

Artificial intelligence and strategic human resource management: Implications for workforce learning, planning, and competitive advantage

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Abstract

Aim: This study examined the impact of artificial intelligence (AI) on Strategic Human Resource Management (SHRM), focusing on strategic decision-making, workforce planning, talent management, workforce learning, and sustainable competitive advantage. It also explored the benefits, challenges, and ethical implications associated with AI-enabled HR practices.

Methodology: The research employed a qualitative, conceptual design using a systematic integrative review of peer-reviewed journal articles, academic books, and selected policy and industry reports sourced from major academic databases. The literature was analyzed through thematic analysis to identify high-level patterns and insights grounded in SHRM, the Resource-Based View (RBV), and the Dynamic Capabilities (DC) framework.

Results: The review revealed three major themes. First, AI-enhanced HR analytics improves strategic decision-making by shifting practices from intuition-based to data-driven and predictive approaches. Second, AI-driven workforce planning and talent management support skills forecasting, recruitment efficiency, internal mobility, and continuous reskilling. Third, AI contributes to competitive advantage when integrated with organizational strategy, leadership capability, and effective management systems. However, ethical risks, including algorithmic bias, data privacy concerns, and gaps in HR analytics competencies, were identified as significant limitations.

Conclusion: AI strengthens the strategic role of SHRM by enhancing decision quality, workforce adaptability, and human capital development. Nevertheless, AI alone does not generate sustainable competitive advantage. Its strategic value depends on ethical leadership, human-AI complementarity, and an organization's capacity to integrate AI into HR systems responsibly. The findings highlight the need to incorporate AI literacy, ethical governance, and strategic capability development into HR learning and professional practice.

Keywords: *Artificial intelligence in HRM; Strategic human resource management; Workforce learning; HR analytics; Ethical AI; Workforce planning*

INTRODUCTION

Strategic Human Resource Management has evolved into a core organizational capability that aligns human capital with business strategy to sustain performance and competitive advantage. Yamin et al. (2024) emphasize that HR creates greater value when treated as a strategic asset rather than an administrative function, a view consistent with the Resource-Based View articulated by Rahul (2025). Within this framework, competitive advantage stems from resources that are valuable, rare, inimitable, and embedded in organizational systems. As organizations operate in increasingly digital environments, Artificial Intelligence is reshaping this alignment by extending HR beyond automation toward strategic decision support in areas such as talent acquisition, analytics, learning, and performance management (Úbeda-García et al., 2025). This shift repositions HR as a strategic partner responsible for evidence-based decision-making and long-term capability development (Sharma et al., 2025).

Artificial intelligence enables computer systems to perform tasks involving learning, reasoning, and adaptive decision-making, which has significant implications for HRM (Bastida et al., 2025). AI-enabled recruiting, analytics, and learning platforms enhance the ability of organizations to process complex workforce data and improve decision quality when appropriately governed (Sabol et al., 2025). Al-Ayed (2025) notes that organizations

derive the most value from AI when it augments managerial judgment rather than replaces it. In this context, HR analytics transforms workforce data into actionable insights that strengthen strategic alignment and redefine SHRM architectures (Ruoxing et al., 2025). These technologies reshape how organizations forecast talent needs, design learning pathways, and support strategic workforce decisions (Joshi et al., 2024).

From a dynamic capabilities perspective, AI functions as an enabler of organizational adaptability by supporting continuous sensing, seizing, and reconfiguring of human capital in response to environmental change (Yamin et al., 2024). AI-enabled workforce planning and learning systems allow organizations to anticipate skill requirements and respond proactively to labor market shifts (Chukwuka & Dibie, 2024). In the Philippine context, where economic growth remains strongly human-capital driven, systematic skill development frameworks are particularly critical (Ekram Yawar & Qurban Hakimi, 2025). Deliberate instructional design and structured learning architectures remain essential to ensure that AI adoption strengthens rather than erodes organizational capability (Ruoxing et al., 2025).

Despite its strategic potential, AI integration in HR raises ethical, regulatory, and theoretical challenges that constrain its contribution to sustainable advantage. Algorithmic bias and data governance risks can undermine fairness, trust, and organizational legitimacy if left unmanaged (Gupta et al., 2025). These concerns are increasingly addressed through regulatory guidance and organizational governance mechanisms (Úbeda-García et al., 2025). At the same time, existing literature has focused heavily on operational efficiencies, offering limited insight into how AI-enabled SHRM interacts with strategic frameworks like RBV and Dynamic Capabilities (Wang & Dai, 2025). Addressing this gap requires an integrated perspective that views AI not as a standalone resource, but as a strategic enabler whose value depends on ethical governance, leadership capability, and alignment with organizational systems (Bastida et al., 2025).

