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The integration of artificial intelligence in human resource management practices: A review of literature and bibliometric

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Abstract

This research explores the integration of artificial intelligence in human resource management (HRM) practices through a bibliometric review of the literature. It is based on the analysis of multiple articles from academic databases, with the aim of examining AI advances in this field. The objective is to understand its impact, identify the benefits it brings to HRM, and analyze the challenges associated with its deployment based on the collected data from Scopus. We used data collected through the SCOPUS database. Using a bibliometric journal approach as the research methodology, we aim to provide an in-depth exploration and understanding of the findings and results found in recent literature on the impact of AI on HRM. The results show that the annual production of research in this field has increased steadily from 2018 to 2024. The most relevant contributions have focused on the study of artificial intelligence and human resources. AI has become an essential tool in organizations' efforts to promote diversity and inclusion within their workforce. One area where AI has proven effective is in human resource decision-making. AI offers a powerful solution to address biases because it can analyze data impartially and objectively, without being influenced by bias.

Keywords: Artificial intelligence (AI), Human resource management (HRM), Technology company.

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1. Introduction

In recent years, artificial intelligence (AI) has established itself as an essential tool within organizations for its potential to improve productivity and efficiency of work processes [1]. AI is applied to a variety of professional fields, including human resource management (HR). HR is undergoing an impressive technological transformation due to the growth of big data and other AI technologies, such as natural language processing and deep learning. AI is now revolutionizing business operations, and its integration into HRM functions is reshaping traditional approaches to talent acquisition, performance management, and employee engagement. Since human capital is the most valuable asset of any organization, HRM plays a crucial role in workforce management, performance optimization, and fostering a productive organizational culture. The tasks of HR professionals are multiple. Selection and hiring of personnel, establishment of a job classification system and compensation system, scheduling of employee training activities, development and management of occupational health and safety programs, planning labor needs, studying employee satisfaction, scheduling quality of life at work activities, participating in collective bargaining and grievance resolution, analyzing arbitration jurisprudence, and interpreting clauses of the collective agreement.

AI in the context of HR management can be defined as a broad class of software algorithms by which a computer performs HR management activities that typically require human cognition and intervention [2]. These activities range from employee recruitment to job forecasting, performance evaluation, training, and day-to-day coaching of employees. The IA is presented as an opportunity to reduce costs associated with the HR department, strengthen the effectiveness of HR management, and foster the strategic role of HR professionals within the organization [1]. Studies show that the implementation of AI for HR is transforming HR practices and the organization's relationship with its employees. AI-related applications now seem capable of offering solutions to problems that appeared inaccessible until recently. This indicates significant economic potential. At the same time, AI raises considerable concerns regarding its potential impact on employment and the ethical and legal issues it presents. Policymakers worldwide are developing strategies to position their countries as leaders in AI. This transformation of the HR function is particularly based on the emergence of new specialized applications in each HR area, which enable the optimization of interactions between HR professionals and their various interlocutors within the company (such as HR service portals, FAQs, digitization of forms and onboarding actions, and electronic signatures). In addition to these external interactions, these applications also facilitate the optimization of internal processes within HR (such as digitization of HR processes, dematerialization of employee files), the implementation of relevant indicators to better manage activities, and a deeper understanding of employees (through social studies, absenteeism monitoring). Through these elements, the primary objective of the HR function appears to be to focus HR professionals' efforts on actions with higher added value, such as monitoring and supporting employees, and more broadly, assisting organizations in their transformation processes. To support this analysis, our literature review will present the concept of AI, define the concept of innovation, and parallel the presentation of the main trends in the evolution of the HR function, as well as explain the integration of AI into HRM practices.

2. The concept of Artificial Intelligence

Researchers began looking to develop efficient machines to think like humans in the 1950s. Initial attempts based on formal logic and set theory failed because they did not allow for understanding the complexity of the real world. Pioneers such as John McCarthy, Marvin Minsky, and Claude Shannon began studying machine learning algorithms and neural networks in the 1960s, which have been the basis for contemporary artificial intelligence. The introduction of the MYCIN experimental system for medical diagnosis marks a historic milestone in the development of artificial intelligence from research to application [3]. Several applications of artificial intelligence were developed in the 1980s and 1990s, such as voice recognition, machine translation, and computer vision systems. IBM's Deep Blue became the first computer to surpass Garry Kasparov as world chess champion, a milestone in artificial intelligence history. AI emerged in the 2000s and 2010s as a result of increased computing capacity available and the proliferation of data [3]. This is due to recent improvements in data availability and computing capacity. AI has become a staple in our lives, with applications ranging from virtual offices to autonomous vehicles.

