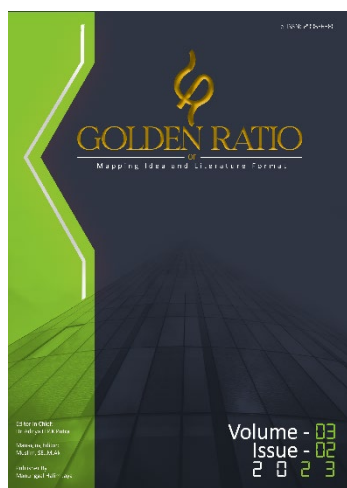




Received: January 11, 2023

Revised: March 18, 2023

Accepted: June 30, 2023

*Corresponding author: Ris Akril Nurimansjah, Department of Management, Faculty of Economic and Business, Universitas Andi Djemma Palopo, South Sulawesi, Indonesia.

E-mail: risakril94@gmail.com

MAPPING IDEA & LITERATURE FORMAT

Dynamics of Human Resource Management: Integrating Technology, Sustainability, and Adaptability in the Modern Organizational Landscape

Ris Akril Nurimansjah*

¹ Department of Management, Faculty of Economic and Business, Universitas Andi Djemma Palopo, South Sulawesi, Indonesia. Email: risakril94@gmail.com

Abstract: This research explores the dynamics of Human Resource Management (HRM) in facing the challenges of the contemporary era characterized by technological integration, environmental sustainability, and organizational adaptability. Through a review of scholarly articles, this research explores the relationship between innovative HRM practices and their impact on organizational performance, employees, and response to change. Technology integration in HRM is a focus of attention. The integration of Artificial Intelligence (AI) and Advanced Analytics is changing the paradigm of HRM processes by improving efficiency, decision-making, and employee experience. The review showed that technology enables personalization of HRM and has a positive impact on organizational performance. The importance of environmental sustainability is also reflected in the practice of Green Human Resource Management (GHRM). The integration of environmentally sound transformational leadership components, environmentally sound social capital, and environmentally sound values in GHRM has a positive correlation with pro-environmental behavior in the workplace. These findings encourage a sustainable organizational culture and support employee performance. The era of the Fourth Industrial Revolution (Industry 4.0) presents new challenges for HRM. The integration of advanced technologies shapes organizational dynamics and employee behavior. This research highlights the importance of adaptability in HRM to deal with rapid contextual changes. Supply chain resilience is becoming an important aspect of HRM, especially in the face of unexpected disruptions. HRM practices that encourage employee participation in supply chain resilience development have a positive impact on organizational resilience and operational performance. The COVID-19 pandemic crisis demands adaptive and innovative HRM practices. This research shows that adaptable HRM practices contribute to organizational readiness in the face of challenges and sudden changes. The results of this review provide a foundation for further research in understanding the relationship between HRM practices and organizational and employee performance. In-depth quantitative research is expected to test the hypotheses formulated and provide guidance for effective HRM strategies in the face of modern organizational dynamics.

Keywords: Human Resource Management, Technology Integration, Artificial Intelligence, Sustainability Green Human Resource Management, Industry 4.0, Organizational Adaptability, Crisis Management, COVID-19 Pandemic, Organizational Performance, Employee Engagement.

JEL Classification Code: M12, O33, Q56, O14, M54, J24, J63, O32, J28, O38, J22, O19

1. INTRODUCTION

The field of Human Resource Management (HRM) is a dynamic and evolving discipline that plays a pivotal role in shaping organizational success, employee engagement, and overall business performance. As organizations navigate the complexities of the modern business landscape, they increasingly recognize the significance of effectively managing their human capital to achieve sustainable growth, competitive advantage, and adaptability to changing environments. This introductory narrative delves into a comprehensive analysis of selected research articles, each offering



unique insights into various facets of HRM and its interconnectedness with contemporary challenges, innovative strategies, and organizational outcomes.

In recent years, technological advancements, globalization, and shifting societal norms have brought about unprecedented changes in the way businesses operate. As a result, HRM practices have undergone transformative shifts to align with the evolving needs of both employees and organizations. The emergence of Artificial Intelligence (AI) and Machine Learning (ML) has ushered in a new era of possibilities in HRM, enabling organizations to streamline processes, enhance decision-making, and personalize employee experiences. The study by Votto et al. (2021) explores the integration of AI in Tactical Human Resource Information Systems (T-HRIS), shedding light on the potential shortcomings and avenues for development. By systematically reviewing the literature, the authors uncover the most represented tactical HRIS components and gaps in research, guiding future directions for the field. The research emphasizes the significance of identifying HRIS components and offers a foundation for research agendas that drive HRM innovation.

