility, strategically-oriented HRM, and workforce strategic importance positively affect strategic human

			drive performance					capabilities.
								2. HR flexibility mediates technical/strategically-oriented HRM effects.
								3. Strategic human capabilities drive performance.
17	Wakrim & Khaldi (2024)	Proceedings of the 2nd International Conference on Humanities and Social Sciences	To explore how SHRM practices develop dynamic capabilities to foster resilience	Dynamic Capabilities Theory	N/A	Theoretical	Comprehensive literature review	SHRM practices enhance sensing, seizing, and reconfiguring capabilities, which in turn foster organizational resilience.
18	Wang et al. (2021)	Frontiers in Psychology	To explore HPWS's impact on performance via strategic flexibility	Dynamic Capabilities Theory	N/A	Empirical	Survey	HPWS positively correlates with performance, mediated by strategic flexibility.
19	Ho et al. (2024)	International Small Business Journal: Researching Entrepreneurship	To examine how SHRM and EO influence dynamic capabilities and innovation in SMEs	Resource-Based View (RBV)	Australia	Empirical	Time-lagged survey, SEM, CFA	SHRM and EO positively impact dynamic capabilities, which in turn enhance innovation. EO moderates the relationship between dynamic capabilities and innovation.

20	Remneland Wikhamn et al. (2023)	The International Journal of Human Resource Management	To explore HRM activities in open innovation and propose a framework	Open innovation, HRM theories (e.g., collaboration-oriented HRM)	Sweden (AstraZeneca case)	Qualitative case study	Interviews, document analysis, workshops	Identified three HRM areas (inbound, outbound, coupled) for managing open innovation; highlighted informal HRM work and its role in fostering collaboration.
21	Ren et al. (2023)	Human Resource Management	To consolidate theoretical perspectives on sustainable HRM and propose future research directions	Strategic HRM, Institutional Theory, Stakeholder Theory, Sustainable Career Theory	N/A (Global focus)	Literature Review	Theoretical Synthesis	Identified five conceptualizations of sustainable HRM and highlighted gaps for future research.
22	Susantinah et al. (2023)	Journal of Contemporary Administration and Management (ADMAN)	To examine HRM strategies in enhancing organizational innovation	Strategic HRM, Innovation Theory	N/A (Global focus)	Literature Review	Qualitative Literature Review	Effective HRM integration (skill development, incentives, performance management) fosters innovation. Leadership and open communication are crucial.
23	Kuse & Wanyoike (2022)	International Academic Journal of Human Resource and Business Administration	To determine effects of SHRM practices on organizational performance	Resource-Based View Theory, Universalistic Theory	Ghana	Literature Review	Desk Review	SHRM practices enhance organizational performance when integrated with strategic objectives. Leadership and policy implementation are crucial.

24	Setiawan et al. (2025)	Journal of Computer Science and Technology Application	To examine digital HR's impact on workforce resilience and innovation	Digital Transformation Theory, AMO Theory	Multi-country (Indonesia, Singapore)	Mixed-Method	Surveys, Interviews, Case Studies, Workforce Analytics	Digital HR tools (AI recruitment, analytics) improve workforce resilience, innovation, and performance management
25	Utami Nurhasanah et al. (2022)	Brilliant International Journal of Management and Tourism	To explore the challenges and opportunities of digital HRM adoption	Literature on digital HRM (e.g., Bughin et al., 2018; Deloitte, 2019)	Not specified (likely Indonesia)	Mixed-method (qualitative + quantitative)	Literature review, semi-structured interviews, surveys	Digital HRM improves efficiency and engagement but faces resistance, privacy concerns, and skill gaps.
26	Jaillet et al. (2022)	Operations Research	To propose a robust optimization model for workforce planning under uncertainty	Markov models, robust optimization, Aumann and Serrano's index	Singapore	Quantitative (optimization model)	Mixed-method (data analysis, simulations)	The model balances productivity and attrition risks, supporting time-based promotion policies and organizational renewal.
27	Maheshwari et al. (2024)	Organization & Environment	To propose a green competing values framework (green CVF) for achieving organizational sustainability goals	Competing Values Framework (CVF) and AMO (Ability-Motivation-Opportunity) model	N/A (Theoretical)	Conceptual	Literature review, Theoretical analysis	Introduces four green cultures (green clan, adhocracy, market, hierarchy) shaped by AMO-enhancing GHRM practices. Provides a diagnostic toolkit for identifying and cultivating dominant green cultures aligned with sustainability goals.

28	Ogedengbe et al. (2024)	Magna Scientia Advanced Research and Reviews	To explore challenges and opportunities in Strategic HRM for the logistics and shipping sector	N/A	Nigeria, U.S.	Review	Literature review	Identifies talent shortages, regulatory complexities, and technological disruptions as key challenges; highlights digitalization and sustainability as opportunities.
29	Gede Riana et al. (2020)	Problems and Perspectives in Management	To analyze HRM practices in fostering innovation and organizational performance	Dynamic Capability Theory (Teece, 2007)	Indonesia (Bali)	Quantitative	Survey, Likert scale, WarpPLS analysis	- HRM significantly affects organizational performance and innovation. - Innovation weakly affects performance; no mediation in SMEs.
30	Peng et al. (2024)	Humanities & Social Sciences Communications	To investigate the impact of SHRM on green innovation and environmental performance, focusing on self-efficacy and person-organization fit	Social Exchange Theory, Intellectual Capital Framework	Asia-Pacific (China)	Quantitative	Survey, Smart-PLS 4.0 (PLS-SEM)	- SHRM positively affects green innovation and environmental performance. - Self-efficacy mediates the SHRM-green innovation link. - Person-organization fit moderates the green innovation-environmental performance relationship.
31	Rachmad (2022)	United Nations Global Compact	To explore the integration of AI and human expertise in modern	Management 5.0 Framework (AI-Human Synergy)	Global Perspective	Theoretical/Conceptual	Literature Review, Case Studies	- AI enhances decision-making and operations, while humans contribute creativity and

			management for efficiency and innovation					empathy.
								- Successful collaboration requires leadership commitment, infrastructure, and training.
								- Challenges include resistance to change and ethical concerns
32	Shoaib et al. (2025)	Cogent Business & Management	To examine the interplay between GHRM, technological innovation, and sustainable performance, with a focus on employee green behavior as a moderator	Resource-Based View (RBV) Theory	Pakistan	Empirical	Quantitative (survey, SEM, SPSS/AMOS)	GHRM and technological innovation positively impact sustainable performance; employee green behavior moderates these relationships
33	Azeez Jason Kess-Momoh et al. (2024)	World Journal of Advanced Research and Reviews	To review trends and innovations in SHRM, emphasizing technology, remote work, and employee well-being	Not explicitly stated (review article)	Nigeria (authors' affiliations)	Review	Qualitative (literature synthesis)	Key trends include technology-driven HR, remote work adaptation, and prioritizing employee well-being; inclusive leadership and data-driven decision-making are critical for future SHRM.