In the government report on AI "France IA5," written in 2017 by a group of contributors, the definition of AI is as follows: "We usually group it under the term 'Artificial Intelligence' a set of concepts inspired by human cognition or the biological brain, and intended to assist or supplement the individual in processing mass information." Here, we see the term 'information' referring to data, which are key elements for an AI to be successful.

Paul MOUGEL6, the founder of 365 Talents, an AI-based solution for processing HR processes, defined AI in 2019 as "a combination of algorithms and techniques that straddles the boundaries of mathematics, computer science, and cognitive sciences." In light of these definitions, we can infer that AI brings together several areas of expertise and thus aims to «reproduce at best, with the help of machines, mental activities, from the order of understanding, perception, or decision». The term "intelligence" in the context of Artificial Intelligence refers to the notion of adaptation. It will often be "modeling the resolution of a problem". The AI uses processes that can be described as "rational," where what needs to be achieved is accomplished based on information and performance. A purchase process, for example, is a rational process. The individual is aware of a need, looks for information to find possible solutions, evaluates the solutions, and makes a purchase decision. On the contrary, human processes call for other, much fewer tangible parameters such as instinct, intuition, and other variable elements. It is also possible that human processes do not consider existing data. An example of a human process is, for example, the processes set up to concentrate in synthesis. AI combines different elements: computer techniques (storage processes, programs...), mathematical techniques (algorithm development, use of statistical models), and also cognitive techniques (interpretation of language). It uses all these techniques with the objective of solving a given problem (recruiting a person, evaluating the skills of an employee). Thus, it appears to us as less complex than human intelligence, which combines in addition to the much fewer tangible elements, such as intuition and observation. AI, therefore, appears to us as a simulation of certain human processes and is still quite far from human intelligence, as we described in the previous paragraph.

3. The AI benefits in HRM

According to Cadin et al. [4], "HRM is the set of activities that enable an organization to have HR in line with its quantity and quality needs". According to St-Onge et al. [5], the HRG is defined as "a variable set of practices that are designed to help the organization effectively, efficiently, and fairly address issues associated with staff presence in a company." According to the International Labour Organization (ILO), HRM is defined as: an element of management responsible for providing opinions on all questions concerning the human factor in the company and, in particular, performing certain administrative tasks related to employment, working conditions, and the well-being of the company's staff. According to Pigeyre [6] it states that "the purpose of HRM is to provide the company with the HR it needs to achieve its objectives in a timely manner".

In human resource management (HRM), the use of AI reduces the time and effort required to complete complex and heavy tasks while improving decision-making for optimal results [7]. The use of AI in human resource management can improve HR technology by enabling companies to save money, improve their performance, and enhance their competitiveness in the global market [8]. Artificial intelligence can optimize the allocation of useful human resources, increase worker productivity, and improve group decision-making [9]. In addition, AI in HR can improve overall employee performance, knowledge acquisition and development, skill development, and employee retention while helping to minimize staff turnover [8]. The evolving field of HR has brought machines and people closer together, requiring consideration of demographic aspects of HR professionals such as creativity, problem-solving skills, and empathy [10]. With the advent of AI and machine learning, it is now very easy to understand an employee's performance at a given time. Such learning and personal development programs allow employees to improve their performance by working on their weak points [11]. There are intelligent robots that answer employees' questions about work and use technology to perform tasks that virtual robots "carefully".

Collaborating with candidates, writing emails, scheduling meetings, generating reports, and other tasks are exhausting. In general, the use of AI may be a valuable tool in HRM and can have a significant impact on organizational performance [12]. Artificial intelligence can reduce an organization's diverse functions, such as recruitment and learning, by providing relevant and effective solutions to better prepare for future challenges. Other benefits can also be mentioned [13]:

- Time saving: Artificial intelligence saves time by keeping records, which prevents the event from being recorded. The usual approach to recruitment involves dedicating sufficient time to the selection of candidates' CVs. As a result, the process of selecting CVs becomes repetitive.
- Cost savings: The task of acquiring the right candidates for the organization is performed in a qualitative and outsourced manner. The size of recruitment agencies has decreased. As a result, AI tools help reduce costs.
- Correction of queries: employees receive updated information and get immediate answers to their requirements. Ultimately, this increases employee satisfaction and engagement. This can help reduce staff turnover and serve the organization well. Impartial recruitment: recruitment of candidates is done by machines without human intervention. This results in an impartial selection and selection of candidates.
- Quality aspirants: the artificial intelligence package helps to filter and select quality aspirants. It identifies the skills, abilities, and characteristics of candidates that correspond to the position being applied for. This results in the hiring of talented candidates.