Review of Related Literature and Studies

AI as a Strategic Enabler for HRM and SHRM

Enterprise artificial intelligence has evolved from automating routine tasks to enabling prediction, optimization, and strategic decision support across organizational processes. Al-Ayed (2025) explains that when embedded within core operations, AI augments managerial work and increasingly functions as a general-purpose capability that reshapes decision structures, particularly within Human Resource Management. This shift reflects the principles of Strategic Human Resource Management, which emphasizes configuring human capital systems to sustain performance and execute strategy (Yamin et al., 2024). From a strategic perspective, AI can be viewed as a valuable organizational resource that strengthens analytical capacity and responsiveness, consistent with the Resource-Based View (Rahul, 2025). Moreover, AI-enabled HR systems support adaptability by enhancing workforce visibility and enabling proactive talent deployment, aligning with the Dynamic Capabilities framework.

Researchers emphasize that AI is most effective when it complements rather than replaces human judgment, allowing managers to interpret algorithmic insights while maintaining contextual awareness (Chowdhury et al., 2024). Nonetheless, algorithmic systems require strong governance because automated tools may reproduce historical inequities without proper oversight (Gupta et al., 2025). Effective adoption therefore depends on stewardship structures that integrate technological intelligence with human interpretation and organizational values (Sharma et al., 2025). Organizations that strategically embed AI demonstrate greater adaptive capacity and innovation, positioning the technology as a capability amplifier that shapes opportunity sensing, talent allocation, and long-term competitiveness (Bastida et al., 2025). Consequently, integrating AI into SHRM represents a structural transformation that extends beyond efficiency gains and provides a theoretical basis for examining how intelligent systems reshape strategic HR configurations (Úbeda-García et al., 2025).

HR Analytics and Evidence-Based Decision-Making

AI-enabled HR analytics is widely recognized as a driver of evidence-based management within Strategic Human Resource Management (SHRM). HR analytics involves the systematic use of workforce data aligned with strategic objectives to improve decision quality, while AI enhances this function through predictive and prescriptive modeling that supports turnover forecasting, skill gap identification, and workforce scenario simulation (Bastida et al., 2025). These capabilities enable closer alignment between talent strategies and organizational priorities, strengthening the strategic role of HR. However, the effectiveness of analytics depends on data quality, model assumptions, and the ability of leaders to translate insights into action. Historical datasets may embed structural bias, prompting concerns that machine learning systems could perpetuate inequities unless supported by algorithmic auditing and transparent governance (Rahul, 2025).

The literature stresses that evidence-based HRM in the AI era requires balancing analytical advancement with ethical oversight. HR leaders must navigate rapid technological change while safeguarding workforce interests, ensuring that human judgment remains central to interpreting predictions and contextualizing decisions (Al-Ayed, 2025). This integration of technological intelligence and managerial discernment is increasingly viewed as a strategic capability that supports legitimacy, fairness, and long-term performance (Chukwuka & Dibie, 2024). Organizations that successfully combine advanced analytics with responsible governance are better positioned to sustain organizational outcomes, reinforcing the view that AI should be examined not merely as a technical instrument but as a strategic determinant of enterprise success (Úbeda-García et al., 2025).

AI in Recruiting, Workforce Planning, and Learning

AI adoption in recruitment and workforce planning has produced measurable improvements in candidate sourcing, screening precision, and internal talent mobility. AI-enabled recruiting platforms analyze extensive applicant data to enhance person–organization fit, thereby strengthening alignment between workforce composition and strategic objectives (Bastida et al., 2025). Concurrently, workforce planning is shifting from static projections toward adaptive, data-driven models that allow earlier detection of skill gaps and labor market changes, improving organizational preparedness (Rahul, 2025). This transition reflects the Dynamic Capabilities perspective, which emphasizes the continuous reconfiguration of resources to sustain competitiveness in changing environments (Yamin et al., 2024).

Similar transformation is evident in learning and development, where continuous reskilling has become a strategic necessity amid technological disruption (Chukwuka & Dibie, 2024). Future workforce readiness depends on structured skill development systems, and foundational instructional design principles remain essential for building durable organizational competence even within AI-driven platforms (Ekram Yawar & Qurban Hakimi, 2025). However, unequal access to intelligent learning technologies may intensify skill polarization, as digitally prepared employees benefit more from these opportunities. This tension places SHRM in a critical strategic position, requiring organizations to determine whether AI will primarily advance efficiency or foster inclusive capability development that supports long-term competitiveness (Al-Ayed, 2025).