The imperative for sustainability has prompted organizations to embrace Green Human Resource Management (GHRM) practices that foster environmentally responsible behavior among employees. Nagy et al. (2023) investigate the relationship between GHRM practices, organizational culture, and pro-environmental behavior. This study not only identifies the pivotal role of practices such as green transformational leadership, but also underscores the interconnectedness of green social capital, values, and organizational culture in driving workplace pro-environmental behavior. By bridging theories like the Ability Motivation Opportunity (AMO) theory and Value-Belief-Norm (VBN) theory, the research informs organizations about the strategic integration of GHRM practices for environmental sustainability.

The intersection of HRM, data analytics, and AI has paved the way for Personalized HRM, an approach that tailors practices to individual employee needs and preferences. Huang et al. (2023) delve into the potential of HR analytics and AI to facilitate personalized HRM, which enhances organizational and individual performance. The study acknowledges the competitive advantage offered by personalized HRM and emphasizes the correlation between intuitive and empathetic intelligence in employees and the adoption of AI-driven HRM tasks. The authors provide a framework that integrates AI, advanced analytics, and HR practices, highlighting the symbiotic relationship between technology and HRM in fostering employee well-being and organizational success.

In the wake of the Fourth Industrial Revolution, marked by technological disruption and digital transformation, the HRM landscape has witnessed profound changes. Ammirato et al. (2023) conduct a systematic review to elucidate the relationship between Industry 4.0 and HRM literature. Their findings reveal three dominant research perspectives: technology, human-centric, and organizational. These perspectives underscore the significance of understanding how Industry 4.0 technologies support HRM, impact employees, and transform organizational processes. By adopting the lens of Innovation Theory, the study provides a roadmap for researchers and practitioners to navigate the complexities of HRM in the context of Industry 4.0, ultimately contributing to enhanced organizational adaptability and success.

Furthermore, the interplay between HRM practices and supply chain resilience underscores the dynamic nature of HRM's impact on organizational outcomes. Gu et al. (2023) delve into the influence of high-involvement HRM practices on supply chain resilience and operational performance. This research highlights the pivotal role of employee participation in enhancing supplier, customer, and internal resilience, underlining the cascading effects on operational performance. The findings suggest that HRM practices not only shape internal organizational dynamics but also have far-reaching implications for supply chain responsiveness and overall performance.

In the context of the ongoing COVID-19 pandemic, organizations have faced unprecedented challenges that necessitate innovative HRM strategies. Azizi et al. (2021) undertake a systematic narrative review to illuminate the challenges and strategies employed by organizations to manage their human resources during the crisis. This study recognizes the significance of adaptable and innovative HRM strategies to address the adverse consequences of the pandemic. By uncovering the strategies adopted by organizations, the research contributes to a deeper understanding of how HRM practices

can effectively mitigate the challenges posed by the pandemic, ensuring employee well-being and organizational resilience.

The articles discussed in this narrative offer a panoramic view of the multifaceted dimensions of HRM, ranging from the integration of AI and advanced analytics to the implementation of GHRM practices and the implications of HRM in the context of Industry 4.0 and crisis management. Each study reflects the evolving landscape of HRM, emphasizing the importance of strategic alignment with organizational objectives, employee well-being, and the broader societal and environmental context. As organizations continue to navigate a dynamic and interconnected world, these research insights provide valuable guidance for HR professionals and organizational leaders seeking to leverage HRM practices for sustained success and resilience.

2. Literature Review Procedure

The provided table contains summaries of several research papers related to knowledge management, innovation, and their interplay within organizational contexts. we provide an interpretation of each entry and describe in Table 1. The landscape of Human Resource Management (HRM) is undergoing profound transformations in response to the intricate interplay between technological advancements, shifting organizational paradigms, and evolving societal norms. This section delves into a comprehensive literature review, highlighting key themes and theoretical frameworks that illuminate the dynamic nature of HRM practices and their implications for organizational success, employee engagement, and broader societal well-being.