4. Integration of AI into HRM

The field of AI is transdisciplinary and draws on contributions from various fields. AI today has the potential to mimic human intelligence [14]. Among the disciplines affected by AI, the field of HRM is the subject of this article. HRM is the collection of different functions and practices related to human capital in organizations. It encompasses a variety of human skills and competencies, management procedures, from talent acquisition to employee performance optimization and management [15]. HR departments can be supported by AI applications to help build stronger teams, reduce staff turnover,

and improve employee experience [16]. Some of the HRM functions where AI has delivered the strongest results include: recruitment, training and development, performance management, staff engagement, and motivation, as well as other functions that will be discussed in this article [17]. More generally, AI is reshaping the way companies manage their employees, their performance, and trends at work through innovation in automation, robotics, and deep learning, to make AI-powered technologies more human [18]. Finally, they increase efficiency, provide instant feedback, and improve overall employee engagement. The following sub-sections elaborate on these initial considerations.

4.1. Recruitment

One of the most critical functions for HRM professionals is the recruitment function, as it allows the organization to recruit the best talent on the labor market. Finding the right candidate is not easy because it involves identifying the ideal candidate from large pools of talent. Screening candidates and sorting CVs to find a suitable candidate for the position is a demanding task for HR leaders [19]. AI can help speed up the recruitment process even as hiring needs continue to increase [20]. It can help automate repetitive tasks by working first on big data analysis to identify trends. It can also be used to streamline the recruitment process. AI technologies, such as chatbots (conversation robots), can be added to organizations' career web portals to engage visitors and increase engagement. Potential candidates will be asked to submit their CV and provide other background information in a conversation with chatbots [17]. Chatbots can ask questions about the role that the candidate is interested in and answer some basic questions asked by the candidate. This saves time, as some of the tedious recruitment work, such as collecting candidate information, screening candidates, scheduling meetings and chat sessions, and answering candidate questions, can be done using chatbots [20].

Machine learning techniques can be used to help interpret a large amount of data received and discover patterns that were not previously identified by the organization. AI technology can help verify CVs and identify candidates who meet the requirements of the position. The experience, skills, education level, and many other requirements of the organization are verified before the candidate is selected for the assessment stages through machine learning models. This technology can help reduce the initial number of applicants by screening those with the required skills. Candidates will only be considered on the basis of their qualifications, and this will eliminate bias if models are properly programmed [7]. This will allow the recruiter to save time, ensure a fair recruitment process, and ensure the best candidate is hired. By deploying AI in HRM, subjective criteria such as favoritism are less likely to influence the recruitment and selection process of potential candidates [19]. A recruiter’s perspective can be influenced by ethnicity, language, gender, and race during the recruitment process. Biases are eliminated by integrating assessment platforms with automation and AI.

The advantage of this platform is that if a bias is discovered after an audit, it can be modified to mitigate or eliminate it.

4.2. Training and Development

Any organization, through its HR department, must ensure that its employees have the necessary skills and knowledge to align with the organization’s goals and vision through training and development. The latter allows facing changes, maintaining commitment, training leaders, and consequently improving the organization’s performance and making its existence sustainable. An appropriate training structure is necessary for any organization to have a highly skilled and professional workforce [21]. Employees must be trained on the latest trends and developments in their fields. HR departments can now train and evaluate staff using AI-based tools. AI tools have made it possible to identify skill gaps and create individual training plans for staff based on their needs [22]. AI can help create customized learning paths for new recruits based on their skills and match them to their interests [21]. AI-based tools can also automate the learning process by creating learning and development videos [23]. These training videos can be used repeatedly and even translated into different languages without the need to re-shoot or commit new resources. Video-based training content is one of the most effective ways to convey knowledge. An annoying text learning document or material can be turned into an engaging video in minutes with AI technology. This usage has reached a very advanced level in that it allows for an AI-based emotional analysis of employee attitude, engagement, and emotional state [22].