Ethical Risks, Governance, and Strategic Legitimacy

Ethical considerations are increasingly central to AI adoption in HRM, particularly regarding algorithmic bias, data privacy, transparency, and accountability. Research indicates that opaque decision rules and biased training data in automated hiring systems can undermine fairness, erode employee trust, and negatively impact organizational reputation (Al-Ayed, 2025). Such risks extend beyond operational efficiency, highlighting the importance of integrating ethical safeguards into AI systems to maintain stakeholder confidence and organizational legitimacy (Rahul, 2025).

Recent scholarship emphasizes that ethical AI functions not merely as a compliance requirement but as a strategic resource influencing competitive positioning and reputational integrity (Bastida et al., 2025). Regulatory frameworks formalize expectations for responsible AI deployment, including the Philippine context where compliance with national guidelines is increasingly required (Joshi et al., 2024). Within this context, ethical leadership has become a strategic imperative, requiring HR leaders to ensure transparency, accountability, and alignment of AI-mediated processes with stakeholder expectations, thereby reinforcing the role of AI as a strategic enabler rather than a purely technical tool (Aldino & Sujoko, 2025).

Synthesis of the Review and Research Gap

The literature suggests that artificial intelligence is reshaping Strategic Human Resource Management by strengthening evidence-based decision-making, enabling adaptive workforce planning, and promoting continuous capability development. Cascio's perspective on evolving training systems highlights their role in sustaining organizational resilience (Chukwuka & Dibie, 2024). Similarly, future-oriented skill frameworks remain essential for long-term workforce preparedness (Ekram Yawar & Qurban Hakimi, 2025). Analytics further enhances strategic alignment when embedded in managerial processes, although much of the research still examines AI within discrete HR functions rather than as a systemic strategic force (Sabol et al., 2025). This operational emphasis creates a theoretical gap, as studies often overlook how AI contributes to sustained competitive advantage, even though strategic resources form the foundation for long-term superiority (Al-Ayed, 2025). Likewise, the adaptive reconfiguration of HR infrastructures, central to the Dynamic Capabilities perspective, is underexplored in the context of AI-enabled systems (Yamin et al., 2024).

Another persistent limitation involves the insufficient integration of ethical governance into strategic HR

discourse. Algorithmic bias and transparency risks carry significant implications for organizational legitimacy, yet they are rarely analyzed as determinants of capability and leadership readiness (Rahul, 2025). Evidence shows that biased AI-driven recruitment technologies can erode fairness and trust, emphasizing the need to align ethical oversight with SHRM architecture (Bastida et al., 2025). These gaps are particularly pronounced in developing economies such as the Philippines, where rapid technological adoption and evolving regulation require context-sensitive analysis (Joshi et al., 2024). Addressing these shortcomings, the present study advances an integrated framework positioning AI as a strategic capability influencing decision-making, workforce planning, organizational learning, ethical governance, and competitive advantage. By synthesizing AI with SHRM, the Resource-Based View, and Dynamic Capabilities theory, this research responds to calls for more comprehensive and theoretically grounded scholarship (Aldino & Sujoko, 2025).

Conceptual Framework

The conceptual framework for this study integrates Strategic Human Resource Management (SHRM), the Resource-Based View (RBV), and Dynamic Capabilities (DC) theory to explain how artificial intelligence (AI) influences workforce strategy and organizational competitiveness. SHRM serves as the foundational domain, emphasizing the alignment of human capital practices with organizational objectives to enhance performance and sustain long-term advantage (Chowdhury et al., 2024). Within this perspective, AI is conceptualized as a strategic enabler that supports evidence-based decision-making, predictive workforce planning, talent optimization, and adaptive learning, thereby transforming HR from an administrative support function into a central driver of organizational capability (Rahul, 2025). AI-driven HR practices, including HR analytics, AI-enhanced recruitment and selection, workforce planning, talent management, and learning and development, function as mediating mechanisms that translate technological potential into strategic outcomes. HR analytics provides predictive insights into workforce trends and skill gaps (Sabol et al., 2025), AI-enabled recruitment systems enhance person-organization fit by analyzing competencies and career trajectories (Bastida et al., 2025), workforce planning integrates internal skill inventories with dynamic labor market data (Yamin et al., 2024), talent management ensures effective allocation of high-value human capital (Ekram Yawar & Qurban Hakimi, 2025), and learning systems support continuous, firm-specific skill development (Sharma et al., 2025).

