

## MAPPING IDEA &amp; LITERATURE FORMAT | MAPPING ARTICLE

# Strategic Human Resource Mapping and Sustainable HRM: Balancing Productivity and Employee Well-being

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## ABSTRACT

This study explores the strategic transformation of Human Resource Management (HRM) in the context of technological advancement, employee-centric practices, and sustainability integration. As HRM evolves from a traditional administrative function to a strategic organizational driver, technologies such as Big Data Analytics (BDA), Artificial Intelligence (AI), and HR Analytics enable data-driven decision-making. These tools enhance employee attrition prediction, improve person-organization fit, and strengthen employer branding. Simultaneously, Strategic HRM (SHRM) emphasizes the alignment of HR policies with long-term organizational goals, contributing significantly to performance outcomes. Beyond operational efficiency, this paper highlights the growing importance of employee engagement, well-being, and sustainable HRM practices that support a healthy, inclusive, and balanced work environment. Sustainable HRM links employee well-being with organizational productivity while addressing social, environmental, and economic dimensions. The Dynamic Capability Theory provides the theoretical lens to understand how agile HR systems enhance organizational resilience and competitiveness amid rapidly changing business environments. This study formulates twelve hypotheses focusing on four key dimensions: technology integration in HRM, strategic HRM and performance, employee-centric practices, and industry-specific competency challenges. The hypothesized model outlines relationships between independent variables (technology, HRM strategy, competencies), mediating factors (psychological/social aspects, managerial roles), and dependent outcomes (performance, turnover, innovation, commitment). By synthesizing recent literature and identifying theoretical gaps—particularly in sustainability, social network utilization, and non-R&D employee innovation—this study contributes to advancing HRM research. It proposes pathways for future exploration that are inclusive, data-driven, and aligned with dynamic organizational needs.

**Keywords:** Human Resource Management, Big Data Analytics, Strategic HRM, Sustainable HRM, Employee Well-being, Dynamic Capability, Employee Engagement, Talent Management, Organizational Performance.

## I. Introduction

Human resource mapping analysis constitutes a pivotal process in contemporary employee management, facilitating strategic alignment between organizational goals and workforce capabilities (Ginn & Henry, 2003). This analytical approach enables organizations to visualize the distribution of skills, experiences, and competencies across various departments and teams, informing critical decisions about talent acquisition, development, and deployment (Fombrun et al., 2015). Strategic human resource management has emerged as a critical domain, emphasizing aligning HRM practices with overarching organizational strategies (Fombrun et al., 2015). Such alignment fosters a competitive advantage by optimizing value creation for customers, shareholders, employees, and other stakeholders (Storey, 2016). The strategic orientation of human resources significantly impacts employee outcomes, with the HR department playing a crucial role in enhancing organizational performance through effective human resource strategies (Goyal et al., 2018). Human resource management is becoming increasingly vital for companies navigating complex and competitive markets, as they require knowledgeable personnel to adapt to rapid changes in the business environment (Paramarta et al., 2021). By understanding the strengths and weaknesses within the workforce, organizations can proactively address skill gaps, optimize resource allocation, and enhance overall productivity (Kareska, 2023).

Integrating sustainability principles into human resource management has gained prominence, leading to the evolution of sustainable human resource management. This approach seeks to harmonize HRM practices with broader sustainability goals, considering human resource decisions' social, environmental, and economic impact (Kramar, 2013; Kramar & Mariappanadar, 2015). Sustainable HRM extends strategic HRM by focusing on long-term human resource development, regeneration, and renewal, though its specific attributes compared to mainstream HRM are still emerging (Stankevičiūtė & Savanevičienė, 2018). Sustainable HRM acknowledges the interconnectedness between employee well-being and organizational success, emphasizing the importance of creating a supportive work environment that promotes employee health, engagement, and work-life balance (Mazur & Walczyna, 2020). This involves considering factors such as fair compensation, opportunities for growth and development, and a culture of inclusivity and respect (Mehta & Chugan, 2015). Moreover, modern human resource management practices should meet the demands of all stakeholders in the firm, ensuring economic, social, and environmental sustainability (Malik et al., 2020). By prioritizing employee well-being, organizations can foster a more motivated and productive workforce, reduce absenteeism and turnover, and enhance their reputation as an employer of choice.

Human Resource Management (HRM) has evolved significantly, driven by integrating advanced technologies, strategic frameworks, and a growing emphasis on employee-centric practices. Recent research highlights the transformative potential of big data analytics (BDA) in HRM, enabling organizations to optimize talent management, predict employee attrition, and enhance decision-making processes (e.g., "The role of big data and predictive analytics in employee retention," 2022; "Bibliometric review on human resources management and big data analytics," 2022). However, challenges such as data privacy concerns, the need for empirical validation, and the development of ethical frameworks remain critical gaps in this domain.

Strategic HRM (SHRM) has also gained prominence, with studies emphasizing aligning HR practices with organizational goals. For instance, research on multi-stakeholder perspectives in HRM (2023) and the role of social network analysis in understanding human and social capital (2015) underscores the importance of relational and contextual factors in HR strategies. Despite these advancements, theoretical fragmentation and a lack of comprehensive models persist, particularly in integrating HRM with sustainability and employee well-being (e.g., "Putting employees at the centre of sustainable HRM," 2020).

Employee engagement and talent retention are other focal points, with studies advocating for synchronized talent management and engagement initiatives to reduce turnover (e.g., "Talent management and employee engagement – a meta-analysis," 2018). However, the literature reveals biases toward Western contexts and a need for more inclusive approaches, especially in industries like tourism and hospitality, where talent development is uniquely complex ("Mapping talent development in tourism and hospitality," 2019).

This introduction synthesizes key themes from recent HRM research, identifying gaps such as the underutilization of social network analysis, the need for longitudinal studies to establish causality, and the limited exploration of non-R&D employee roles in innovation ("A mapping study of employee innovation," 2019). Future research can advance HRM practices by addressing these gaps, fostering organizational resilience, and sustainable growth. The role of Human Resource Management (HRM) has shifted significantly from a traditional administrative function to a strategic driver of organizational success. Integrating advanced technologies such as Big Data, Artificial Intelligence (AI), and HR Analytics has revolutionized how organizations attract, develop, and retain talent. These technologies enable HR professionals to move beyond intuition-based decision-making toward data-driven insights that enhance HR practices' efficiency, accuracy, and strategic value.

Aligned with this technological evolution, Strategic Human Resource Management (SHRM) has emerged as a vital framework that connects human resource policies directly to long-term business goals. SHRM positions human capital as a critical asset in achieving competitive advantage by ensuring that HR strategies support the organization's overall direction. In this context, organizational performance is increasingly dependent on business strategy and how effectively the workforce is managed, empowered, and aligned with organizational objectives.