4.3. Performance Management

It is very important to have a well-developed performance management structure in place in any organization. A good performance management structure can track the impact of employee performance on organizational performance. The impact of the training provided by the organization can also be monitored with this structure in place. This structure will help employees align their professional performance with the goals and vision of the organization [20]. The traditional method of performance management requires tedious steps such as goal setting, self-assessment, manager evaluation, discussion, and consent [23]. AI can contribute to real-time monitoring of targets and provide feedback on what has been achieved and what remains to be done [20]. In performance management, the assessment model can be integrated into the system by collecting and reviewing employee performance data. With the help of AI tools, it is easy to manage behavior and analyze the performance of each employee. Rewards can be recommended for faster achievement of goals, and AI can assist with notifications and suggestions on topics to increase productivity when goals are not met on time [23]. AI technology can help eliminate potential biases in comparing employee performance [24]. This can be done by providing detailed and clear parameters for implementation. It helps to eliminate the one-way method by which managers judge the worker. It can also help to provide information about the potential of employees and tell which employees will perform well or not, which can be very important information for HR professionals in succession planning. HR professionals use

these tools to set goals to track team and individual performance, learn about changes and developments, and save operational time [24]. This translates into optimal productivity and overall positive results.

4.4. Compensation Management

This is a crucial aspect of HRM; it is a process of analyzing, managing, and determining the incentives and benefits received by each employee [23]. The remuneration and benefits offered by a company are major determinants of employee retention. It is becoming increasingly difficult for organizations to maintain the level of benefits and compensation in a context of fierce competition with reduced prices. The HRM must put in place pay structures and other benefits to meet labour market requirements. Employee compensation must be fair and competitive, which will allow companies to attract and retain the best talent. An effective compensation management system will improve individual and collective performance. Artificial intelligence neural networks can be a useful tool to establish a level of equity in employee compensation assessment [25]. With the help of big data, this technology can be used to create an intelligent support system to develop a fair compensation assessment system. AI can save time and help organizations stay up to date with changing market and employee trends. Through big data analysis, historical and relevant data can be collected and used to predict future employee compensation trends. AI can be used to monitor labor market developments, ensure that employees receive competitive wages, and create a system for adjusting employee compensation based on performance [25] thus encouraging them to perform well.

AI can help HR professionals create an ideal compensation system for their employees and provide a fair compensation system based on education, experience, skills, and more, ensuring that companies move closer to eliminating the pay gap.

5. Methodology

In this study, we used data collected from research articles, published papers, and survey reports published by various research organizations through the SCOPUS database. Using a bibliometric journal approach as the research methodology, we aim to provide an in-depth exploration and understanding of the findings and results found in recent literature on the impact of AI on HRM. It involves a process of collection and critical analysis of the literature and themes emanating from the selected studies that fall within the framework of the research questions posed and constitute a concrete basis for advancing the knowledge and development of theory on a given subject [26], [27]. Guided by research questions, we included studies focusing on the use of AI in the field of HRM across international borders within a time frame of the last ten years (2010-2023). This period was chosen because AI is a relatively recent phenomenon that has experienced significant growth and is beginning to be applied in organizations. AI-based technologies have developed considerably in recent years. Based on these criteria, a series of specific keywords related to AI, robotics, and other AI-based technologies and their use in HRM were included and combined in the search engine chain, namely, SCOPUS, using the Boolean search operators "OR" and "AND". The keyword search algorithm used for this study is: (“Artificial Intelligence” OR “AI”) AND (“human resource management” OR “HRM” OR “Human Resource”).

Given that the review covers one of the disciplines of organizational management and its relationship to a technology-related field (TI), a first sorting based on the analysis of the summaries, keywords, and conclusions of each article was carried out in order to identify the articles to be selected.

To analyze and visualize our data, we used the software packages VOSviewer and BIBLIOMETRIX R STUDIO, which are used to facilitate the analysis of bibliometric data. They identify the most influential authors, chart the chronology of publications according to their popularity, and identify the most prolific institutions in a given field. The results generated by VOSviewer and R Studio serve as a basis for guiding research in specific areas, especially those that are less explored. From an academic point of view, these results can also help to convince researchers of the relevance of the subjects treated in a research area.

6. Results of Bibliometric Analysis

A bibliometric method has been chosen here, as it involves statistical analysis and allows reproducibility of results (an independent party can reproduce the results using the same data) [28].