The RBV provides the logic through which AI contributes to competitive advantage, asserting that sustainable value derives from resources that are valuable, rare, and difficult to imitate (Al-Ayed, 2025). In this study, AI is not treated as an isolated source of advantage; rather, its strategic value is realized when embedded within unique HR systems that cultivate firm-specific human capital (Joshi et al., 2024). Dynamic Capabilities theory complements this logic by highlighting the organization's ability to integrate, build, and reconfigure competencies in response to rapid environmental and technological change (Ruoxing et al., 2025). AI-enabled workforce planning and continuous reskilling exemplify dynamic capability formation, allowing organizations to maintain adaptability, responsiveness, and agility amid evolving labor and technological contexts (Chukwuka & Dibia, 2024).

Ethical governance and HR capability are identified as moderating factors that influence the strength and effectiveness of AI-driven HR practices. Ethical governance encompasses algorithmic fairness, transparency, data privacy, and accountability, ensuring that the deployment of AI aligns with organizational values and stakeholder expectations (Al-Ayed, 2025). HR capability represents the organization's ability to interpret analytics, govern intelligent systems, and translate technological insights into strategic workforce decisions (Ubeda-García et al., 2025). Together, these moderators determine whether AI-enabled HR practices successfully generate strategic outcomes such as improved decision-making, workforce adaptability, enhanced organizational learning, and sustained competitive advantage (Bastida et al., 2025).

The framework presents a logically sequenced model in which AI serves as the antecedent technological capability, HR practices operate as mediating mechanisms, and SHRM outcomes represent the dependent variables. Ethical governance and HR capability act as moderators that either strengthen or constrain the relationships between AI-driven practices and strategic outcomes (Rahul, 2025). By integrating SHRM, RBV, and Dynamic Capabilities theory, the framework provides a comprehensive, theoretically grounded explanation of how AI transforms human resource management from an operational support function into a strategic partner that drives long-term competitiveness (Chowdhury et al., 2024). This conceptualization aligns closely with the study's objectives of examining AI-enabled decision-making, workforce planning, learning, and competitive advantage, while accounting for ethical considerations and capability requirements within contemporary organizational contexts (Gupta et al., 2025).

Statement of the Problem

The expanding adoption of artificial intelligence (AI) within human resource management has repositioned HR from transactional operations toward strategic functions such as data-driven decision-making and workforce analytics, yet its broader influence on Strategic Human Resource Management remains insufficiently understood. Although AI tools increasingly support recruitment, skills forecasting, and talent processes, their capacity to align human capital with organizational objectives and generate sustainable competitive advantage depends on deliberate strategic integration, organizational preparedness, and robust governance structures. AI-enabled learning platforms further introduce questions regarding workforce adaptability and long-term agility, while ethical and regulatory risks, including algorithmic bias, data privacy concerns, and evolving competency demands for HR professionals, complicate implementation. These challenges are particularly salient in developing environments such as the Philippines, where digital transformation progresses alongside regulatory maturation and capability constraints, underscoring the need for deeper analysis of how AI-enabled HR practices shape strategic decision-making, workforce planning, learning systems, and competitive outcomes within SHRM.

Research Objectives

To examine how artificial intelligence (AI) influences Strategic Human Resource Management (SHRM) in terms of strategic decision-making, workforce planning, talent management, workforce learning, and sustainable competitive advantage within an ethical and organizational capability context.

1. To examine how AI-facilitated HR analytics influence strategic human resource decision-making within the SHRM framework.
2. To analyze the effects of AI on workforce planning and talent management, particularly in recruitment and internal mobility, in aligning human capital with organizational strategy.
3. To explore how AI-enabled HR practices shape workforce learning, continuous reskilling, and adaptability.
4. To determine the conditions under which AI-enabled SHRM contributes to sustainable competitive advantage.
5. To identify the ethical risks and governance challenges—such as algorithmic bias, data privacy, and evolving HR competency requirements—that may reduce the strategic value of AI in SHRM, particularly in the Philippine context.

Research Questions

1. How do AI-facilitated HR analytics influence strategic human resource decision-making within SHRM?
2. How does AI affect workforce planning and talent management, particularly in recruitment and internal mobility?
3. How does AI shape workforce learning, continuous reskilling, and employee adaptability?
4. Under what conditions does AI-enabled SHRM contribute to sustainable competitive advantage?
5. What ethical risks and governance challenges may reduce the strategic value of AI in SHRM, particularly in the Philippine context?

