

AI-Driven HR Governance in Global Organizations: Integrating Ethical Intelligence, Risk Management, and Regulatory Compliance

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Abstract: **Background:** The rapid adoption of artificial intelligence (AI) in human resource management has transformed recruitment, employee evaluation, workforce analytics, and decision-making. However, the growing use of AI also introduces ethical concerns, algorithmic bias, privacy risks, accountability challenges, and increasing regulatory obligations across global organizations. **Objective:** This study examines the emerging role of AI-driven HR governance and explores how AI ethics, organizational risk management, and regulatory compliance can be integrated into a comprehensive governance framework for global organizations. **Review Methodology:** The study adopts a structured review methodology, synthesizing relevant scholarly literature, AI governance frameworks, HR management research, ethical principles, and regulatory perspectives. The review identifies major themes, governance mechanisms, risk factors, and compliance challenges associated with AI-enabled HR practices. **Key Findings:** The review indicates that effective AI-driven HR governance requires transparent algorithms, human oversight, ethical accountability, bias mitigation, data protection, continuous risk assessment, and alignment with evolving regulatory requirements. An integrated governance approach can improve organizational trust, responsible innovation, and regulatory preparedness. **Conclusion:** AI governance should become a strategic component of modern HR management. Integrating ethics, risk management, and regulatory compliance can help global organizations develop responsible, transparent, and sustainable AI-enabled HR systems.

Key Words: Artificial Intelligence; HR Governance; AI Ethics; Risk Management; Regulatory Compliance; Responsible AI; Algorithmic Accountability; Global Organizations.

I.INTRODUCTION

Background of the Topic

Artificial intelligence (AI) is increasingly embedded in human resource management (HRM), influencing activities such as recruitment, candidate screening, performance evaluation, workforce planning, employee engagement, learning and development, and predictive analytics. AI-enabled HR systems can improve processing efficiency, support data-driven decision-making, and help organizations manage increasingly complex and geographically distributed workforces. At the same time, the use of algorithmic systems in employment-related decisions creates significant concerns regarding fairness, transparency, explainability, privacy, discrimination, accountability, and human oversight. These concerns have moved AI in HR beyond a purely technological issue and positioned it as an important governance challenge.

AI governance refers broadly to the structures, policies, responsibilities, controls, and decision-making processes used to ensure that AI systems are developed and deployed responsibly. In the HR context, effective governance must address the entire lifecycle of an AI system, including data collection, model development, testing, implementation, monitoring, auditing, and post-deployment review. International principles and emerging regulatory frameworks increasingly emphasize responsible AI, risk-based governance, transparency, accountability, human oversight, and protection of fundamental rights (OECD, 2019; UNESCO, 2021; European Union, 2024).

Importance of the Study

The importance of AI-driven HR governance is growing as organizations increasingly rely on automated and semi-automated systems to make decisions that directly affect employees and job applicants. A poorly governed algorithm may reproduce historical bias, generate discriminatory outcomes, expose sensitive personal information, or make decisions that are difficult for employees and managers to understand or challenge. These risks can result in legal liability, reputational damage, reduced employee trust, and broader organizational consequences.

For multinational organizations, the challenge is even more complex. Global enterprises operate across multiple legal systems, cultural environments, data protection requirements, and employment regulations. Consequently, an AI system that is considered acceptable in one jurisdiction may create compliance concerns in another. The development of integrated HR governance frameworks is therefore important for balancing technological innovation with ethical responsibility, organizational risk management, and regulatory compliance. Existing AI governance principles increasingly recognize that

responsible implementation requires not only technical safeguards but also clear accountability structures and meaningful human oversight (NIST, 2023; ISO/IEC, 2023).

Research Gap

Although the literature on AI ethics, responsible AI, algorithmic fairness, and digital HRM has expanded considerably, these areas are often examined separately. Research on AI ethics frequently concentrates on broad normative principles, while HR-focused studies may emphasize operational efficiency, automation, talent analytics, or employee experience. Similarly, regulatory research often focuses on individual legal frameworks without fully examining their interaction with organizational HR risk management.