1. Technological Integration and Innovation in HRM

The integration of technology, particularly Artificial Intelligence (AI) and Machine Learning (ML), has revolutionized HRM practices, enabling organizations to optimize processes, enhance decision-making, and personalize employee experiences. Votto et al. (2021) underscores the potential of AI-driven HR practices, especially in the tactical realm of Human Resource Information Systems (HRIS). Their systematic literature review reveals a growing emphasis on AI and its application in HRM processes, emphasizing the need to identify tactical HRIS components that align with organizational objectives. This aligns with the Entrepreneurship Theory, underscoring the role of innovation in shaping HRM strategies to address contemporary challenges. Building on the theme of technological innovation, Huang et al. (2023) emphasize the emergence of Personalized HRM, a transformative approach that leverages HR analytics and AI to tailor practices to individual employee needs. The study accentuates the significance of integrating AI and advanced analytics in HRM, aligning with the Job Replacement Theory. By bridging intuitive and empathetic intelligence with AI-driven tasks, organizations can harness technology to enhance employee well-being, engagement, and overall organizational performance.

2. Green Human Resource Management and Sustainability

In the context of increasing environmental concerns, Green Human Resource Management (GHRM) practices have garnered significant attention. Nagy et al. (2023) delve into the nexus between GHRM practices, organizational culture, and pro-environmental behavior. Their study highlights the strategic integration of green transformational leadership, green social capital, and green values in fostering workplace pro-environmental behavior. These findings resonate with the Ability Motivation Opportunity (AMO) theory and the Value-Belief-Norm (VBN) theory, illustrating the interconnectedness between HRM practices, employee behavior, and broader societal goals.

3. Organizational Adaptability and Industry 4.0

The advent of the Fourth Industrial Revolution, characterized by rapid technological advancements, has ushered in a paradigm shift in organizational dynamics. Ammirato et al. (2023) conduct a systematic review that identifies three dominant research perspectives in the context of HRM and Industry 4.0: technology, human-centric, and organizational. This triad of perspectives underscores the multifaceted nature of HRM's role in navigating the complexities of technological disruptions, resonating with the principles of Innovation Theory. The study's findings offer

researchers and practitioners a holistic framework to comprehend the symbiotic relationship between Industry 4.0 technologies and HRM practices.

4. Resilience and Crisis Management

As organizations grapple with unexpected disruptions, the resilience of both employees and supply chains has emerged as a critical consideration in HRM. Gu et al. (2023) delve into the impact of high-involvement HRM practices on supply chain resilience and operational performance. The findings underscore the pivotal role of employee participation in bolstering supplier, customer, and internal resilience, reflecting the cascading effects on overall operational performance. This study aligns with the principles of Human Resources in Theory, emphasizing the significance of HRM practices in shaping not only organizational dynamics but also supply chain responsiveness.

5. Crisis Response and Adaptation in HRM

The ongoing COVID-19 pandemic has necessitated unprecedented crisis management strategies, underscoring the importance of innovative HRM practices. Azizi et al. (2021) shed light on the strategies organizations employ to navigate the challenges posed by the pandemic, aligning with the principles of crisis management and innovation. The study emphasizes the adaptive nature of HRM, highlighting the need for novel approaches to address the adverse consequences of the pandemic on employee well-being, engagement, and organizational resilience.

In conclusion, the literature review underscores the transformative nature of HRM practices in response to technological integration, sustainability imperatives, industry disruptions, and crisis management. The evolving role of technology, exemplified by AI and advanced analytics, shapes the trajectory of HRM, enabling personalization, efficiency, and innovation. The integration of GHRM practices reflects a growing commitment to environmental sustainability and aligns with broader societal goals. Moreover, the Fourth Industrial Revolution introduces a new frontier for HRM, requiring adaptability, innovation, and organizational agility. In times of crisis, HRM emerges as a linchpin for organizational resilience, demonstrating the dynamic nature of its practices.

The reviewed articles collectively highlight the intricate interplay between HRM practices, theoretical frameworks, and organizational outcomes. As organizations navigate a complex and ever-evolving landscape, these insights provide valuable guidance for practitioners and scholars alike, offering a roadmap for leveraging HRM practices to navigate challenges, seize opportunities, and foster sustainable growth.