METHODS

Research Design

The study utilized a qualitative, conceptual research design grounded in a structured integrative literature review. This approach was appropriate because the research sought to synthesize theoretical, empirical, and policy-oriented studies to generate a holistic understanding of how artificial intelligence (AI) shapes Strategic Human Resource Management (SHRM). An integrative review enables the consolidation of diverse forms of evidence, including conceptual frameworks, empirical findings, and practice-based insights, facilitating theory development rather than hypothesis testing. This methodology is particularly well-suited for exploring emerging, interdisciplinary topics such as AI-enabled SHRM, where knowledge is fragmented and rapidly evolving.

Population and Sampling of Literature

The population of the study consisted of published academic and policy-related literature that examined artificial intelligence (AI) within the domains of human resource management, workforce planning, learning and development, and strategic management. This included sources that provided empirical evidence, theoretical

frameworks, or policy guidance relevant to understanding AI's impact on Strategic Human Resource Management (SHRM) and organizational capability development.

A purposive sampling strategy was employed to identify and select relevant sources that met the study's objectives. Inclusion criteria were:

1. Peer-reviewed journal articles, scholarly books, systematic reviews, and reputable industry or government reports that offered credible and verifiable insights.
2. Studies that explicitly addressed AI applications in HR, SHRM, workforce planning, learning and development, talent management, or the development of competitive advantage.
3. Publications primarily from the last 10–15 years, ensuring currency of technological and management practices, except for foundational theoretical works critical to understanding RBV, Dynamic Capabilities, or SHRM frameworks.

Exclusion criteria comprised non-scholarly blogs, opinion pieces lacking empirical or theoretical grounding, and sources not directly related to AI or SHRM. This structured selection process ensured that the literature reviewed was both relevant and rigorous, providing a comprehensive and credible basis for synthesizing theoretical, empirical, and policy-oriented knowledge on AI-enabled SHRM. Furthermore, the inclusion of policy reports and government publications allowed for consideration of regulatory, ethical, and contextual factors influencing AI adoption and strategic HR practices, particularly within emerging economies.

Research Instrument

The primary research instrument was a researcher-developed literature review matrix designed to systematically extract, organize, and analyze data from the selected sources. The matrix comprised the following fields: author(s), year of publication, study focus, AI application area, key findings, theoretical framework employed, and relevance to Strategic Human Resource Management (SHRM) outcomes. Each field was carefully defined to ensure consistency and clarity in capturing essential information across diverse sources, including empirical studies, conceptual papers, and policy reports.

This matrix functioned as a coding and analytical framework that facilitated systematic comparison and synthesis across studies, highlighting patterns, divergences, and emerging themes related to AI-enabled HR practices and strategic workforce management. The organization of the matrix was explicitly guided by the study's research questions and anchored in its theoretical foundations, namely SHRM, the Resource-Based View (RBV), and the Dynamic Capabilities (DC) framework. By linking extracted data to these theoretical lenses, the matrix enabled the identification of how AI applications influence strategic HR decision-making, workforce planning, talent management, learning and development, and the creation of sustainable competitive advantage.

Moreover, the matrix supported rigorous qualitative analysis by allowing the researcher to code and categorize findings according to thematic relevance, theoretical alignment, and organizational implications. This approach ensured that both operational and strategic dimensions of AI adoption in HR were captured, while also accommodating considerations of ethical governance, managerial capability, and organizational context. In doing so, the instrument provided a structured, transparent, and replicable method for integrating diverse literature into a coherent conceptual understanding of AI-enabled SHRM.

Data Collection

Data collection involved a structured and systematic literature search conducted using major academic and professional databases, including Scopus, Web of Science, and Google Scholar. To ensure comprehensive coverage, search keywords were developed using combinations of terms such as "Artificial Intelligence in HR," "Strategic Human Resource Management," "HR Analytics," "AI and Workforce Planning," "AI in Talent Management," "AI-enabled Learning and Development," and "AI and Competitive Advantage." Boolean operators and truncation were applied where appropriate to refine search results and capture relevant variations of key concepts.

The search was conducted over a defined review period, focusing primarily on publications from the last 10–15 years, while allowing for the inclusion of foundational theoretical works essential to SHRM, Resource-Based View, and Dynamic Capabilities frameworks. A stepwise screening process was employed to enhance the rigor and relevance of the selection. Initially, titles and abstracts were reviewed to assess whether the studies addressed AI applications in HR, workforce planning, learning and development, or strategic management. Studies that passed this preliminary screening underwent full-text review to confirm their alignment with the inclusion criteria and to ensure they provided empirical, conceptual, or policy-relevant insights.

Once validated, the selected sources were systematically extracted and entered into the researcher-developed literature review matrix. This approach enabled consistent coding, categorization, and thematic

organization of data, facilitating cross-study comparisons and synthesis. Throughout the process, attention was paid to the credibility of sources, methodological quality, and relevance to SHRM outcomes. By combining structured search strategies, rigorous screening, and systematic data extraction, the study ensured that the collected literature provided a reliable and comprehensive foundation for analyzing the strategic role of AI in human resource management.