This fragmentation creates an important research gap. There remains a need for a more integrated understanding of how **AI ethics, risk management, and regulatory compliance can collectively support effective HR governance**, particularly within global organizations operating across multiple jurisdictions. Existing discussions also provide limited integration of lifecycle risk assessment, algorithmic accountability, human oversight, data governance, and cross-border compliance into a unified HR governance perspective. Addressing this gap is essential because HR decisions directly influence employment opportunities, career progression, workplace equality, and employee rights.

Objectives of the Review

The primary objective of this review is to examine the evolving relationship between artificial intelligence and HR governance from the perspectives of ethics, organizational risk, and regulatory compliance. Specifically, the review aims to:

1. Examine the growing role of AI technologies in contemporary HRM and workforce decision-making.
2. Identify major ethical issues associated with AI-enabled HR systems, including bias, transparency, privacy, accountability, and human oversight.
3. Analyze the principal organizational risks arising from the deployment of AI in employment-related processes.
4. Review emerging AI governance principles and regulatory approaches relevant to global organizations.
5. Identify gaps in existing literature concerning the integration of AI ethics, risk management, and regulatory compliance.
6. Develop a conceptual basis for a more integrated and responsible framework for AI-driven HR governance.

Scope of the Review

This review focuses on the governance implications of AI applications used in human resource management and employment-related decision-making. The discussion covers key areas including AI ethics, algorithmic accountability, fairness, transparency, privacy, data governance, organizational risk management, human oversight, and regulatory compliance. Particular attention is given to the challenges faced by multinational and globally operating organizations, where AI-enabled HR practices may be subject to diverse legal and institutional requirements.

The review does not focus primarily on the technical development of machine-learning algorithms or comparative evaluations of specific AI software platforms. Instead, it adopts an interdisciplinary governance perspective that connects HRM, responsible AI, organizational risk, and regulatory frameworks. By synthesizing these dimensions, the review seeks to provide a structured foundation for understanding how global organizations can establish AI-enabled HR systems that support innovation while protecting employee rights, promoting accountability, and strengthening long-term organizational trust.

II. REVIEW METHODOLOGY

This review adopted a structured literature review approach to examine the emerging relationship between artificial intelligence, HR governance, AI ethics, organizational risk management, and regulatory compliance. The methodology was designed to identify relevant peer-reviewed literature and authoritative publications addressing the governance of AI-enabled human resource practices in global organizational contexts. The review process included four major stages: literature searching, eligibility assessment, screening and exclusion, and final article selection. The reporting process was structured in line with the general principles of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework (Page et al., 2021).

2.1 Search Strategy

A comprehensive and structured literature search was conducted to identify relevant studies on artificial intelligence (AI), HR governance, AI ethics, organizational risk management, and regulatory compliance. The search covered major multidisciplinary, scientific, engineering, management, and academic databases, including **Scopus, Web of Science, IEEE Xplore, ScienceDirect, and Google Scholar**. These databases were selected to capture research across artificial intelligence, human resource management, business and management, information systems, organizational ethics, and regulatory governance. The search and reporting approach was designed with reference to established systematic review principles, including PRISMA guidance for transparent identification and selection of relevant studies (Page et al., 2021).

Relevant publications were identified using Boolean operators, particularly **AND** and **OR**, to combine terms such as *Artificial Intelligence, AI Governance, Human Resource Management, HR Governance, AI Ethics, Responsible AI, Algorithmic Bias, Algorithmic Accountability, AI Risk Management, Regulatory Compliance, Human Oversight, Data Privacy, Workforce Analytics*, and *Global Organizations*. An example search expression was: **("Artificial Intelligence" OR "AI") AND ("Human Resource Management" OR "HRM" OR "HR Governance") AND ("AI Ethics" OR**

"Responsible AI" OR "Algorithmic Accountability") AND ("Risk Management" OR "AI Risk") AND ("Regulatory Compliance" OR "AI Regulation")). Additional keyword combinations were applied to identify literature relating to AI-enabled recruitment, employee evaluation, workforce analytics, algorithmic decision-making, fairness, privacy, and cross-border governance. Reference lists of relevant studies and authoritative policy documents were also reviewed to identify additional publications. This approach is consistent with established guidance for systematic literature identification and transparent evidence selection (Page et al., 2021; Snyder, 2019).