Beyond operational efficiency, modern organizations are also expected to adopt employee-centric practices that prioritize employee engagement, well-being, and sustainability. These practices reflect a broader shift in workforce expectations, particularly among younger generations who seek meaningful work, mental health support, and organizational commitment to social and environmental responsibility. Companies that cultivate inclusive, supportive, and sustainable work environments are more likely to experience higher employee satisfaction, loyalty, and performance. To better understand the complexity of these shifts, the Dynamic Capability Theory offers a valuable theoretical lens. This theory emphasizes an organization's ability to sense environmental changes, seize emerging opportunities, and transform internal capabilities in response to evolving challenges.

## II. Hypothesis Development

In the HRM context, dynamic capabilities refer to the agility of HR systems to adapt to technological disruptions, changing employee expectations, and shifting competitive landscapes. An HRM system with strong dynamic capabilities enhances organizational agility, resilience, and long-term competitiveness. In Table 1, we develop the prior research to answer the following hypothesis.

1. HRM & Technology (Big Data, AI, Analytics)
  - H1: The use of big data analytics (BDA) significantly improves the accuracy of employee attrition prediction compared to traditional methods
  - H2: Implementing BDA in person-organization fit (PO fit)-based recruitment strengthens employer brand appeal, especially in organizations with low brand clarity.
  - H3: Regulatory challenges (e.g., GDPR) and data bias hinder the effectiveness of HR analytics implementation, especially in cross-cultural contexts.
  
2. Strategic HRM & Organizational Performance
  - H4: A multi-stakeholder HRM strategy involving CEOs, employees, and external stakeholders improves long-term organizational performance.
  - H5: Social capital (collaboration networks) mediates the relationship between HRM practices and team performance, especially in project-based industries.
  - H6: High-performance work systems (HPWS) positively impact individual performance, but only when supported by frontline manager engagement.

3. Employee-Centric Practices (Engagement, Well-being, Sustainability)
  - H7: Talent management practices integrated with employee engagement programs reduce turnover intention more effectively than separate approaches.
  - H8: Sustainable HRM based on employee well-being (physical/mental health) increases productivity without causing burnout.
  - H9: Employee strengths at work (ESAW) initiatives that combine personal and situational factors strengthen organizational commitment.
  
4. Industry & Specific Context
  - H10: Technical and generic competencies (e.g., emotional labor) of frontline employees in hospitality significantly affect organizational image.
  - H11: Competency mapping for middle managers in the IT sector is more complex than at other levels due to the demand for hybrid skills.
  - H12: Innovation by non-R&D employees (e.g., frontline service employees) contributes to incremental innovation but is less systematically managed.

Thus, in the interpretation results in Table 1, we can also provide a summary of the General Pattern of Variables consisting of:

1. Independent (X): Technology (BDA, AI), HRM strategy (SHRM, HPWS), employee practices (engagement, well-being), specific competencies.
2. Mediation (M): Psychological/social factors (brand clarity, social capital), managerial roles.
3. Dependent (Y): Performance (organization, team, individual), attrition/turnover, innovation, commitment.

**Table 1. Prior Research**

Title	Authors	Main findings	Research gaps	Methodology	Limitations
<p>Mapping the Link between Corporate Social Responsibility (CSR) and Human Resource Management (HRM): How Is This Relationship Measured?</p>	<p>Mónica Santana,                      Rafael Morales-Sánchez, Susana Pasamar</p>	<ul style="list-style-type: none"> <li>- The study systematically reviews the link between CSR and HRM, focusing on the main topics and their evolution.</li> <li>- Motor themes include environmental management, sustainable HRM, and pro-environmental behavior, which are well-developed and relevant.</li> <li>- The study also identifies socially responsible HRM as a basic theme, perceived organisational support as a specialized theme, and employee commitment as an emerging theme, indicating their relative development and importance.</li> <li>- Reviewing measurement tools used in these topics is another key finding, as it informs future research and practice.</li> </ul>	<ul style="list-style-type: none"> <li>- The study provides a systematic review of the link between CSR and HRM, which is the paper's primary focus.</li> <li>- The main findings include identifying motor themes such as environmental management, sustainable HRM, and pro-environmental behavior, which are well-developed and relevant.</li> <li>- The study also identifies socially responsible HRM as a basic theme, perceived organisational support as a specialized theme, and employee commitment as an emerging theme, indicating their relative development and importance.</li> <li>- Reviewing measurement tools used in these topics is another key finding, as it informs future research and practice.</li> </ul>	<ul style="list-style-type: none"> <li>- "This manuscript provides a systematic review of the link between CSR and Human Resource Management (HRM), stressing the main topics along with the evolution and tendencies found in this field."</li> <li>- "In addition, a review of the measurement tools used in the main topics extracted from the previous analysis was carried out."</li> <li>- "From 2006 to 2019, 194 documents were retrieved from the Web of Science."</li> <li>- "ScIMAT was used to conduct a conceptual science mapping analysis based on co-word bibliographic networks."</li> </ul>	<ul style="list-style-type: none"> <li>- The abstract mentions "confusion and theoretical chaos" in the area of CSR and HRM, which suggests a limitation in the field's current understanding and theoretical framework.</li> <li>- The abstract does not explicitly mention any specific limitations of the study, such as methodological errors or sample size issues.</li> <li>- The statement about informing researchers and practitioners on future efforts implies a need for further research, which could be considered a limitation regarding the current state of knowledge.</li> </ul>

Title	Authors	Main findings	Research gaps	Methodology	Limitations
Strategy and human resource management	Erica Smith	<ul style="list-style-type: none"> <li>- Mutual gains conceptualisations dominate HRM-WB-IOP research, with strong empirical support for complete mediation and parallel outcomes models.</li> <li>- Conflicting outcomes and mutual losses models receive limited empirical support.</li> <li>- HRM-WB-IOP research is a growing area focusing on mutual gains models, suggesting HRM enhances performance through well-being and other mechanisms like employee skills.</li> </ul>	<ul style="list-style-type: none"> <li>- Limited exploration of conflicting outcomes and mutual losses models in HRM-WB-IOP research.</li> <li>- Overemphasis on "happiness" well-being with neglect of health-related well-being.</li> <li>- Need for more comprehensive consideration of well-being dimensions.</li> <li>- Weak theoretical underpinnings of HRM-WB-IOP research.</li> <li>- Lack of systematic consideration of IOP-driven models.</li> <li>- More complex models, like multilevel longitudinal models, are needed to understand HRM-WB-IOP dynamics.</li> </ul>	<ul style="list-style-type: none"> <li>- "The review is based on a systematic critical analysis of all HRM-WB-IOP studies (N = 46) published in 13 core HRM and management journals in the 2000 to 2018 period."</li> <li>- "To be included in our review, a study must meet all four criteria. First, it had to explore the impact of HRM on one or more WB indicators (happiness and/or health well-being) and one or more individual and/or organisational performance indicators."</li> <li>- "The authors of this paper independently coded each article. After discussing a small number of initial discrepancies in coding, the authors were able to agree."</li> <li>- "The overall results are reported in Table A1 in the Appendix."</li> <li>- "The literature search resulted in 46 studies."</li> <li>- "The authors of this paper independently coded each article."</li> </ul>	<ul style="list-style-type: none"> <li>- The paper acknowledges that some studies' conceptual models and results were open to multiple interpretations, which could lead to inconsistencies in coding and analysis.</li> <li>- The review is limited to quantitative studies published in specific core journals, which might exclude relevant qualitative studies or studies published in other journals.</li> <li>- Including multiple measurements from the same study could lead to non-independent evidence, potentially skewing the results.</li> <li>- The authors suggest their review highlights gaps in the field, indicating areas where further research is needed to address these limitations.</li> </ul>
Human resource management–well-being–performance research revisited: Past, present, and future	R. Peccei, Karina Van de Voorde	<ul style="list-style-type: none"> <li>- The paper proposes a conceptual model for strategic human resource management (SHRM) focusing on CEO leadership characteristics, including</li> </ul>	<ul style="list-style-type: none"> <li>- What factors enable appropriate alignment of HRM with strategy, value creation, and sustainability?</li> <li>- Testing the proposed</li> </ul>	<ul style="list-style-type: none"> <li>- "This paper has been designed as an integrative literature review that attempts to answer the following research questions:"</li> <li>- "The approach to writing the</li> </ul>	<ul style="list-style-type: none"> <li>- The paper suggests that the proposed model is based on a literature review and not on empirical data, which implies a limitation in empirical validation.</li> <li>- The authors indicate that future</li> </ul>