Data Analysis

Data were analyzed using thematic analysis, a systematic approach applied specifically to the findings extracted from the reviewed literature. Initially, key concepts, results, and theoretical insights from each source were carefully coded according to recurring patterns related to AI applications, strategic human resource management functions, workforce planning, learning and development, talent management, and the creation of competitive advantage. The coding process ensured that both explicit findings and implicit conceptual contributions were captured, allowing for a comprehensive understanding of AI's role in HR.

Following initial coding, similar codes were clustered into broader conceptual categories based on shared meaning, function, or strategic implication. This step facilitated the organization of complex and diverse data into coherent groups that reflected consistent patterns across studies. Subsequently, these categories were synthesized into overarching themes that directly aligned with the study's research questions, enabling the identification of dominant trends, emerging insights, and gaps in the literature.

Through this iterative process of coding, categorization, and synthesis, three major themes emerged:

1. AI-enabled strategic HR decision-making
2. AI-driven workforce planning, talent management, and learning
3. AI-enabled SHRM and sustainable competitive advantage

These themes were then interpreted through the theoretical lenses of Strategic Human Resource Management, the Resource-Based View, and the Dynamic Capabilities framework. This approach provided a structured mechanism to explain how AI contributes to strategic HR outcomes by linking technological capabilities to organizational strategy, workforce agility, and the development of firm-specific human capital. The use of thematic analysis ensured both rigor and depth, allowing the study to generate nuanced insights into the interplay between AI technologies and SHRM practices, as well as their potential to drive sustainable competitive advantage.

Ethical Considerations

The study relied exclusively on secondary data obtained from publicly accessible academic, industry, and institutional sources, and therefore did not involve human participants or require formal ethical approval from an institutional review board. Ethical research practices were strictly maintained throughout the study. This included accurate and complete citation of all sources to give proper credit to original authors, careful representation of findings to avoid misinterpretation or distortion, and transparent presentation of synthesized interpretations. Additionally, steps were taken to uphold scholarly rigor and minimize potential biases. Selection bias was mitigated through the consistent application of clearly defined inclusion and exclusion criteria, while efforts were made to incorporate a wide range of perspectives from diverse disciplines, geographic contexts, and methodological approaches. By adhering to these ethical principles, the study ensured integrity, credibility, and reliability in the collection, analysis, and reporting of data.

RESULTS & DISCUSSION

The results of the integrative review are presented and discussed simultaneously to provide a coherent and analytically rich interpretation. Each thematic area aligns directly with the research questions and is interpreted through theoretical lenses, primarily Strategic Human Resource Management (SHRM), the Resource-Based View (RBV), and the Dynamic Capabilities View (DCV).

AI-Based Strategic HR Decision-Making (Research Question 1)

The literature shows that artificial intelligence substantially strengthens strategic HR decision-making by shifting HR practices from intuition-driven approaches toward predictive and prescriptive analytics (Aldino & Sujoko, 2025). AI-powered HR analytics integrates data across recruitment, performance, engagement, and learning systems, enabling more accurate forecasting of workforce risks and more targeted strategic interventions (Sharma et al., 2025). This shift elevates HR into a strategic partner role that actively supports organizational objectives rather than functioning primarily as an administrative unit (Rahul, 2025). However, the strategic value of AI is

contingent on data quality, governance, and human oversight, as algorithmic bias and poorly governed data can undermine decision reliability and legitimacy (Gupta et al., 2025).

Beyond decision-making, AI enhances workforce planning, talent management, and learning by enabling continuous scenario modeling, dynamic forecasting, and personalized development pathways. AI-driven workforce planning allows organizations to anticipate labor demand, simulate staffing scenarios, and reallocate talent in response to environmental change, thereby improving organizational agility (Wang & Dai, 2025). In learning and development, adaptive platforms support targeted reskilling and upskilling by aligning individual learning needs with strategic capability requirements (Bastida et al., 2025). From a dynamic capabilities perspective, these mechanisms strengthen the organization's capacity to sense, seize, and reconfigure human capital in response to technological and market disruption (Chukwuka & Dibie, 2024).

Ethical governance and organizational readiness emerge as critical moderators of AI's strategic impact. Effective AI-enabled SHRM requires safeguards for fairness, transparency, and data privacy to maintain employee trust and organizational legitimacy (Al-Ayed, 2025). Moreover, AI contributes to sustainable competitive advantage only when embedded within firm-specific HR systems and complemented by human expertise and managerial capability, consistent with the Resource-Based View (Joshi et al., 2024). When strategically integrated, AI functions not merely as a technological tool but as an enabler that amplifies human capital, strengthens strategic alignment, and supports long-term organizational resilience (Yamin et al., 2024).