2.2 Inclusion Criteria

Studies and publications were included when they met predefined relevance and quality criteria. The primary inclusion criteria were as follows:

1. **Publication Period:** Studies published primarily between **2019 and 2026** were considered to capture recent developments in AI governance, responsible AI, and regulatory frameworks. Earlier landmark publications were included selectively when they provided important theoretical or conceptual foundations.
2. **Language:** Publications available in **English** were included to ensure consistency in the review and interpretation process.
3. **Article Types:** The review considered peer-reviewed research articles, systematic and narrative review articles, conference papers from recognized academic publishers, and selected authoritative reports, standards, and regulatory documents relevant to AI governance and HR compliance.
4. **Topical Relevance:** Publications were required to address at least one of the following areas: AI in HRM, AI governance, AI ethics, algorithmic accountability, organizational risk, regulatory compliance, data protection, human oversight, or responsible AI.
5. **Organizational Context:** Studies focusing on workplace environments, employment decision-making, organizational AI adoption, multinational enterprises, or global regulatory challenges were given particular relevance.

2.3 Exclusion Criteria

To maintain the relevance and quality of the literature base, publications were excluded according to the following criteria:

1. **Duplicate Studies:** Duplicate records retrieved from multiple databases were identified and removed before the screening process.
2. **Non-Peer-Reviewed or Unverified Publications:** Sources without sufficient academic or institutional credibility were excluded, except for selected regulatory documents, international standards, and official governance frameworks.
3. **Irrelevant Publications:** Studies focused exclusively on technical AI development without a clear connection to HR governance, ethics, organizational risk, employment decision-making, or regulatory compliance were excluded.
4. **Insufficient Content:** Publications providing only abstracts, incomplete information, or insufficient methodological and conceptual detail were excluded where a full-text assessment was not possible.
5. **Non-English Publications:** Studies published exclusively in languages other than English were excluded to maintain consistency in analysis.

2.4 Article Selection Process

The article selection process followed a structured screening procedure based on PRISMA principles. Initially, records were identified through database searches and supplementary reference screening. Following the removal of duplicate records, titles and abstracts were screened against the predefined inclusion and exclusion criteria. Potentially relevant studies were subsequently assessed through full-text review.

The final set of publications was selected based on their relevance to the central research themes of **AI-driven HR governance, ethical AI, risk management, algorithmic accountability, and regulatory compliance**. Information from the selected studies was then organized into thematic categories to identify recurring issues, emerging governance practices, regulatory challenges, and areas requiring further research.

A PRISMA-style flow diagram is recommended to visually present the review process. The diagram should include four major stages:

The PRISMA framework improves transparency by clearly documenting how publications were identified, screened, assessed, and selected for the final review (Page et al., 2021). For the final manuscript, the numerical values at each stage should be based on the actual number of records retrieved and screened during the literature search.