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Contemporary managerial analysis of the multi-stakeholder perspective in human resource management	Tihona Bozhinovska, Ljupcho Eftimov, L. Nakov	<p>career diversity and authentic leadership, to enhance organizational effectiveness.</p> <ul style="list-style-type: none"> <li>- Implementing a multi-stakeholder perspective in HRM increases employee engagement and improves long-term organizational performance.</li> <li>- The proposed framework provides a comprehensive view of SHRM, addressing current issues and considering the latest findings in the field.</li> </ul>	<p>causalities with primary data to validate the new conceptual framework.</p>	<p>paper included the following steps: 1. Literature search via Google Scholar using specific keywords ('multi-stakeholder perspective', 'multi-stakeholder perspective in human resource management', and 'stakeholder approach and human resource management'); 2. Review literature relevant to the topic (reading the titles and abstract to determine if the study is relevant); 3. Complete reading of the articles selected as relevant to the topic; 4. Further analysis of the studies proposing comprehensive models; 5. Creation of a new conceptual framework."</p>	<p>research should focus on testing the proposed causalities with primary data, suggesting that the current model lacks empirical testing.</p> <ul style="list-style-type: none"> <li>- The need for empirical research to validate the model implies that the current study is limited by its reliance on secondary data and theoretical frameworks.</li> </ul>
		<ul style="list-style-type: none"> <li>- The study found a strong and positive relationship between person-organization (PO) fit and employer attractiveness.</li> <li>- Employer brand clarity negatively moderated the relationship between PO fit and employer attractiveness.</li> <li>- High employer brand clarity can compensate for low PO fit by reducing perceived risks and enhancing attractiveness.</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunities for future recruitment research in resource-based theory, strategic human resource management, human capital, and levels of analysis.</li> <li>- Need for a better understanding of the interaction between content and process in effective employer brands.</li> <li>- Limitations in data collection and design</li> </ul>	<ul style="list-style-type: none"> <li>- "The survey is distributed online to a representative sample (except for students who were overrepresented given their importance for employers) of the Belgian population, of which contact information is derived through the company's database."</li> <li>- "The survey comprises two parts. The first part contains, besides personal information, a top 5 ranking on personal preferences of 18 employer brand elements. The second part concerns questions</li> </ul>	<ul style="list-style-type: none"> <li>- The paper explicitly mentions several limitations related to using secondary data, which was not collected for research purposes.</li> <li>- The cross-sectional nature of the data is highlighted as a limitation, as it limits the ability to demonstrate cause-and-effect relationships.</li> <li>- Using single-item measures instead of validated scales is noted as a limitation.</li> <li>- The challenges in calculating PO fit due to the nature of the data are acknowledged.</li> <li>- The paper suggests that other</li> </ul>

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		<p>must be addressed in future research.</p> <ul style="list-style-type: none"> <li>- Need for longitudinal or quasi-experimental designs to improve measurement of PO fit.</li> <li>- Further understanding of individual employer brand preferences and their impact on applicant pool quality and selection costs.</li> <li>- Exploration of branding literature to understand the dynamics behind PO fit and employer brand clarity interaction.</li> </ul>	<p>regarding organizations operating in Belgium that were included because they had over 1000 employees or were separately selected by Randstad to provide additional insights into their employer brand (e.g., because they operated in the non-profit sector or are seen as impactful Belgian companies)."</p> <ul style="list-style-type: none"> <li>- "To each individual, a random sample of 30 organizations was presented, and they had to select each organization they were familiar with. For those organizations they were familiar with, the respondents indicated to what extent they would like to work for the organization and subsequently indicated whether 10 employer brand elements applied to the particular organization on a 5-point Likert scale ranging from 'not true at all' to 'completely true'."</li> <li>- "The data has been analyzed using the ImerTest package with maximum likelihood estimation in RStudio (Kuznetsova, Brockhoff, Christensen, 2017)."</li> <li>- "Cross-classified multilevel modeling has been used."</li> <li>- "The model consists of an independent (PO fit) and dependent (employer</li> </ul>	<p>process-related features, like consistency or credibility, might also be important but were not considered.</p> <ul style="list-style-type: none"> <li>- The selection of organizations based on size or impact rather than their focus on employer branding is seen as a limitation.</li> <li>- The paper suggests that future research should use data collected specifically for research and adopt more advanced designs like longitudinal or quasi-experimental studies.</li> </ul>	