Bibliometric journals are an interesting quantitative method for the evaluation and interpretation of data related to scientific publications. As noted by Donthu et al. [29] it identifies trends, highlights new areas of research and establishes specific performance indicators, according to Aria and Cuccurullo [30] bibliometrics relies on tools and software developed for the collection and analysis of bibliographic data.

We used the bibliometric method for its potential to introduce a transparent, rigorous, objective, and reproducible review process, thereby improving the quality of the journal [31].

The greatest advantage of this analysis is its ability to use highly reliable and efficient databases to extract deeper information. Scopus and Web of Science are well-known and widely used tools in this context, which allow us to perform advanced data searches, citation analysis, and visualization options to explore bibliometric data with high accuracy.

In addition, bibliometrics is important for listing influential researchers and institutions. Moral-Muñoz et al. [32] demonstrated that analysis of the co-author network can reveal key collaborations and highlight researchers with a high influence in a particular field. All instructions help us establish strategic partnerships and assess the impact of research.

6.1. Evolution of Scientific Production

The annual production trend shows that publications from 2014 to June 2024 are gradually increasing until they reach a peak in 2023.

This increase can be explained by an intensification of research, and thus an increase in scientific research or easier access to funding in this area. Figure 2 also shows production growth and decline in certain periods (for example, 2015 and 2018), but since 2019, publications have been increasing continuously. Moreover, although the first article appeared in 2009, the publication of research only became significant from 2016.

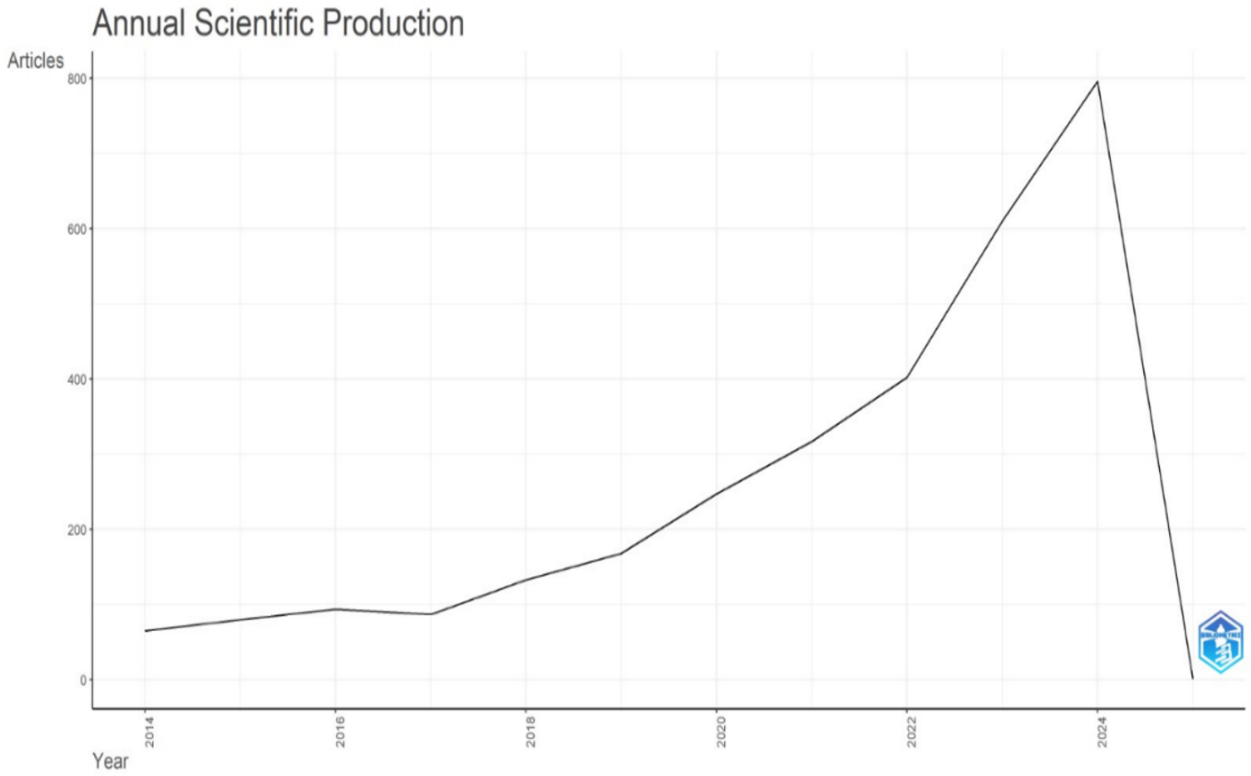

Figure 1.
Annual Scientific Production.
Source: Bibliometrix.