3. Conclusion and Proposition

Based on the discussion of various articles in the field of Human Resource Management (HRM), the proposed quantitative research hypotheses are:

- Hypothesis 1: The integration of AI-based technologies and advanced analytics in Human Resource Management (HRM) practices will have a positive impact on HRM process efficiency and employee experience.
- Hypothesis 2: Green Human Resource Management (GHRM) practices that integrate components of environmentally sound transformational leadership, environmentally sound social capital, and environmentally sound values will positively contribute to pro-environmental behavior in the workplace.
- Hypothesis 3: GHRM integration will have a positive impact on organizational culture that supports environmentally sound behavior, which in turn will have a positive impact on organizational performance and employee performance.
- Hypothesis 4: In the era of the Fourth Industrial Revolution (Industry 4.0), the use of advanced technology in HRM will significantly influence organizational dynamics and employee behavior.
- Hypothesis 5: HRM practices that encourage employee participation in the development of supply chain resilience will have a positive impact on supply chain resilience and organizational operational performance.

- Hypothesis 6: In the face of crisis, innovative and adaptive HRM practices will positively contribute to the organization's readiness to deal with unexpected changes and problems.
- Hypothesis 7: The use of AI and analytics technologies in Personalized HRM practices will be positively associated with individual employee performance and overall organizational performance.
- Hypothesis 8: HRM practices that support organizational adaptability and readiness for change will have a positive impact on organizational performance.
- Hypothesis 9: Implementation of HRM strategies that support environmental management and alignment of environmentally sound values will have a positive relationship with organizational performance and environmental performance.
- Hypothesis 10: In the face of crisis situations such as the COVID-19 pandemic, innovative and adaptive HRM practices will have a positive impact on organizational readiness to face challenges and sudden changes.

Table 1: Mapping Literature

Title / Authors	Purposes	Indicators and Variables	Theory	Results
Artificial Intelligence in Tactical Human Resource Management: A Systematic Literature Review Alexis (Votto et al., 2021)	This research aims to explore these considerations to provide insight to the academic community and professional sector regarding where the potential shortcomings of AI are and where the potential for development is. The purpose of this research is to explore the application of AI in the disciplines of HRM and T-HRIS. Therefore, we conducted a systematic literature review (SLR) to provide a basis for understanding the status of the T-HRIS component in the literature and how it is represented. This SLR had the objective of identifying and understanding the most represented tactical HRIS components in the literature. In this manuscript, we attempt to fill this understanding by answering the following research questions: RQ1) What tactical HRIS components are present in the published literature? RQ2) How are tactical HRIS components represented in the literature?	Artificial Intelligence Human Resource Information Systems Machine Learning Decision Science Human Resource Management Systems	Entrepreneurship Theory	By utilizing a systematic literature review methodology, this paper identifies which tactical HRIS (T-HRIS) components are featured in literature and how each T-HRIS component is represented. This paper gives insight to which component of tactical HRM/HRIS receives attention and identifies gaps in research to give direction to future research agendas

Title / Authors	Purposes	Indicators and Variables	Theory	Results
Modeling the Workplace Pro-Environmental Behavior through Green Human Resource Management and Organizational Culture: Evidence from an Emerging Economy (Nagy et al., 2023)	This study aims to fill the knowledge gap in the existing literature by answering the following questions: (1) How do GHRM practices predict pro-environmental behavior? (2) Is green organizational culture a mediator between GHRM practices and pro-environmental behavior? (3) Do green social capital and green values moderate the relationship between green organizational culture and pro-environmental behavior? To answer these questions, this study investigates the relationship between GHRM practices and green organizational culture, as well as the relationship between green organizational culture, green social capital, green values, and pro-environmental behavior in workplaces in Pakistan. This study also examines the interactive effect of green organizational culture on pro-environmental behavior, as well as the moderating role of green social capital and green values in the	1. Green Recruitment 2. Green Training & Involvement 3. Green Performance Management & Compensation 4. Green Transformational Leadership 5. Green Organizational Culture 6. Green Social Capital, Green Values 7. Workplace Pro-Environmental Behavior	1. Ability motivation opportunity (AMO) theory 2. The value-belief-norm theory 3. The value-belief-norm (VBN) theory	The findings reveal that green transformational leadership ($\beta = 0.267$, $p < 0.01$), green performance management and compensation ($\beta = 0.412$, $p < 0.01$), green training and involvement ($\beta = 0.226$, $p < 0.01$) have a significant positive connection with green organizational culture. Moreover, green social capital ($\beta = 0.206$, $p < 0.01$), green values ($\beta = 0.460$, $p < 0.01$), and green organizational culture ($\beta = 0.143$, $p < 0.05$) have a significant influence on workplace pro-environmental behavior. The study did not discover any moderating influence of green values and GS on the relationship between green organizational culture and pro-environmental behavior. Nevertheless, it did identify a mediating effect of green organizational culture in the connections between green. Journal Pre-proof recruitment, green training & involvement, green performance management & compensation, green transformational leadership, and pro-environmental behavior. The original contribution of this study includes offering in-depth insights into the relationship between GHRM practices and pro-environmental behavior through an integrated framework combining the GHRM framework, ability motivation opportunity (AMO) theory, and norm activation model to the extant literature. With its empirical investigation,