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<p>HR metrics and workforce analytics: it is a journey, not a destination</p>	<p>Subhashini Durai D., Krishnaveni Rudhramoorthy, Shulgana Sarkar</p>	<ul style="list-style-type: none"> <li>- Human resource management traditionally focuses on individual or job attributes, but social capital and relational networks are also important for outcomes like teamwork and employee satisfaction.</li> <li>- Social network analysis is underutilized in human capital but can help understand complex organizational relationships.</li> <li>- The article introduces social network analysis to develop new perspectives on human and social capital interaction.</li> </ul>	<ul style="list-style-type: none"> <li>- The traditional focus on individual or job attributes overlooks the role of social capital and relational networks.</li> <li>- Social network analysis is underutilized in the human capital field.</li> <li>- There is a need to develop new ways of thinking about human and social capital.</li> </ul>	<p>attractiveness) variable on level 1 reflecting individual-per-organization scores that are nested in both the individual and the organization, and a moderating variable (employer brand clarity) that is specified on the organizational level 2."</p> <ul style="list-style-type: none"> <li>- "Social network. New data sources that help assess workforce performance in real time can assist in the identification and development of the knowledge stars that contribute to firm performance disproportionately, and the skills that are driving organizations."</li> <li>- "This article introduces social network analysis and explains how it can be applied to both research and practice, to develop new ways of thinking about human capital, social capital, and the important interaction between the two."</li> </ul>	<ul style="list-style-type: none"> <li>- The abstract mentions that social network analysis has been "underutilized" in the human capital field, which implies a limitation in the current state of research in this area.</li> <li>- The abstract does not explicitly mention specific limitations or self-reported problems within the study.</li> <li>- The abstract focuses on introducing social network analysis and its potential applications, rather than discussing limitations or areas for further research.</li> </ul>
<p>Rebooting strategic human resource management: Integrating technology to drive talent management</p>	<p>Stacy Wassell, Marcia Bouchard</p>	<ul style="list-style-type: none"> <li>- The study identified strategic targets and KPIs for HR within the Balanced Scorecard framework.</li> <li>- A strategy map was proposed based on research findings to guide HR management.</li> </ul>	<ul style="list-style-type: none"> <li>- Verification of the strategy map in practice</li> <li>- Difficulty in setting appropriate KPIs on the HR level</li> <li>- Time-consuming creation of partial</li> </ul>	<ul style="list-style-type: none"> <li>- "The aim of an empirical study performed within organizations in the Czech and Slovak Republic was to identify: Strategic targets. Partial goals and respective KPIs on HR level within BSC perspectives."</li> <li>- "The research was performed</li> </ul>	<ul style="list-style-type: none"> <li>- The paper mentions that verifying the strategy map in practice will be part of further research, indicating a limitation in the current study, as it does not include practical verification.</li> <li>- The difficulty in setting appropriate KPIs on the HR level is</li> </ul>

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		<p>- Implementing the HR scorecard has similar rules and steps across different organizations in the entrepreneurial environment.</p>	<p>targets in the Learning and Growth perspective - Need for consequent evaluation of results</p>	<p>in October 2010 by companies in the Czech and Slovak Republics." - "The research was accomplished by structured interviews, which took 45 minutes on average, with 14 managers, and also by collecting primary data." - "Data were gained by carrying out the online questionnaire for the HR managers, i.e., HR employees." - "The questions in the questionnaire were formulated to provide validity and information value and thus contribute to accomplishing the defined goals." - "After collecting data, further analysis was carried out, which requires applying a quantitative approach due to the analysis of causal relations among individual variables." - "Qualitative research was also applied to comprehend the results." - "At the same time, induction was applied to analyze the results." - "The target organizations for the survey were chosen according to the size of the organization and the number of</p>	<p>noted, suggesting a limitation in the ease of implementation. - The creation of partial targets in the Learning and Growth perspective is described as time-consuming, which could be a limitation in terms of resource allocation. - The need for consequent evaluation of results implies a limitation in terms of the ongoing effort required to maintain and adjust the strategy. - The caution against underestimating HR success suggests a limitation regarding the potential for underestimation or neglect of HR strategies.</p>

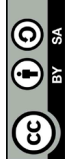
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<p>Rethinking the strategic management of human resources: lessons learned from Covid-19 and the way forward in building resilience</p>	<p>Dorothea Roumpi</p>	<ul style="list-style-type: none"> <li>- Big data analytics can address significant strategic human capital questions to enhance firm performance.</li> <li>- New data sources can help identify and develop key talent and reinforce firm capabilities.</li> <li>- Addressing regulatory and ethical challenges, such as privacy concerns and GDPR, is crucial for successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>- The current focus on big data analytics in HR is limited to job candidate screenings, indicating a lack of exploration into other strategic human capital questions.</li> <li>- Regulatory and ethical challenges, such as privacy concerns and GDPR compliance, are not fully addressed.</li> </ul>	<p>employees, where the criterion was more than 100 employees."</p> <ul style="list-style-type: none"> <li>- "The online questionnaire was distributed via email, sending the direct link."</li> <li>- "Big data analytics have transformed research in many fields, including the business areas of marketing, accounting and finance, and supply chain management."</li> <li>- "The discussion surrounding big data analytics in human resource management has primarily focused on job candidate screenings."</li> <li>- "We consider how significant strategic human capital questions can be addressed with big data analytics, enabling HR to enhance overall firm performance."</li> <li>- "new data sources that help assess workforce performance in real time can assist in the identification and development of the knowledge stars that contribute to firm performance disproportionately as well as help reinforce firm capabilities."</li> <li>- "Regulatory and ethical challenges must also be addressed; these include privacy concerns and, in Europe, the General Data Protection</li> </ul>	<ul style="list-style-type: none"> <li>- The abstract mentions "regulatory and ethical challenges" as limitations to the successful implementation of big data analytics in HR. This indicates that these challenges are seen as barriers to the effective use of big data analytics.</li> <li>- Specifically, "privacy concerns" are highlighted as a limitation. This suggests that issues related to data privacy are a significant challenge.</li> <li>- The mention of the "General Data Protection Regulation (GDPR)" in Europe further specifies a regulatory limitation that must be addressed.</li> </ul>

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<p>Mapping the 'intellectual structure' of research on human resources in the 'tourism and hospitality' management scientific domain: reviewing the field</p>	<p>F. García-Lillo, E. Claver-Cortés, M. Úbeda-García, B. Marco-Lajara, P. Zaragoza-Sáez</p>	<p>- The review identified six streams of research in hospitality and tourism literature: human capital and firm performance, high-performance HRM practices and performance, international/global issues and strategic HRM, individual HRM practices and performance, qualitative reviews of the hospitality and tourism HRM literature, and country-specific strategic HRM.</p> <p>- The review highlighted gaps between general management and hospitality/tourism literature and provided recommendations for future research.</p> <p>- The paper provides a conceptual model linking strategic HRM practices to firm performance at the organizational and individual levels, emphasizing the role of</p>	<p>The abstract mentions that there are gaps between the general management and hospitality and tourism literature, but does not specify what these gaps are. It indicates that recommendations for future research are provided based on these gaps.</p>	<p>Regulation (GDPR)."</p> <p>- "How can big data analytics facilitate strategic change within HR and the organization as a whole?"</p> <p>- "The paper provides a critical, qualitative and comparative review of the strategic HRM research literature in the fields of general management and hospitality and tourism, providing insights into emerging research trends and pointing to the gaps in the literature."</p>	<p>- The abstract mentions that the review "points to the gaps between the two bodies of literature," which suggests that there are limitations in the current state of research in strategic HRM in hospitality and tourism compared to general management.</p> <p>- The mention of "recommendations for future research" implies that there are areas where further study is needed, indicating limitations in the current research.</p> <p>- The abstract does not explicitly list specific limitations such as sample size, methodological errors, or recruitment bias, but it does highlight the need for future research, which can be interpreted as a limitation in the current state of knowledge.</p>