6.2. Analysis of Keyword Co-Occurrences

The keyword co-occurrence network generated by VOSviewer highlights the main research themes and their interconnections. The image shows several clusters of different colours, representing related but distinct scientific fields. The red cluster focuses mainly on sustainable development, water management, machine learning and neural networks, suggesting a strong interrelationship between artificial intelligence and environmental issues. The blue cluster focuses on artificial intelligence, decision-making, the Internet of Things and Industry 4.0, highlighting the impact of digital technologies in organizational and industrial processes. The green cluster brings together topics related to health, electronic medical records and epidemiology, highlighting the application of digital technologies in the medical sector. Finally, the yellow cluster focuses on human resource management, knowledge management and education, indicating an intersection between AI and organizational practices. This visualization highlights the growing integration of artificial intelligence in various fields, ranging from health to industry and sustainable development, thus revealing emerging trends and synergies between these themes.

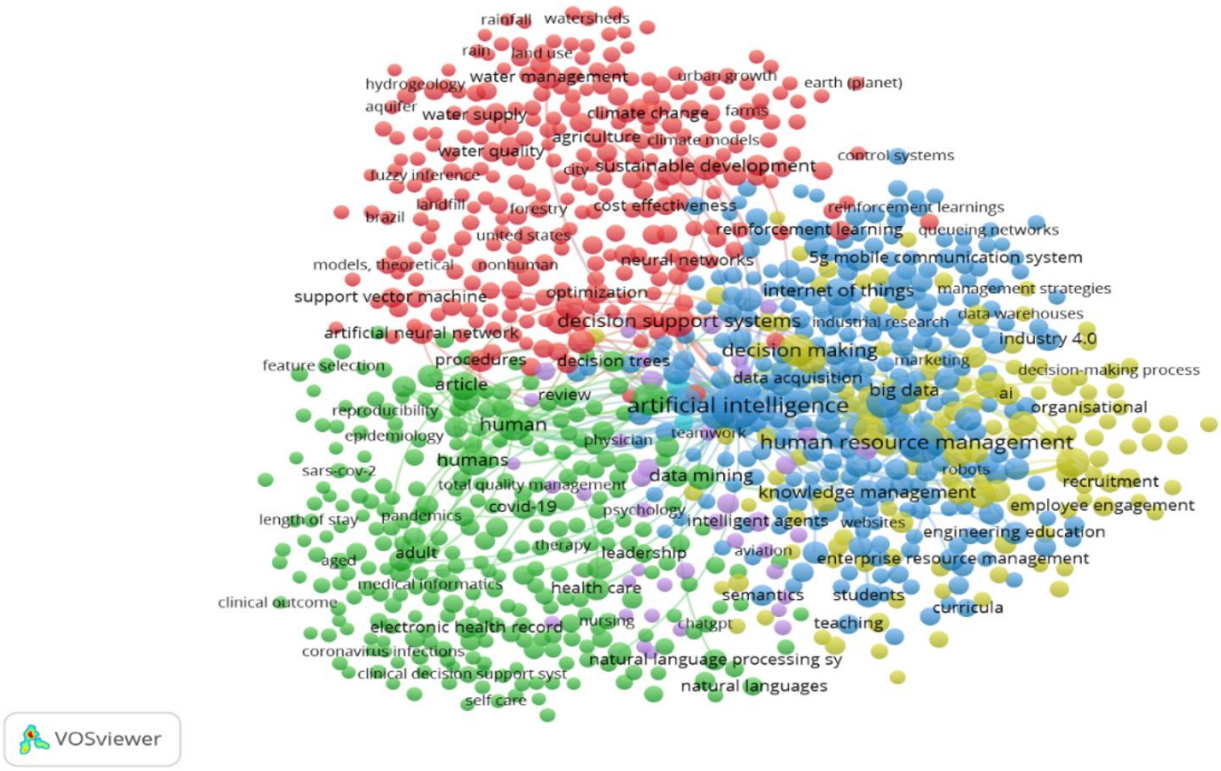

Figure 2A.
Production of occurrence keywords.