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	relationship between green organizational culture and pro-environmental behavior. This study seeks to integrate the concept of green social capital into the value-belief-norm theory and make a new contribution to the GHRM literature. The research method used is partial least squares structural equation modeling (PLS-SEM) and necessary condition analysis. This research aims to better understand the GHRM activities that should or could be adopted by organizations to encourage pro-environmental behavior.			this constitutes a pioneering study in the field of GHRM that offers numerous practical implications with the robust result obtained using sufficiency logic tests applying necessary condition analysis. Organizations should recruit employees with green values and give them training, and performance and compensation benefits to ensure green transformational leadership and enhance pro- environmental behavior in the organization.
Personalized human resource management via HR analytics and artificial intelligence: Theory and implications (Huang et al., 2023)	This research also discusses how HR analytics and AI can facilitate the implementation of personalized HRM and result in a positive impact on individual and organizational performance. In addition, this research provides suggestions to HR professionals on how to use HR analytics and AI to deliver personalized HRM that adds value to the organization on top of the positive impact	1. Personalized HRM 2. Strategic HRM 3. HR differentiation 4. HR analytics 5. Artificial intelligence	Job replacement theory	We argue that personalized HRM constitutes a unique source of sustained firm competitive advantage and offers additional beneficial performance effects on top of other HPWPs. Drawing on the theories of individual differences and person-organization fit, we explain why personalized HRM outperforms traditional standardized HRM in terms of productivity, favorable HR climate, flexibility, return on investment of HRM, and firm financial performance. We also suggest that business strategy is a moderator of the relationship between

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	of other high-performance work practices.			HRM and firm performance. Building on the AI job replacement theory, we further propose that the mechanical and analytical intelligence (intuitive and empathetic intelligence) required for personalized HRM tasks is positively (negatively) related to the adoption of AI. Lastly, we elaborate on the implications and explain how advanced HR analytics and AI can facilitate the transition toward personalized HRM.
Still our most important asset: A systematic review on human resource management in the midst of the fourth industrial revolution (Ammirato et al., 2023)	The purpose of this study is to examine the development and structure of literature in the field of human resource management (HRM) related to the industry 4.0 paradigm. Industry 4.0 refers to the ongoing technological and organizational transformation that includes the application of new technologies such as artificial intelligence (AI), internet of things (IoT), and other technologies in the business environment. This research aims to answer some fundamental questions: 1. How is the development of HRM literature related to Industry 4.0? 2. What key topics have been addressed by previous research?	1. Industry 4.0 2. Human capital 3. Systematic literature review 4. MySLR 5. Human Resource Management	Innovation Theory	Our study provides a synthesis of the research in this domain, as well as a research framework based on three pillars related to the technological, human-centric, and organizational perspectives. The results provide researchers and managers with a clear and updated overview of research in the field of human resource management in the context of Industry 4.0, as well as future research directions.

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	3. What are the promising HRM research directions in the future? This research seeks answers to these questions by conducting a systematic analysis of the existing academic literature. Data was retrieved from Scopus, Web of Science, and PubMed databases to collect and analyze relevant scholarly articles. The results of this analysis identified three main topics that dominate this area of research: 1. Industry 4.0 Technology Perspective: Includes studies on how Industry 4.0 technologies support HRM. 2. Human Centric Perspective: Includes studies on the impact of Industry 4.0 on HRM and how technology should be designed and applied for the benefit of society and to improve human well-being. 3. Organizational Perspective: Involves the study of the organizational benefits of Industry 4.0 technology adoption in HR processes.			