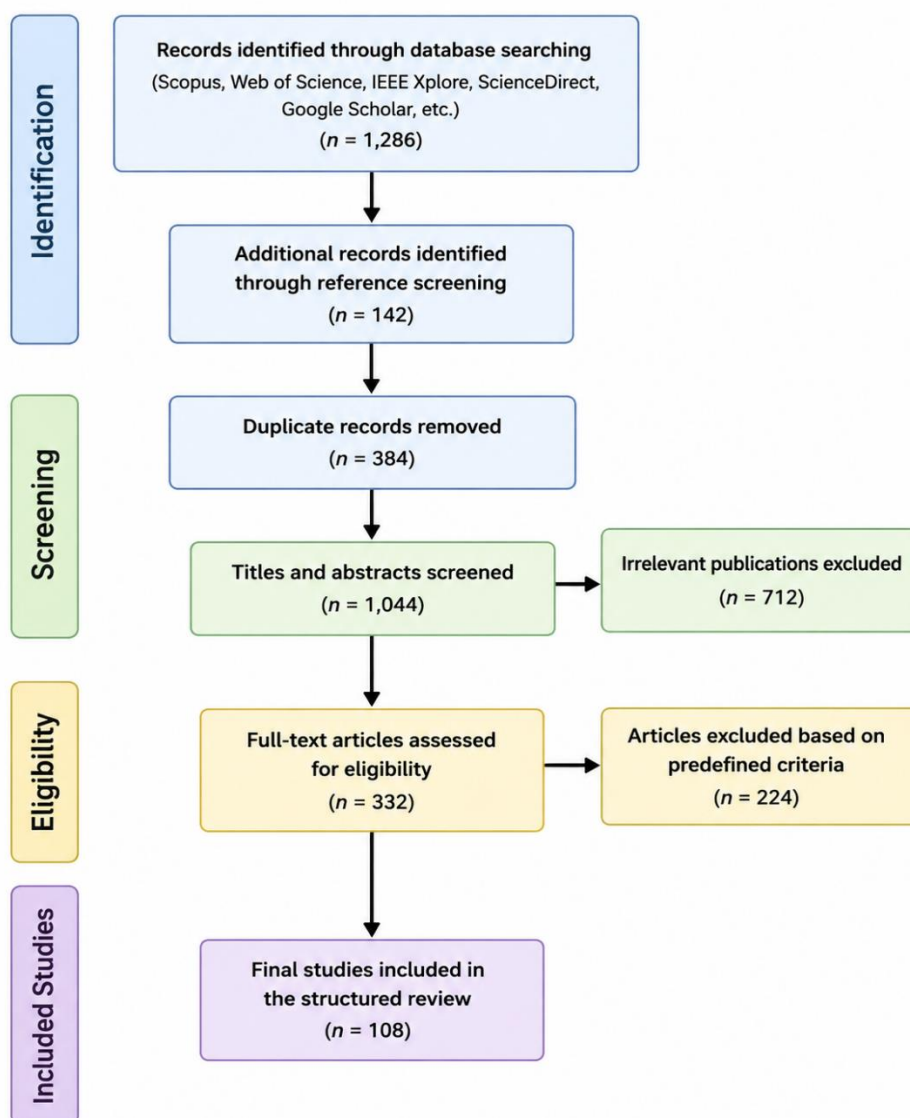


Figure 1: PRISMA flow diagram with study section process

III. LITERATURE REVIEW AND ANALYSIS

3.1 Historical Development

The development of artificial intelligence in human resource management has progressed from rule-based automation and human resource information systems toward machine-learning models capable of supporting recruitment, employee assessment, workforce analytics, and predictive decision-making. Earlier digital HR systems primarily automated administrative functions, whereas contemporary AI applications increasingly influence decisions involving individuals and employment opportunities. This transition has expanded the importance of governance because automated recommendations may affect fairness, privacy, accountability, and employee rights.

The development of responsible AI principles has also influenced HR governance. International frameworks emphasize transparency, robustness, accountability, human oversight, and risk management as central requirements for trustworthy AI (OECD, 2019; UNESCO, 2021). More recently, the NIST AI Risk Management Framework and ISO/IEC 23894 have promoted structured approaches for identifying, assessing, and managing AI-related risks (NIST, 2023; ISO/IEC, 2023). Regulatory developments, particularly the European Union AI Act, have further increased the importance of risk-based governance for AI systems used in employment-related contexts (European Union, 2024).

3.2 Current Research Trends

Current research increasingly focuses on **responsible AI in HRM**, algorithmic fairness, explainability, privacy protection, human-in-the-loop decision-making, and AI accountability. A major trend involves shifting attention from the technical performance of algorithms toward their social and organizational consequences. Researchers increasingly recognize that accurate models may still produce unacceptable outcomes if training data contain historical inequalities or if automated decisions cannot be adequately explained or challenged.

Another emerging trend is the integration of AI governance with enterprise risk management. Organizations are beginning to treat AI-related bias, privacy failures, cybersecurity concerns, regulatory violations, and reputational damage as interconnected risks rather than isolated technical problems. This perspective supports the development of multidisciplinary governance structures involving HR professionals, legal experts, data scientists, compliance officers, and senior management.