Bibliometric analysis provides valuable information on citation models, which is particularly useful for data evaluation. The figure includes the relationship between cited references, authors, and research areas related to our subject A. It implements frequent studies such as Goodfellow et al. [33] on deep learning, which is cited several times in the field. Zhang, et al. [14] are the most active authors and play a key role in research on AI related to human resource management. Interesting topics include AI, human resource management, data, and decision support systems, indicating that these technologies are increasingly integrated into organizational processes. This analysis implements a strong link between AI and the optimization of operational decisions, reflecting the trend towards automation and digitalization in various fields, especially ours.

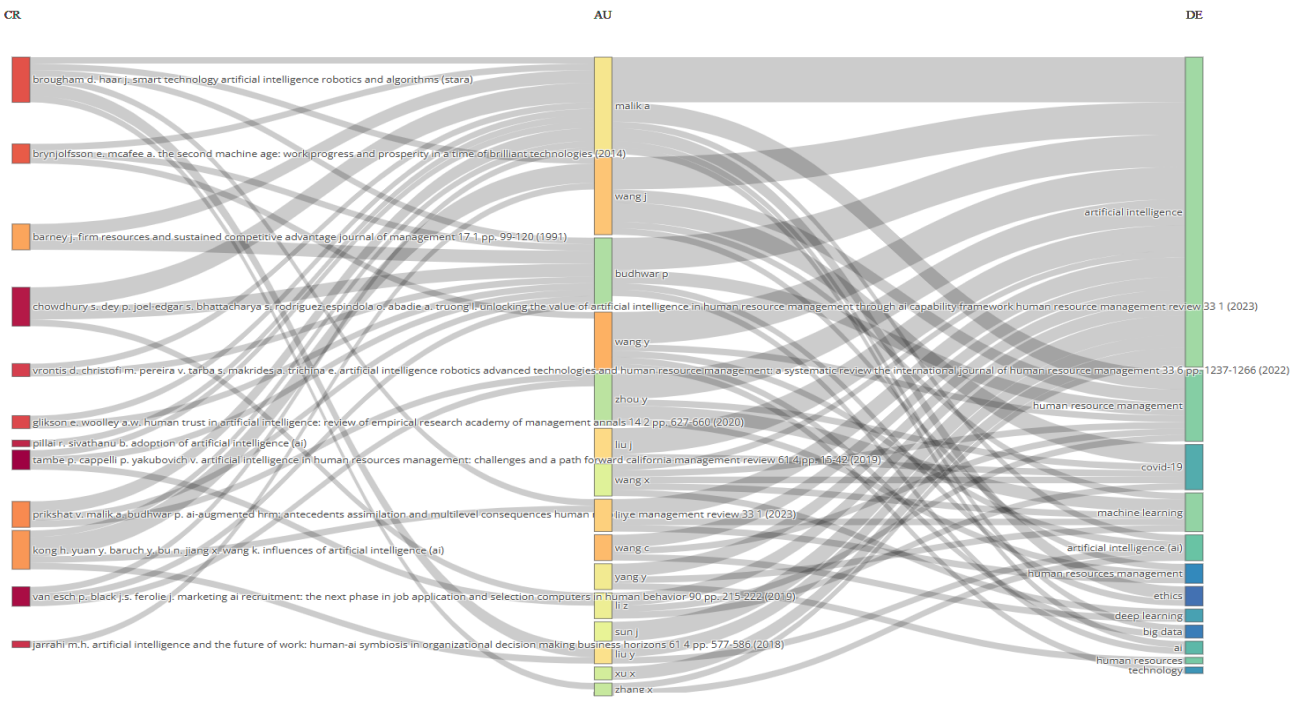

Figure 2B.
Three field plot.
Source: Meijerink, et al. [2]**;** Zhang, et al. [14] **and** Budhwar, et al. [34]

6.3. Productivity of Authors Over Time

Throughout the period between 2010 and June 2024, the scientific output of these authors revealed significant differences in impact and the number of publications.

Schuler, et al. [35] is the most influential author with an H-index of 62, 12,419 citations, and 304 publications, reflecting a rich and impactful scientific output in this field. It is followed by the authors Ashish Malik and Jonathan Cagan, who both have a high number of citations and publications, although the latter does not report on the Field-Weighted Citation Impact (FWCI) measure.

However, there are authors with a high FWCI (6,552), such as Budhwar, et al. [34] which suggests that despite their low number of publications (60 articles), their publications are impacted in comparison to the global average.

However, the following authors, Gyory, et al. [36] and Akinbowale, et al. [37] have lower H-indices (7 and 8, respectively), reflecting contributions to research still under development.

Table 1.
Scientific productions by Authors.