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	The ultimate goal of this research is to provide a synthetic and systematic overview of key topics in HRM literature related to Industry 4.0, as well as provide directions for future research. The research also identifies unanswered questions and gaps in literature that can serve as material for further development in this field. Thus, this study aims to contribute to a better understanding of HRM in the context of Industry 4.0 and provide guidance for future researchers.			
The effect of high-involvement human resource management practices on supply chain resilience and operational performance (Gu et al., 2023)	The purpose of this study is to investigate how high-involvement HRM practices affect SC resilience and operational performance in the context of Chinese manufacturing firms. This research faces the challenge of an increasingly complex and dynamic business environment, especially in dealing with disruptions in the supply chain. This study has two main research questions:	1. Supply chain resilience 2. Human resource management 3. Ability-motivation-opportunity view	1. Human resources in theory	The results indicated that employee participation played the most powerful role in improving supplier, customer, and internal resilience. Moreover, employee skills only facilitate internal and customer resilience but have no significant impact on supplier resilience. By contrast, employee incentives do not influence the dimension of SC resilience. It was also found that both internal and customer resilience have positive effects on operational performance, while supplier resilience has no significant effect. The findings contribute to literature and practice

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	How do different types of high-involvement HRM practice bundles affect different dimensions of supply chain resilience? How do different dimensions of supply chain resilience affect operational performance?			
The role of green innovation on environmental and organizational performance: Moderation of human resource practices and management commitment (Ahmed et al., 2023)	This research aims to explore how organizations can adopt green innovation to support their growth. These sustainable innovations have a positive impact on the environment, such as preventing pollution, recycling waste, and saving non-degradable energy. Thus, sustainable innovation has the potential to support organizational growth while considering the positive impact on the environment. This research also observed the importance of cooperation within organizations to implement sustainable innovation. Sustainable innovation requires internal and external cooperation, such as management commitment and partnerships with	1. Organizational performance 2. Environmental performance 3. Product innovation 4. Process innovation 5. Green innovation 6. Human resource practices 7. Management commitment	Signaling theory	The research findings reveal a positive & significant effect of product & process innovation on green innovation. Further, green innovation significantly impacts environmental and organizational performance. A two-way interaction (moderation) of human resource practices & green innovation does not have a cogent moderating effect on organizational & environmental performance. However, management commitment has a significant moderation between green innovation & organizational performance. A three-way interaction (moderated moderation) model finds a substantial effect on organizational attainment but an insignificant impact on environmental performance. The research outcomes significantly contribute and suggest that practitioners and policymakers must institutionalize green innovation practices in their organizations to enhance their organizational and environmental performance. HR practitioners play a vibrant role in creating green norms and organizational culture. The study findings

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	suppliers. Organizations tend to accept sustainable innovation practices when they receive encouragement from within the organization and from the external environment, such as regulations and demand pressure from customers.			also suggest that management commitment to green innovation advocates organization-level transformations toward adopting green practices.
Design and Implementation of Human Resource Management Design and Implementation of Human Resource Management System Based on B/S Mode (Chen & Cui, 2022)	The purpose of this study is to analyze the role and importance of Human Resource Management (HRM) in a corporate context, as well as to explain why a transformation from the traditional model of HRM to a more modern one is necessary to meet the demands of today's economic and technological developments.	1. Human resource management. 2. system design. 3. B/S Mode. 4. Mysql database. 5. management mode. 6. data analysis		The results show that the system meets the needs of enterprises, the system interface is beautiful and easy to use, the operation is fast and convenient, and the functions are complete and powerful, which is very conducive to function realization, etc. The results show that the system meets the needs of enterprises, the system nterface is beautiful and improving the human resource management level of enterprises, and the economic benefit is relatively high. Hope to help small easy to use, the operation is fast and co venient, and the functions are complete and powerful, which is very conducive to and medium-sized enterprises solve some problems in human resource management.
Green and non-green outcomes of green human resource management (GHRM) in the tourism context (Tandon et al., 2023)	The purpose of this study is to investigate the influence of green Human Resource Management (HRM) on employee behavior in the context of the tourism industry, especially in hotels.	1. Green HRM 2. Narcissism Time-lagged study 3. Personality 4. Employee 5. Performance 6. Satisfaction	1. Social identity theory 2. Trait activation Theory 3. Person-environment fit theory 4. spillover theory	Analysis revealed significant associations between GHRM and all employee outcomes. Narcissism was shown to have a significant moderating effect on GHRM's associations with both green and non-green (task performance) be- haviors. Our results imply important understandings for the