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Multilevel and Strategic Recruiting	Jean M. Phillips, S. Gully	<p>frontline managers in delivering HRM practices.</p> <ul style="list-style-type: none"> <li>- The study identified five major topic clusters in HRD scholarship: nature and identity of HRD, HRD interventions and outcomes, national HRD, career development, and HRD in academia.</li> <li>- These clusters were synthesized to create a taxonomy of topic areas, identifying mature, nascent, trending, and growing concepts in HRD.</li> <li>- The findings inform HRD researchers and guide practitioners in their search for actionable knowledge in HRD.</li> </ul>	<ul style="list-style-type: none"> <li>- Need for collaborative boundary work to bridge gaps between topic clusters.</li> <li>- Absence of ethics as a research cluster.</li> <li>- Distance between NHRD and examining HRD interventions.</li> <li>- Narrow focus on STEM and engineering in HRD and higher education.</li> <li>- Lack of a critical HRD cluster despite its growth.</li> </ul>	<ul style="list-style-type: none"> <li>- "We employ the topic mapping (Van Eck &amp; Waltman, 2011) as our research method to provide a review of the 3,236 articles in the five premier HRD journals published from 1990 to 2019."</li> <li>- "Topic mapping has allowed us to create visual maps that reveal research clusters and relationships among them without regard for previous reviews."</li> <li>- "We created maps of HRD topics using every article published in five primary HRD journals: the four HRD journals affiliated with the Academy of HRD (AHRD)-HRDI, HRDR, HRDQ, and ADHR, as well as the European Journal of Training and Development (EJTD)"</li> <li>- "We created the topic maps using VOSviewer software (Van Eck &amp; Waltman, 2011), which has proven to be a useful tool for analyzing and reviewing scholarly fields."</li> <li>- "VOSviewer software analyzed cooccurrence of terms or topics (i.e., words that appeared in pairs or linked between any pair of terms) in the titles, abstracts,</li> </ul>	<ul style="list-style-type: none"> <li>- The paper acknowledges that the labeling of clusters involved subjective interpretations, which could introduce bias or variability in how different researchers might interpret the data.</li> <li>- The authors note that their own backgrounds influenced their identification of patterns, which could limit the generalizability of their findings to other contexts or perspectives.</li> <li>- The use of only five HRD journals for data collection is recognized as a limitation, as it may not capture research published in other outlets.</li> <li>- The inability to include data from a predecessor journal (Journal of European Industrial Training) is mentioned as a limitation, as it could have provided additional insights.</li> <li>- The paper also notes that the focus on English language journals might have resulted in a smaller pool of national HRD terms, potentially missing out on research from non-English speaking regions.</li> <li>- The authors suggest that other scholars might interpret the data differently, indicating a potential</li> </ul>

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Human Capital, Social Capital, and Social Network Analysis: Implications for Strategic Human Resource Management	J. Hollenbeck, Brad Jamieson	<ul style="list-style-type: none"> <li>- Human resource management strategies significantly improve employee retention under the mediating effect of big data and predictive analytics (BDPA).</li> <li>- BDPA helps create transparency and improves intra-organizational relationships, which are crucial for superior performance.</li> <li>- The study provides insights into how BDPA can help managers identify key</li> </ul>	<ul style="list-style-type: none"> <li>- The existing literature is silent on the factors that influence employee retention.</li> <li>- There is a lack of empirical evidence on the role of Big Data and Predictive Analytics (BDPA) in employee retention.</li> <li>- There is a need to understand how BDPA mediates the effects of human resource functions on employee retention.</li> </ul>	<p>and keywords"</p> <ul style="list-style-type: none"> <li>- "We applied the VOSviewer's network mapping analysis, which calculates the occurrence of terms or topics based on a threshold of at least 10."</li> <li>- "The map also indicates the link and distance between circles, reflecting the cooccurrence of the term and their relationship with one another."</li> <li>- "We supplemented our analysis with VOSviewer's density and overlay visualizations, which use color to indicate the concentration (i.e., density of terms) and age of the topics"</li> </ul>	<p>for diverse perspectives that could not be captured in this study.</p>
		<ul style="list-style-type: none"> <li>- Human resource management strategies significantly improve employee retention under the mediating effect of big data and predictive analytics (BDPA).</li> <li>- BDPA helps create transparency and improves intra-organizational relationships, which are crucial for superior performance.</li> <li>- The study provides insights into how BDPA can help managers identify key</li> </ul>	<ul style="list-style-type: none"> <li>- The existing literature is silent on the factors that influence employee retention.</li> <li>- There is a lack of empirical evidence on the role of Big Data and Predictive Analytics (BDPA) in employee retention.</li> <li>- There is a need to understand how BDPA mediates the effects of human resource functions on employee retention.</li> </ul>	<ul style="list-style-type: none"> <li>- "The authors have used a resource-based view (RBV) to develop their research hypotheses."</li> <li>- "The authors tested their research hypotheses using primary data gathered using a single-informant questionnaire."</li> <li>- "The authors obtained 254 usable responses."</li> <li>- "The authors performed the assumptions test, performed confirmatory factor analysis (CFA) to test the validity of the proposed theoretical model, and further tested their research</li> </ul>	<ul style="list-style-type: none"> <li>- The paper acknowledges that using single-informant cross-sectional data can lead to common method bias.</li> <li>- The study is based on a particular setting, which may limit its generalizability.</li> <li>- Using two-item measurement scales for certain variables is noted as a limitation.</li> <li>- The inability to infer cause-and-effect relationships due to cross-sectional data is highlighted.</li> <li>- The paper suggests future studies could use longitudinal data to address causality issues.</li> </ul>

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		<p>drivers of employee retention and improve their impact on retention.</p>		<p>hypotheses using hierarchical regression analysis. Findings: The                      - "Based on independent, dependent, and mediating variables, a questionnaire was developed, and content validity was established based on experts' opinions and pretesting."                      - "We used our questionnaire to gather responses from senior human resource managers."                      - "We performed the Kaiser-Meyer-Olkin (KMO) test."                      - "Mediation analyses are employed to understand a known relationship by exploring the underlying mechanism or process by which one variable influences another variable through a mediator variable."                      - "We finally sent an email to nearly 300 respondents. Out of 300, we received 269 usable responses."                      - "The questionnaire used five-point Likert scales ranging from strongly disagree (1) to agree (5) strongly."                      - "Confirmatory Factor Analysis (CFA) tests the reliability and validity of the data, through drawing Scale Composite Reliability (SCR) and Average Variance Extracted (AVE)."</p>	