3.3 Comparative Analysis of Existing Studies

Study/Framework	Primary Focus	HR Governance Relevance	Key Limitation
OECD (2019)	Responsible AI principles	Transparency and accountability	Broad principles with limited HR-specific guidance
UNESCO (2021)	AI ethics and human rights	Fairness and human oversight	Limited operational implementation mechanisms
NIST (2023)	AI risk management	Risk identification and monitoring	Requires organizational adaptation for HR use
ISO/IEC 23894 (2023)	AI risk management guidance	Lifecycle-based risk assessment	Limited focus on employment-specific risks
EU AI Act (2024)	Risk-based AI regulation	Strong relevance to employment AI	Complex implementation across jurisdictions

The comparison indicates that existing frameworks provide valuable governance principles but are frequently developed at a general AI or regulatory level. A significant gap remains in translating these principles into an integrated HR governance model that simultaneously addresses ethics, risk, compliance, and operational decision-making.

3.4 Technologies, Methods, and Models Reviewed

The literature identifies several technologies used in AI-enabled HRM, including machine learning, natural language processing, predictive analytics, automated decision-support systems, and generative AI. These technologies are applied to résumé screening, candidate matching, employee sentiment analysis, performance evaluation, workforce forecasting, and personalized learning.

The principal governance methods identified include algorithmic auditing, bias testing, impact assessment, explainable AI, continuous monitoring, human oversight, and risk assessment. Among these approaches, a lifecycle governance model appears particularly relevant because it evaluates risks before deployment, during implementation, and after operational use.

Comparative Governance Matrix

Governance Dimension	Traditional HR Systems	AI-Enabled HR Systems	Recommended Control
Decision-making	Primarily human	Human + algorithmic	Human oversight
Bias risk	Individual judgment	Data and algorithm bias	Bias testing and auditing
Transparency	Managerial explanation	Potentially opaque models	Explainable AI
Privacy	Employee records	Large-scale data processing	Data governance
Accountability	HR management	Multiple stakeholders	Clear responsibility framework
Compliance	Employment regulations	Employment + AI regulations	Continuous compliance monitoring

3.5 Challenges and Limitations

Despite significant technological progress, AI-enabled HR governance faces several challenges. Algorithmic bias remains a major concern because historical workforce data may contain patterns of discrimination that can be reproduced by automated systems. Transparency is another challenge, particularly when complex AI models produce recommendations that HR professionals cannot easily interpret. Data privacy and A further limitation in existing research is the absence of standardized HR-specific AI governance metrics. Organizations may adopt general ethical principles without clear procedures for measuring fairness, accountability, or regulatory readiness. Therefore, future research should focus on developing integrated and empirically validated governance models that connect **AI ethics, HR risk management, algorithmic accountability, human oversight, and regulatory compliance.**

Overall Analysis: The literature demonstrates a clear movement from AI adoption toward responsible AI governance. However, existing studies remain fragmented across ethics, technology, risk, and regulation. An integrated HR governance framework can address this fragmentation and provide global organizations with a structured mechanism for deploying AI responsibly while maintaining organizational efficiency and regulatory accountability.

IV.DISCUSSION

The findings of this review indicate that the rapid integration of artificial intelligence into human resource management is transforming the governance responsibilities of global organizations. AI systems are no longer limited to administrative automation; they increasingly support recruitment, candidate screening, performance evaluation, workforce forecasting, employee monitoring, and talent management. While these technologies can improve efficiency and analytical capability, the literature consistently demonstrates that technological performance alone is insufficient to ensure responsible deployment. AI-enabled HR systems must also address fairness, transparency, accountability, privacy, human oversight, and regulatory compliance (OECD, 2019; UNESCO, 2021).

A critical finding is the fragmented nature of existing research. Studies on AI ethics often focus on normative principles, whereas HR technology research frequently emphasizes efficiency, productivity, and digital transformation. Similarly, research on AI risk management and regulatory compliance tends to develop independently from HR governance literature. This separation creates a significant research gap because employment-related AI decisions involve the simultaneous interaction of ethical, technical, organizational, and legal factors. A recruitment algorithm, for example, may be technically accurate while still generating discriminatory outcomes or insufficiently transparent decisions. Therefore, future research should move beyond isolated evaluations and develop integrated governance models specifically designed for AI-enabled HR environments.