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	This study aims to identify how green HRM affects employee behavior related to sustainable and environmental practices (green behavior), both task-related and voluntary, as well as its effect on task performance and job satisfaction of employees.			advancement of theoretical knowledge and practical implementation of GHRM.
Impacts of human resource management and knowledge management on non-financial organizational performance: Evidence of Thai infrastructure construction firm (Kokkaew et al., 2022)	The purpose of this study is to investigate the relationship between Human Resource Management (HRM), Knowledge Management (KM), and organizational performance (OP) practices of construction firms in the infrastructure industry, especially those operating in public-private partnerships (PPPs). This research is interested in understanding how HRM and KM practices can influence the performance of construction firms in the infrastructure context.	1. Construction firms 2. Human resource management 3. Knowledge management 4. Structural equation modeling		Construction firms Human resource management Knowledge management Structural equation modeling
High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the	The purpose of this study is to investigate the factors that influence employee readiness in the face of organizational change and the impact of such readiness on employee performance. This study focuses on Human Resource	1. Human resource management 2. Organizational change Readiness for change 3. Affective commitment 4. Employee performance 5. Hierarchy culture	Social exchange theory	Results also show a positive relationship between affective commitment and readiness for change. We have also found that readiness for change is positively related to employees' individual performance. Finally, our findings show that hierarchy culture positively moderates the relation of high-performance human

Title / Authors	Purposes	Indicators and Variables	Theory	Results
moderating role of hierarchy culture (Alqudah et al., 2022)	Management (HRM) practices and employees' affective commitment as factors that may influence employees' readiness to deal with organizational change. In addition, this study also considers the influence of hierarchical-type organizational culture as a factor that moderates the relationship between HRM practices and affective commitment. This research arises from the recognition that organizational change is a core activity to maintain organizational efficiency and improve their ability to respond and adapt to a competitive environment and market that requires change. The authors wanted to understand how affective commitment and HRM practices relate to employee readiness for change. In addition, the authors wanted to understand whether employees' readiness for change has a relationship with their performance.			resource management practices with affective commitment.

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	This research also identifies that there are still under-researched areas related to the antecedents and consequences of employee readiness for change. In research on organizational change, the focus is often on the macro organizational level of the system. However, further research is needed in understanding the role of individuals in implementing change, especially in terms of employee readiness. The main objective of this study is to answer the research questions posed. These questions focus on how HRM practices and affective commitment affect employees' readiness for change, whether employees' readiness is related to their performance, and how hierarchical-type organizational culture affects the relationship between HRM practices and affective commitment. By answering these questions, this research seeks to contribute to the previous			

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	literature by providing a deeper understanding of the factors that influence employee readiness for change and the impact of such readiness. It also highlights the importance of human factors in managing organizational change and tries to understand how HRM practices can improve employee readiness for change. The author underlines that research on employee readiness for change and its relationship with HRM practices is still relatively new and more research is needed in this regard. Thus, this research is expected to provide a deeper insight and contribute to our understanding of the factors that influence the success of change initiatives in organizations.			
Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach (Azizi et al., 2021)	The purpose of this research is to analyze the challenges, strategies, and unusual decisions related to human resource management (HRM) during the COVID-19 crisis globally. This research seeks to answer several questions, such	1. Human resource management 2. COVID-19 adverse consequences 3. Novel coronavirus 4. Pandemic 5. Infectious disease SARS-CoV-2 virus		The COVID-19 pandemic posed numerous adverse consequences, such as economic shock, global health crisis, change in social behaviors, and challenges at the organization level to continue business operations. Besides, the strategies included flexibility, strengthening internal efficiency, talent acquisition, and making

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	as how the co-authorship and co-occurrence of articles related to this topic, what are the challenges of human resource management during the COVID-19 pandemic, what are the strategies used in dealing with these challenges, and what are the new findings of human resource management in answering the research questions. This research emerged in response to the widespread impact that the COVID-19 pandemic has had on organizations and companies. The authors recognize that this crisis creates an opportunity to reassess organizational culture and human resource management strategies. The rapid and extensive changes brought about by COVID-19 require companies to take swift and creative action in addressing new challenges. Through this research, the authors aim to identify the uncovered challenges, strategies adopted, and	6. Abrupt global challenges 7. Innovative HR strategy		inno- vative changes based on organizational assessment and needs for smooth business activities. Conclusion: The appropriate human resource management strategies implementations would increase employees' mental well-being, satisfaction, productivity, motivation, and health safety at the workplace.