Artificial Intelligence for Workforce Planning, Talent Management, and Learning (Research Questions 2 and 3)

The literature indicates that AI is transforming workforce planning and talent management by enabling continuous, data-driven, and strategically aligned approaches. AI-enabled recruitment, internal mobility, and workforce planning systems integrate internal skill inventories with external labor market intelligence, allowing organizations to anticipate skill demands and reconfigure talent in real time (Chowdhury et al., 2024). These capabilities reflect the dynamic capabilities perspective, in which firms continuously sense, seize, and reconfigure human capital to address technological disruption and changing business conditions (Ruoxing et al., 2025). AI-driven learning platforms further support this shift by offering personalized training pathways, skills diagnostics, and ongoing reskilling that enhance workforce agility and future employability (Bastida et al., 2025).

At the strategic level, AI strengthens succession planning, leadership development, and scenario-based workforce planning. By analyzing performance, engagement, and learning data, AI systems support more objective identification of high-potential employees and more reliable leadership pipeline development (Ekram Yawar & Qurban Hakimi, 2025). Predictive "what-if" simulations allow organizations to assess the effects of turnover, skill gaps, or labor market disruptions, improving alignment between workforce capabilities and strategic objectives (Al-Ayed, 2025). These applications reinforce SHRM principles by linking human capital investments directly to organizational strategy and long-term performance (Rahul, 2025).

However, the strategic impact of AI is moderated by equity, inclusion, and ethical governance considerations. Unequal access to AI-enabled learning systems may intensify skill polarization, while algorithmic bias and opacity can undermine trust and legitimacy if not properly governed (Gupta et al., 2025). SHRM research emphasizes that transparency, fairness, and human oversight are essential to ensure that AI-driven workforce planning supports inclusive capability development and sustainable outcomes (Aldino & Sujoko, 2025). When integrated with ethical governance and firm-specific HR systems, AI enhances workforce adaptability and contributes to competitive advantage by amplifying human capital resources that are difficult to replicate (Joshi et al., 2024).

AI-Enabled SHRM and Sustainable Competitive Advantage (Research Question 4)

The review indicates that AI alone does not constitute a source of sustainable competitive advantage (Al-Ayed, 2025). Competitive advantage emerges when AI-enabled HR practices are embedded within cohesive SHRM systems that cultivate firm-specific and inimitable human capital (Rahul, 2025). Consistent with RBV theory, the strategic value of AI is realized only when aligned with organizational culture, managerial capability, and strategic priorities. AI also supports the development of unique internal resources through tailored talent development, personalized learning pathways, and targeted capability-building initiatives that enhance the value, rarity, and inimitability of human capital (Bastida et al., 2025). Complementing this perspective, dynamic capabilities theory explains that AI strengthens organizational adaptability by enabling firms to sense emerging skill requirements, seize opportunities through effective talent deployment, and continuously reconfigure HR processes to maintain competitiveness (Ruoxing et al., 2025).

AI further enhances SHRM by facilitating evidence-based decision-making and strengthening the strategic partnership between HR and organizational leadership (Chowdhury et al., 2024). Predictive analytics allow firms to anticipate workforce risks such as turnover and skills shortages, while AI-driven insights support dynamic workforce planning, internal talent mobility, and continuous capability development (Ekram Yawar & Qurban Hakimi, 2025). These mechanisms promote human-AI complementarity, ensuring that technology augments managerial judgment rather than replacing it. As a result, organizations can cultivate agile, strategically aligned workforces that are difficult for competitors to replicate, thereby reinforcing sustained competitive advantage in accordance with RBV principles (Joshi et al., 2024).

However, ethical governance remains a critical moderating factor in realizing AI's strategic potential. Risks including algorithmic bias, data privacy vulnerabilities, unequal system access, and technological opacity may erode employee trust and organizational legitimacy if left unaddressed (Gupta et al., 2025). Recent scholarship reframes ethical oversight as a strategic imperative rather than a compliance obligation, emphasizing that transparency, fairness, and accountability strengthen engagement, support responsible innovation, and enhance long-term performance (Sharma et al., 2025). This insight is particularly relevant in evolving regulatory environments such as the Philippines, where ethical leadership plays a central role in technology adoption. Overall, the literature underscores that AI functions as a strategic enabler whose value depends on integration, organizational capability, and ethical stewardship rather than on the technology itself (Al-Ayed, 2025).