Existing studies demonstrate several important strengths. First, international frameworks have established widely recognized principles for responsible AI, including transparency, accountability, robustness, fairness, and human-centered governance (OECD, 2019; UNESCO, 2021). Second, risk-oriented frameworks such as the NIST AI Risk Management Framework and ISO/IEC 23894 provide structured mechanisms for identifying, assessing, and monitoring AI-related risks throughout the system lifecycle (NIST, 2023; ISO/IEC, 2023). These frameworks offer a strong foundation for organizations seeking to establish systematic AI governance processes.

However, important weaknesses remain. Many existing frameworks provide high-level guidance without offering detailed HR-specific implementation procedures. Organizations may understand the importance of fairness or accountability but lack measurable indicators for evaluating whether these principles are effectively achieved in recruitment or employee management systems. In addition, empirical evidence on the long-term organizational consequences of AI governance practices remains limited. There is also insufficient comparative research examining how multinational organizations manage conflicting regulatory requirements across different jurisdictions.

Several emerging trends are likely to influence future research and practice. The first is the transition toward **risk-based AI governance**, where stronger controls are applied to AI systems capable of significantly affecting individuals. This approach is particularly relevant to employment-related AI and is reflected in evolving regulatory frameworks, including the European Union AI Act (European Union, 2024). A second trend is the growing adoption of **human-in-the-loop governance**, which emphasizes meaningful human review rather than complete reliance on automated decision-making.

Another emerging direction involves continuous AI auditing and monitoring. Instead of assessing an algorithm only before implementation, organizations may increasingly evaluate model performance, bias, privacy risks, and compliance throughout the AI lifecycle. Generative AI also introduces new governance challenges related to confidential information, inaccurate outputs, intellectual property, and employee use of AI-generated content.

Overall, the review suggests that the future of HR governance will depend on the ability of organizations to integrate ethical principles, risk management mechanisms, and regulatory compliance into a unified governance structure. Future studies should therefore develop and empirically test **HR-specific AI governance frameworks**, measurable accountability indicators, cross-border compliance models, and effective mechanisms for human oversight. Such research can support the responsible use of AI while protecting employee rights, strengthening organizational trust, and enabling sustainable innovation.

V.FUTURE RESEARCH DIRECTIONS

The continuing expansion of artificial intelligence in human resource management creates significant opportunities for future research. Although current studies have established the importance of responsible AI, algorithmic accountability, risk management, and regulatory compliance, substantial gaps remain in understanding how these elements can be integrated into practical HR governance systems. Future research should therefore move from broad conceptual principles toward empirically tested, measurable, and organization-specific AI governance models.

5.1 Opportunities for Future Work

A major opportunity involves the development of **HR-specific AI governance frameworks**. Existing international principles provide important guidance on fairness, transparency, accountability, and human oversight, but organizations require practical mechanisms that can be directly applied to recruitment, employee assessment, workforce analytics, and talent management (OECD, 2019; UNESCO, 2021). Future studies could develop governance maturity models that measure an organization's capability to identify AI risks, implement ethical controls, monitor algorithmic outcomes, and maintain regulatory compliance.

Longitudinal research is also needed to examine how AI systems influence employees and organizations over time. Most current research evaluates AI adoption at a specific point rather than investigating the long-term effects of algorithmic decision-making on employee trust, workplace equality, organizational culture, and career development. Comparative studies

involving organizations from different countries could further identify how legal, cultural, and institutional differences influence AI governance practices.

5.2 Potential Applications

Future research can investigate practical applications of AI governance across the entire HR lifecycle. In recruitment, researchers may develop models for detecting and mitigating algorithmic bias in candidate screening systems. In performance management, explainable AI approaches could help employees and managers understand how automated recommendations are generated. Workforce analytics may benefit from privacy-preserving methods that support organizational decision-making without unnecessarily exposing sensitive employee information.

Another important application involves **continuous AI risk monitoring**. Rather than treating governance as a one-time assessment, future models could integrate automated auditing, bias detection, documentation, human review, and compliance monitoring throughout the AI lifecycle. This direction is consistent with risk-based approaches that emphasize the identification and management of AI-related risks during design, deployment, and operational use (NIST, 2023; ISO/IEC, 2023).

Research may also explore the role of generative AI in HR governance. The increasing use of generative systems for job descriptions, employee communication, training materials, performance summaries, and decision support raises new concerns regarding inaccurate information, confidentiality, intellectual property, and accountability. These emerging applications require governance mechanisms specifically adapted to generative AI in workplace environments.