Title	Authors	Main findings	Research gaps	Methodology	Limitations
<p>The alignment of HR management actions to achieve strategic organizational goals</p>		<ul style="list-style-type: none"> <li>- Human resource allocation is an emerging research area with increasing applications in real case studies.</li> <li>- Most research was conducted between 2011 and 2016, with journals and conference proceedings being the most common publishing venues.</li> <li>- Validation and evaluation research are the most common types, with simulation and case studies being the primary evaluation methods.</li> <li>- Asia and Europe have the highest concentration of studies in this area.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of surveys focusing on human resource management within BPM.</li> <li>- Need for comprehensive analysis and quantification of resource allocation studies.</li> <li>- Further research is needed on business drivers, algorithms, tools, and criteria for resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>- "The variable is dependent if it has one or more unidirectional arrows pointing towards it (such as Y), using all variables with unidirectional arrows that point toward Y as predictors/independent variables."</li> <li>- "The first regression predicts Y from X (path c). The second regression predicts M from X (path a). The third regression predicts Y from both X and M (path c)."</li> <li>- "A systematic mapping study (SMS) was conducted to classify the proposed approaches to allocate human resources."</li> <li>- "The SMS is based on the guidelines proposed by Petersen et al. (2008)."</li> <li>- "The final product of a systematic literature study can be an SLR or an SMS (Kitchenham &amp; Charters, 2007)."</li> <li>- "SMS enables evidence to be synthesized and the most up-to-date information in a specific research domain or topic to be fully understood."</li> <li>- "This section describes the mapping study conducted based on the process steps proposed by Petersen et al. (2008) (see Figure 1)"</li> <li>- "The search for primary</li> </ul>	<ul style="list-style-type: none"> <li>- The paper mentions that using automated search engines could lead to the omission of some primary studies, which is a limitation in comprehensiveness.</li> <li>- The extraction of information from articles could be unreliable due to differences in keyword searching mechanisms across digital libraries, which could affect the accuracy of the data.</li> <li>- The study's findings are limited to the period and disciplines of BPM and process mining, which might not generalize to other areas or time frames.</li> <li>- The exclusion of non-peer-reviewed articles, such as master's theses, limits the scope of the study.</li> <li>- The authors suggest further research to extend the study,</li> </ul>

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				<p>studies was undertaken using the following digital libraries: ACM Digital Library, IEEE Xplore Digital Library, ScienceDirect, Scopus, Springer Link, Wiley, and Web of Science."                      - "The inclusion criteria used during the Screening of Papers phase were as follows:</p> <p>(1) peer-reviewed articles in conferences, workshops, journals, or book parts;</p> <p>(2) the article was published between January 2005 and July 2016; (3) the article is published in English;</p> <p>(4) the article proposes a human resource allocation approach within the domain of BPM or process mining; and</p> <p>(5) The article includes a method/experiment/case study to validate the proposed approach."                      - "The exclusion criteria used to exclude articles were as follows:</p> <p>(1) The article is not available online.</p> <p>(2) articles in which the full text</p>	<p>indicating areas where the current study is not comprehensive.</p>

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Human Resources Key Performance Indicators	Iveta Gabčanová	<ul style="list-style-type: none"> <li>- Medium-level managers had more talent than expected compared to lower and higher management levels.</li> <li>- Three main competencies (knowledge, skills, and abilities) are crucial for IT professionals.</li> <li>- There is no significant relationship between demographic variables and competencies, nor significant differences in</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of complete comprehension of competency mapping in IT companies.</li> <li>- Difficulty in finding skilled workers to maintain a competitive edge.</li> <li>- Challenges in creating and maintaining a committed and competent staff.</li> <li>- Need for recognized</li> </ul>	<p>is not available;</p> <ul style="list-style-type: none"> <li>(3) The article does not propose a human resource allocation approach oriented to business processes;</li> <li>(4) the article only concerns the resource behavior; and</li> <li>(5) The article only describes the creation of an organizational meta-model."                             <ul style="list-style-type: none"> <li>- "The data extraction process used in this paper was designed to answer the four research questions."</li> <li>- "The data extraction results meant that 95 articles were selected as primary studies, outlined in Table A1."</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- The paper explicitly states that the study was limited to the Northern area, suggesting a geographical limitation in its applicability.</li> <li>- It also mentions that the study focused on IT professionals, implying that the findings may not be generalizable to other professions without further research.</li> <li>- The paper notes that the sample size was small compared to the</li> </ul>

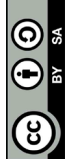
Title	Authors	Main findings	Research gaps	Methodology	Limitations
		<p>factors related to competency mapping among IT professionals.</p>	<p>methods to identify abilities and potential in personnel.</p> <ul style="list-style-type: none"> <li>- Variability in factors affecting work positions and job performance.</li> <li>- Need for research on competency mapping specifically for IT professionals.</li> <li>- The mediating impact of competence mapping on recruitment and selection has not been studied.</li> </ul>	<p>- "The questionnaire contained two parts: the demographic profile of the respondent and the relevant statements to infer the factors contributing to competency mapping."</p> <ul style="list-style-type: none"> <li>- "The study pattern randomly selected samples using random sampling techniques within the population selected."</li> <li>- "A self-structured questionnaire was formulated, pre-tested, and then applied to gather information to solve the explored problem."</li> <li>- "The research aimed to identify the relationships among a specified set of variables qualitatively."</li> <li>- "Primary data were collected through different methods, including questionnaires, personal interviews, and scheduled methods from IT professionals."</li> <li>- "Secondary data included data collected from various sources, published as well as unpublished research work, books, magazines, government reports, brochures, journals, periodicals, and research papers presented at various conferences and internet websites."</li> </ul>	<p>population, which could affect the conclusiveness of the results.</p>

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<p>The questions we ask: Opportunities and challenges for using big data analytics to manage human capital resources strategically</p>	<p>R. Hamilton, W. Sodeman</p>	<ul style="list-style-type: none"> <li>- The decision tree classifier achieved a high accuracy of 97% in predicting employee attrition.</li> <li>- Random forest evaluation outperformed other models with a 99% efficiency, particularly in precision.</li> <li>- These machine learning models are effective in predicting employee turnover, a significant issue</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate consideration of uneven data in team member turnover studies.</li> <li>- Inefficient data processing due to high dimensionality.</li> <li>- Lack of rating systems for prioritizing aspects of employee turnover.</li> <li>- Enhancing the accuracy of random</li> </ul>	<ul style="list-style-type: none"> <li>- "The information gathered from the polls was outlined and investigated using SPSS 23.0."</li> <li>- "Detail of Tools applied in data analysis.</li> <li>Frequency analysis 2.</li> <li>Descriptive analysis 3.</li> <li>Correlations test 4.</li> <li>Structured equation modelling (SEM)"</li> <li>- "Exploratory factor analysis utilising principal component analysis (PCA) was used for this aim."</li> <li>- "Confirmatory factor analysis, often known as CFA, was the following phase in the analysis."</li> </ul>	
				<ul style="list-style-type: none"> <li>- "Data preprocessing, feature selection and measurement, the modeling utilising various techniques, and finally evaluation of models using model evaluation metrics are all part of the analytics project as shown in Figure 1."</li> <li>- "Following evaluation, the best model is used to generate predictions on the data."</li> <li>- "A raw data set is used for data pre-processing, followed by feature selection and scaling,</li> </ul>	<ul style="list-style-type: none"> <li>- The paper discusses several limitations of the methodologies used to predict staff turnover. These include inadequate consideration of uneven data, inefficient data processing due to high dimensionality, and the lack of rating systems for prioritizing aspects of employee turnover.</li> <li>- The random forest algorithm, while effective, has drawbacks such as becoming slow and ineffective for real-time predictions if too many trees are</li> </ul>