Num	Authors	*H*-index	Total Citations	FWCI	Documents
1	Schuler, et al. [35]	62	12.419	6.461	304
2	Budhwar, et al. [38]	35	3.909	4.03	128
3	Cagan, et al. [39]	47	8.006	-	328
4	Budhwar, et al. [34]	21	4.594	6.552	60
5	Gyory, et al. [36]	7	199	1.178	18
6	Akinbowale, et al. [37]	8	186	2.292	96
7	Desolda, et al. [40]	22	2.037	0.987	124
8	McComb [41]	20	1.709	1.662	181
9	Demir, et al. [42]	19	1.308	1.896	71
10	Gaur, et al. [43]	4	92	2.491	12

6.4. Scientific Productions by Country

A total of 49 countries contributed to AI and HR research between 2010 and 2024. The most productive countries are (1) the USA (1,751 papers), (2) China (20.81%) of total publications, and (3) India (9.26%). When examining the organizations that contribute the most, as shown in the figure, it is evident that these entities are predominantly American, Chinese, and Indian. This observation suggests that research related to the theme of "AI and human resources" has not yet reached full maturity. Changes in researchers' affiliations toward other entities likely explain shifts in their approaches to studying the digitalization of services, a trend that continues to grow. These trends demonstrate a dynamic where the most advanced countries maintain dominance, while developing economies are gradually strengthening their presence in the global scientific landscape.

Table 2.
Scientific productions by country.

Countries/Regions	Record Count	Rate	Countries/Regions	Record Count	Rate
USA	1751	26.486	SAUDI ARABIA	192	2.904
CHINA	1376	20.814	TAIWAN	188	2.844
INDIA	612	9.257	NETHERLANDS	156	2.36
SOUTH KOREA	587	8.879	SWITZERLAND	156	2.36
ENGLAND	527	7.972	SWEDEN	152	2.299
GERMANY	453	6.852	BRAZIL	142	2.148
CANADA	338	5.113	MALAYSIA	142	2.148
ITALY	336	5.082	SINGAPORE	138	2.087
AUSTRALIA	327	4.946	PORTUGAL	135	2.042
SPAIN	295	4.462	POLAND	129	1.951
JAPAN	239	3.615	PAKISTAN	118	1.785
FRANCE	223	3.373	U ARAB EMIRATES	116	1.755

Source: Bibliometrix

7. Conclusion and Discussion

AI has become an essential ally in organizations' efforts to promote diversity and inclusion within their workforce. One area where AI has proven itself is in human resource decision-making. Unconscious biases are an important concern in recruitment and human resource management in general. AI offers a powerful solution to address these biases because it can analyze data impartially and objectively, without being influenced by bias. AI algorithms can assess candidates solely on the basis of merit and competency, ensuring that the most suitable person for the job is selected regardless of gender, race, sexual orientation, or any other factor that is not related to the ability to perform the required work. AI can also help identify diversity gaps within an organization's workforce. Through data analysis, AI can identify areas where additional efforts are needed to promote diversity and inclusion.

Automation of administrative and routine tasks has freed up a valuable resource: the time of HR professionals. This release of time not only translates into greater operational efficiency but also allows for a strategic reorientation as they can now focus on high-value activities. One of the key aspects is labor planning. AI allows for a more in-depth analysis of data and future staffing needs. This means that organizations can anticipate fluctuations in employee demand. In addition, AI plays a critical role in attracting and retaining talent. Machine learning algorithms can analyze data to identify trends that lead to the recruitment of the best candidates. Furthermore, AI can constantly assess the work climate, detect signs of discontent, and offer suggestions to improve staff satisfaction. Another area where AI has a significant impact is the personalization of employee development strategies. AI can analyze individual employees' performance and goals, and recommend specific training and development programs to help them reach their full potential.

We have used research methods including a bibliometric study supported by a bibliographic review and logical history to describe how technological development has evolved, as well as the conditions that influenced these changes and the essential elements that impacted each stage. This approach allows for studying the object as a system, examining its composition and structure through a review of published experiences in the specific field of knowledge. The literature review was conducted using academic databases such as Scopus, among others, to gather best practices and evaluate theoretical sources. The goal is to compile and assess all relevant information to support this research. The objective of the study is to contribute to the introduction of a theme that can enhance human resource management within organizations. This is based on the need to socialize and motivate leaders about the importance of properly managing this area, thereby supporting the process of achieving quality processes.

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