Title / Authors	Purposes	Indicators and Variables	Theory	Results
	extraordinary decisions taken by organizations in managing human resources during this crisis. It also seeks to examine the manner of collaboration between authors in articles related to this topic, as well as discover new findings in the context of human resource management in response to COVID-19 challenges. The importance of this research lies in a deeper understanding of how organizations face and respond to the challenges faced during the COVID-19 pandemic, especially in terms of human resource management. By understanding the challenges and successful strategies, this research has the potential to provide guidance to other organizations seeking to manage the impact of the pandemic on their workforce.			

References

- Ahmed, R. R., Akbar, W., Aijaz, M., Channar, Z. A., Ahmed, F., & Parmar, V. (2023). The role of green innovation on environmental and organizational performance: Moderation of human resource practices and management commitment. *Heliyon*, 9(1), e12679. <https://doi.org/10.1016/j.heliyon.2022.e12679>
- Alqudah, I. H. A., Carballo-Penela, A., & Ruza-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, 28(1), 100177. <https://doi.org/10.1016/j.iedeen.2021.100177>
- Ammirato, S., Felicetti, A. M., Linzalone, R., Corvello, V., & Kumar, S. (2023). Still our most important asset: A systematic review on human resource management in the midst of the fourth industrial revolution. *Journal of Innovation and Knowledge*, 8(3), 100403. <https://doi.org/10.1016/j.jik.2023.100403>
- Azizi, M. R., Atlasi, R., Ziapour, A., Abbas, J., & Naemi, R. (2021). Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach. *Heliyon*, 7(6), e07233. <https://doi.org/10.1016/j.heliyon.2021.e07233>
- Chen, H., & Cui, X. (2022). Design and Implementation of Human Resource Management System Based on B/S Mode. *Procedia Computer Science*, 208, 442–449. <https://doi.org/10.1016/j.procs.2022.10.062>
- Gu, M., Zhang, Y., Li, D., & Huo, B. (2023). The effect of high-involvement human resource management practices on supply chain resilience and operational performance. *Journal of Management Science and Engineering*, 8(2), 176–190. <https://doi.org/10.1016/j.jmse.2022.12.001>
- Huang, X., Yang, F., Zheng, J., Feng, C., & Zhang, L. (2023). Personalized human resource management via HR analytics and artificial intelligence: Theory and implications. *Asia Pacific Management Review*, xxxx. <https://doi.org/10.1016/j.apmr.2023.04.004>
- Kokkaw, N., Jekkaw, N., Peansupap, V., & Wipulanusat, W. (2022). Impacts of human resource management and knowledge management on non-financial organizational performance: Evidence of Thai infrastructure construction firms. *Ain Shams Engineering Journal*, 13(6), 101750. <https://doi.org/10.1016/j.asej.2022.101750>
- Nagy, Z., Gunay, B., Miller, C., Hahn, J., Ouf, M., Hobson, B. W., Abuimara, T., Bandurski, K., André, M., Lorenz, L., Crosby, S., Dong, B., Jiang, Z., Peng, Y., Favero, M., Park, J. Y., Nweye, K., Nojedehi, P., Stopps, H., ... Vellei, M. (2023). Modeling the Workplace Pro-Environmental Behavior through Green Human Resource Management and Organizational Culture: Evidence from an Emerging Economy. *Building and Environment*, 110518. <https://doi.org/10.1016/j.heliyon.2023.e19134>
- Tandon, A., Dhir, A., Madan, P., Srivastava, S., & Nicolau, J. L. (2023). Green and non-green outcomes of green human resource management (GHRM) in the tourism context. *Tourism Management*, 98(April), 104765. <https://doi.org/10.1016/j.tourman.2023.104765>
- Votto, A. M., Valecha, R., Najafirad, P., & Rao, H. R. (2021). Artificial Intelligence in Tactical Human Resource Management: A Systematic Literature Review. *International Journal of Information Management Data Insights*, 1(2), 100047. <https://doi.org/10.1016/j.ijime.2021.100047>