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	in human resource management.	<p>forest classifiers using out-of-bag estimates, proximity computation, and variable importance features.</p> <ul style="list-style-type: none"> <li>- Discovering new approaches to achieve diversity in random forest classifiers.</li> <li>- Developing a generalized parallel random forest algorithm.</li> <li>- Developing a distributed random forest algorithm for globally dispersed business data.</li> </ul>	<p>model building, evaluation, and model tuning are performed, and finally, deployment and monitoring steps will be performed."</p> <ul style="list-style-type: none"> <li>- "The modelling begins when the information collected is divided into a training phase and a test set."</li> <li>- "The training set is assigned 80% of the data, and the test set is assigned 20%."</li> <li>- "The steps to arrive at the results are: 1) the dataset is collected. In research, Kaggle dataset is used, 2) predictive model for data visualization and analysis for the attrition is improved, 3) usage of machine algorithms such as random forest, linear regression, and decision tree, and 4) finding the best results for the parameters of accuracy, sensitivity, and precision."</li> <li>- "Once the important features are identified, and the data is in a model-ready format, we can begin the predictive analytics part of the project."</li> <li>- "Modeling begins by dividing the available data into training and test sets."</li> <li>- "Algorithms are deployed in the training set and tested in the</li> </ul>	<p>used. This suggests a limitation in scalability and efficiency.</p> <ul style="list-style-type: none"> <li>- The paper also mentions that while these algorithms are quick to learn, they can be slow in making predictions after training, indicating a potential limitation in practical application.</li> <li>- The need for further research is highlighted to enhance the accuracy of random forest classifiers and develop generalized parallel algorithms for distributed data processing.</li> <li>- The geographical dispersion of business data and the need for a distributed random forest algorithm are future research topics, indicating limitations in current methodologies.</li> </ul>	



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				<p>test set."</p> <ul style="list-style-type: none"> <li>- "We will use classification algorithms because our response variable is binary."</li> <li>- "The 'yes' and 'no' characters in the attrition variable are converted to 1 and 0, respectively, to make it easier."</li> <li>- "The following chosen matrix for prediction is team member turnover, because of its high importance for the organization."</li> <li>- "On the Kaggle team member data, the following algorithms have been implemented: logistic regression, decision tree classification, linear discriminant analysis, and random forest."</li> <li>- "We discovered that the accuracy obtained using a random forest analysis model with a 99% efficiency outperforms mining techniques."</li> <li>- "The effects of predictive ML techniques on the team member dataset show that random forest evaluation outperforms other ML techniques, followed by a logistic regression model for this specific dataset if precision is the preferred metric."</li> </ul>	



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Strategic human resources management research in hospitality and tourism	Juan M. Madera, M. Dawson, Priyanko Guhait, Amanda Belarmino	<ul style="list-style-type: none"> <li>- Due to its complex nature, the tourism and hospitality industry requires a unique approach to talent development.</li> <li>- An inclusive approach to talent development is recommended, emphasizing the importance of frontline employees.</li> <li>- More robust management structures and human resource systems are needed, especially in small and medium-sized enterprises.</li> <li>- A partnership between education, industry, and government is necessary to implement and sustain talent development.</li> <li>- Developing technical and generic competencies is crucial for frontline employees to maintain a positive organizational image.</li> <li>- Talent development can influence emotional labor, suggesting the need for quality emotional labor training to enhance service quality.</li> </ul>	<ul style="list-style-type: none"> <li>- The literature on talent management in tourism and hospitality is limited and fragmented.</li> <li>- There is a need for empirical evidence using both qualitative and quantitative methods.</li> </ul>	<ul style="list-style-type: none"> <li>- "An integrative literature review method was used to identify and analyze relevant studies to create a more comprehensive representation of the industry's talent strategies."</li> </ul>	<ul style="list-style-type: none"> <li>- The abstract mentions that the literature on talent management and talent development in tourism and hospitality is "limited and fragmented." This indicates a limited availability of comprehensive data or studies in this area.</li> <li>- The study suggests that future research should explore qualitative and quantitative methods to provide empirical evidence. This implies a limitation in the current study's methodology, as it does not include empirical evidence from these methods.</li> </ul>

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<p>A review of human resource management practices as a driver for team member engagement</p>	<p>Sania Khan, George Thomas, Chanchal Dey</p>	<ul style="list-style-type: none"> <li>- Synchronizing talent management practices with employee engagement initiatives improves talent retention.</li> <li>- The authors propose a model for improved retention through a cyclical process.</li> <li>- Employee engagement levels significantly influence decisions to stay or leave an organization.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of a reliable theoretical foundation in talent management.</li> <li>- Insufficient empirical evidence in talent management.</li> <li>- Neglect of employee experiences and opinions in current literature.</li> <li>- Narrow focus on Western economies, with a dearth of research in other cultural contexts.</li> <li>- Need for defining "best practices" in talent management.</li> <li>- Need to study the impact of talent management perceptions on employee performance and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>- "The paper is based on secondary research in talent management practices, team member engagement, and talent retention."</li> <li>- "The authors have reviewed the existing body of work on these topics in order to arrive at an analysis of the practice of talent management and team member engagement and to measure its impact on the retention of employees successively."</li> <li>- "To aid the endeavor to clarify and explore the trends in talent management, the authors have based this paper on a systematic review of the existing literature, which seeks to examine the modern thought process and evidence."</li> <li>- "Current examples are drawn from many leading companies, and their practices are emphasized for better understanding."</li> <li>- "Various drivers responsible for engaging and retaining talent are studied by reviewing the existing literature."</li> <li>- "After analyzing the existing literature, the authors have arrived at talent retention and engagement practices that may</li> </ul>	<ul style="list-style-type: none"> <li>- The paper is conceptual, which means it lacks empirical testing, a significant limitation as it requires further empirical validation to support its hypotheses.</li> <li>- The field of talent management lacks a reliable theoretical foundation, which is a limitation in understanding and applying talent management practices effectively.</li> <li>- There is a lack of empirical evidence supporting talent management models and frameworks, making assessing their effectiveness challenging.</li> <li>- The current literature focuses primarily on the organization's perspective, neglecting employee experiences and opinions, which is a limitation in understanding the full impact of talent management.</li> <li>- The literature is biased towards Western economies and businesses, which may not apply to other cultural contexts.</li> <li>- The paper suggests that defining best practices and studying employee perceptions are areas for further research, indicating limitations in current knowledge.</li> <li>- Overcoming challenges in talent management is not immediate, suggesting a limitation in quick fixes or solutions.</li> <li>- The paper highlights the need to</li> </ul>