Conclusions

This study examined how artificial intelligence (AI) transforms strategic human resource management (SHRM) across strategic decision-making, workforce planning and learning, and sustainable competitive advantage, with emphasis on ethical considerations. The literature indicates that AI-supported HR analytics enhances decision-making by generating predictive and prescriptive insights that align human capital management with organizational strategy (Aldino & Sujoko, 2025). This shift enables HR to evolve from reactive administrative functions toward a strategic partnership capable of anticipating workforce trends and identifying skill gaps (Chowdhury et al., 2024). However, the strategic benefits of AI depend on critical mediating factors such as algorithmic bias, data quality, and governance. Without ethical oversight, AI-driven processes may replicate historical inequalities and weaken organizational outcomes (Gupta et al., 2025).

AI also reshapes workforce planning, talent management, and organizational learning by supporting continuous and strategically oriented approaches (Bastida et al., 2025). Technologies such as AI-powered recruitment systems, internal mobility platforms, and personalized learning tools improve talent allocation, enable real-time forecasting, and strengthen workforce agility (Chukwuka & Dible, 2024). These capabilities align with the dynamic capabilities framework, which emphasizes sensing opportunities, seizing them through effective deployment, and reconfiguring resources to sustain competitiveness (Ruoxing et al., 2025). Yet the literature cautions that these advantages are not automatic. Poorly designed interventions may intensify skill polarization and reinforce workplace inequities, highlighting the need for inclusive SHRM structures and intentional organizational design (Úbeda-García et al., 2025).

AI contributes to sustainable competitive advantage only when embedded within coherent SHRM systems that develop firm-specific human capital and organizational capability (Al-Ayed, 2025). Consistent with the Resource-Based View, technology alone cannot produce enduring advantage. Strategic value emerges through integration with leadership capacity, organizational culture, HR practices, and ethical governance (Rahul, 2025). Ethical implementation, transparency, and regulatory alignment are particularly significant in evolving contexts such as the Philippines, where labor and data protection frameworks influence technology adoption (Sabol et al., 2025). Overall, AI functions as a strategic enabler whose effectiveness depends on human-AI complementarity, organizational readiness, and responsible stewardship (Yamin et al., 2024).

Recommendations

For Organizations

Institutionalize AI-Supported Strategic HR Decision-Making: Organizations may consider formally integrating AI-enabled HR analytics into strategic planning cycles through cross-functional HR-business analytics committees. These committees may interpret AI outputs, validate assumptions, and ensure that analytics do not function in isolation as dashboards, but instead actively inform decisions on workforce and talent management. By doing so, HR can be positioned as a strategic partner rather than a reactive administrative function.

Adopt an "Augment-First" AI Strategy in HR: HR leaders may architect AI applications to augment

human judgment rather than replace it. Managers may be required to review, interpret, and justify AI-driven recommendations in decisions with high stakes, such as recruitment, promotion, or termination. This approach supports human-AI complementarity, reduces overreliance on automated outputs, and encourages responsible, evidence-informed decision-making.

Integrate AI into Workforce Planning and Learning Systems: Companies may link AI-enabled workforce planning tools with learning and development platforms so that identified skill gaps translate directly into targeted reskilling and upskilling initiatives. Such integration may be incorporated into SHRM strategy and reviewed regularly to ensure alignment with organizational goals and evolving workforce demands.

Implement Ethical Governance and Algorithmic Accountability: Organizations may conduct regular algorithmic audits to detect potential biases, ensure data quality, and verify the explainability of AI outputs. Adherence to national data privacy and protection statutes, such as those issued by the National Privacy Commission in the Philippines, may also be emphasized. Senior HR leaders may be held accountable for ethical risks, positioning governance as a strategic imperative rather than a purely tactical function.

Develop HR Talent in Analytics, Ethics, and Strategic Consulting: Organizations may invest in structured capability development programs for HR professionals, focusing on HR analytics interpretation, ethical AI application, and strategic advisory skills. This investment may help HR practitioners realize the potential of AI-enabled SHRM practices and strengthen the organization's human capital capabilities.

For Researchers

1. Researchers may conduct longitudinal and empirical studies to examine how AI-enabled SHRM practices impact organizational performance and competitive advantage over time.
2. Future studies may explore the role of ethical governance mechanisms in influencing employee trust, acceptance, and outcomes related to AI-driven HR systems.
3. Scholars may develop and test integrated AI-enabled workforce planning and reskilling models tailored to the contexts of emerging economies, to assess effectiveness, inclusivity, and organizational impact.

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