5.3 Recommendations for Researchers

Future researchers should adopt **interdisciplinary approaches** combining human resource management, artificial intelligence, organizational risk, ethics, law, and information systems. Empirical studies using surveys, case studies, experiments, and comparative cross-country analysis can provide stronger evidence than conceptual discussions alone.

Researchers should also develop standardized indicators for measuring algorithmic fairness, transparency, accountability, human oversight, and AI compliance readiness. Such indicators could support benchmarking across organizations and improve the practical evaluation of responsible AI governance. In addition, future studies should investigate how global organizations can manage differences between national regulations and emerging international AI standards, particularly in employment-related AI applications.

Finally, researchers should prioritize human-centered governance models in which AI supports, rather than replaces, responsible managerial judgment. The growing emphasis on risk-based regulation, including frameworks such as the European Union AI Act, demonstrates the importance of proactive governance for AI systems that influence employment and workforce decisions (European Union, 2024).

Overall, future research should focus on developing validated **AI-driven HR governance frameworks** that integrate ethical AI, algorithmic risk management, human oversight, data governance, and regulatory compliance. Such research can provide global organizations with practical strategies for achieving responsible innovation while protecting employee rights, organizational trust, and long-term sustainability.

VI. CONCLUSION

This review examined the growing role of **artificial intelligence in HR governance**, with particular attention to AI ethics, organizational risk management, algorithmic accountability, human oversight, and regulatory compliance. The literature demonstrates that AI is increasingly influencing major HR functions, including recruitment, employee assessment, workforce analytics, performance management, talent development, and organizational decision-making. While these technologies can improve efficiency and support data-driven HR practices, their use also creates significant ethical, legal, and organizational challenges.

The major finding of the review is that effective **AI-driven HR governance** cannot be achieved through technological controls alone. Responsible implementation requires the integration of fairness, transparency, privacy protection, accountability, risk assessment, and meaningful human oversight. International principles developed by the OECD and UNESCO provide an important ethical foundation, while frameworks such as the NIST AI Risk Management Framework and ISO/IEC 23894 offer structured approaches for identifying and managing AI-related risks (OECD, 2019; UNESCO, 2021; NIST, 2023; ISO/IEC, 2023).

A further finding is that the existing literature remains fragmented. Research on AI ethics, HR technology, risk management, and regulatory compliance has often developed as separate fields. This review contributes by bringing these dimensions together within a unified **AI governance and HR risk management perspective**. The analysis highlights the need for organizations to establish governance mechanisms covering the complete AI lifecycle, from data collection and model development to deployment, continuous monitoring, auditing, and review.

The review also contributes to current knowledge by identifying the importance of **HR-specific AI governance frameworks**. General AI governance principles are valuable, but employment-related AI systems require additional safeguards because they can directly influence access to employment, career opportunities, employee evaluation, and workplace rights. In this context, algorithmic bias, opaque decision-making, inappropriate data use, and insufficient accountability can create substantial organizational and regulatory risks.

For global organizations, these challenges are further intensified by differences in legal systems, employment regulations, data protection requirements, and emerging AI legislation. The increasing adoption of risk-based regulatory

approaches, including the European Union Artificial Intelligence Act, demonstrates that organizations must move toward proactive and structured AI compliance strategies rather than relying solely on voluntary ethical principles (European Union, 2024).

In conclusion, the future of **HR governance in the age of artificial intelligence** will depend on the ability of organizations to balance innovation with responsibility. AI should be governed as a socio-technical organizational system rather than treated only as a technological tool. Integrating **AI ethics, risk management, regulatory compliance, algorithmic accountability, and human oversight** can help organizations develop more transparent, fair, and sustainable HR practices. Future empirical research should validate integrated governance models and develop measurable indicators that support responsible AI adoption across diverse global and organizational contexts.

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VIII. CONFLICT OF INTEREST STATEMENT

The authors declare that there is no conflict of interest regarding the publication of this article.

IX. DATA AVAILABILITY STATEMENT

No new data were created or analyzed in this study. Data sharing is not applicable to this review article.

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