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organizations	Debarun Chakraborty, Wendrila Biswas	<ul style="list-style-type: none"> <li>- The study identifies that current literature on human strengths is based on a trait-based conceptualization, less relevant to organizational contexts.</li> <li>- The study develops a new construct called ESAW (Employees' Strengths at Work), incorporating personal and situational variables, making it more relevant to organizational behavior.</li> <li>- The study proposes a conceptual framework for management development using ESAW, which is expected to improve employee engagement and performance.</li> </ul>	<ul style="list-style-type: none"> <li>- The current concept of strengths, as conceptualized by psychologists, is less relevant to organizations because it does not account for contextual factors.</li> <li>- There is a gap in the relevance of strengths conceptualization to organizations.</li> </ul>	<p>aid and assist industry practitioners and policy makers in designing and implementing successful talent management initiatives."</p> <ul style="list-style-type: none"> <li>- "The study utilizes the Cochrane method for carrying out a systematic conceptual review and shortlists 19 articles from an initial selection of 430 articles."</li> <li>- "The methodological originality lies in utilizing the systematic conceptual review for developing a new concept."</li> <li>- "Drawing insights from the 19 reviewed studies, the study deploys the concept relation method to conceptualize the concept of employees' strengths at work (ESAW) that has a higher relevance for management and organizational behavior."</li> </ul>	<p>target retention efforts on specific employees or groups, indicating a limitation in terms of broad applicability.</p> <ul style="list-style-type: none"> <li>- The abstract mentions that the trait-like conceptualization of strengths has lesser relevance to organizations because it does not account for contextual factors. This suggests a limitation in the current understanding and application of strengths in organizational settings.</li> <li>- The mention of the conceptual framework serving as a "springboard for future empirical research" implies that the study is conceptual and lacks empirical validation, which is a limitation.</li> <li>- The use of the systematic conceptual review to develop a new concept is highlighted as methodological originality, but it does not explicitly mention any limitations in the methodology.</li> </ul>
ARTIFICIAL INTELLIGENCE-ENABLED KNOWLEDGE MANAGEMENT USING A MULTIDIMENSIONAL ANALYTICAL FRAMEWORK OF VISUALIZATIONS	Priyadharshini Bhupathi, S. Prabu, A. P. Goh	<ul style="list-style-type: none"> <li>- The paper conceptualizes HRM functions, focusing on IT in upgrading HRM, accountability through citizen governance, and advocacy-oriented HRM.</li> <li>- HRM's transformational role depends on upgrading</li> </ul>	<ul style="list-style-type: none"> <li>- More empirical studies are needed on context-specific and governance-oriented human resources.</li> <li>- Future research needs to create a complete overview of</li> </ul>	<ul style="list-style-type: none"> <li>- "This paper employs a literature review to draw new perspectives on HRM functions."</li> <li>- "This essay seeks to contribute to human resource literature through a conceptual mapping of HRM functions tracing the development of human</li> </ul>	<ul style="list-style-type: none"> <li>- The paper explicitly states that it is not context-specific and lacks primary data, which are significant limitations as they restrict the depth and applicability of the findings.</li> <li>- The authors suggest that further empirical studies are needed to</li> </ul>

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Strategic approach to managing human factors risk in aircraft maintenance organizations: risk mapping	A. Yilmaz	IT and technical skills. - The development of HRM is influenced by ICT-enabled transactions, which improve efficiency and cost-effectiveness in staffing and record management.	drivers, processes, and components related to ICT-led HRM.	resource functions with the following three components: Information technology (IT) in the process of upgrading HRM, accountability through citizen governance as an outcome of data-driven and efficient sharing of information from the human resource institutions, and advocacy-oriented human resources management by focusing on the human capital as a partner towards socio-economic and political development in the governance era of new public management." - "The purpose of this essay is to provide a conceptual mapping of human resource management (HRM) functions in line with governance." - "This paper is not context-specific, since primary data are not included, and is limited only to the conceptual development of human resources according to its functions relative to information technology, citizen governance, and advocacy-oriented human resources."	provide a more comprehensive understanding of HRM in specific contexts, indicating a limitation in the current study's scope and methodology.
		- Integrating employee engagement strategies with analytics is crucial for achieving strategic objectives and enhancing	- There is a gap in the literature regarding integrating employee engagement and analytics.	- "This review paper employs a systematic literature review methodology to explore the integration of employee engagement and analytics in	- The paper explicitly mentions several limitations related to the study's methodology and scope. These include potential issues with sample size and generalizability,

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		<p>organizational success.</p> <ul style="list-style-type: none"> <li>- Advanced analytics techniques provide deeper insights into employee behaviors and engagement drivers, optimizing HR practices.</li> <li>- Integrating employee engagement and analytics enhances organizational performance and effectiveness, fostering a culture of continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>- Need for further research on how engagement and analytics interact.</li> <li>- Development of ethical frameworks for data collection and analysis.</li> <li>- Exploration of how HR initiatives contribute to KPIs and organizational outcomes.</li> <li>- Improve generalizability and accuracy by addressing sample size and data collection methods.</li> <li>- Establishment of causality between engagement, analytics, and success.</li> <li>- Investigation of contextual, industry-specific, and cultural differences in HR practices.</li> <li>- Exploration of long-term sustainability of integrated HR practices.</li> <li>- Addressing technological limitations and</li> </ul>	<p>transforming HR practices for organizational success."</p> <ul style="list-style-type: none"> <li>- "The systematic approach ensures comprehensive coverage of existing literature on the subject matter, allowing for a thorough understanding of the concepts, methodologies, and findings in this domain."</li> <li>- "The review follows a structured process of identifying relevant studies, screening them based on predetermined criteria, extracting data, synthesizing findings, and critically evaluating the quality and relevance of the selected literature."</li> <li>- "The data collection process involves searching electronic databases such as PubMed, PsycINFO, Scopus, and Google Scholar for peer-reviewed articles, conference papers, books, and other scholarly publications related to employee engagement, HR analytics, and organizational success."</li> <li>- "Inclusion criteria for selecting studies include relevance to integrating employee engagement and analytics in HR practices, publication in peer-reviewed journals or reputable</li> </ul>	<p>and limitations in the study's focus and data sources.</p> <ul style="list-style-type: none"> <li>- The paper notes that the study may not account for all factors influencing organizational success, which could lead to incomplete conclusions.</li> <li>- The use of self-reported data and secondary sources is highlighted as a potential source of bias and inaccuracies.</li> <li>- The paper discusses the challenge of establishing causality versus correlation, a standard limitation in studies examining relationships between variables.</li> <li>- The study's timeframe and potential for publication bias are also limitations.</li> <li>- The paper suggests that the findings may not be applicable across different organizational contexts or industries, which is a limitation in terms of generalizability.</li> <li>- Another noted limitation is the study's focus on short-term benefits without exploring long-term sustainability.</li> </ul>

Title	Authors	Main findings	Research gaps	Methodology	Limitations
<p>Mapping human resource development: Visualizing the past, bridging the gaps, and moving toward the future</p>	<p>M. Shirmohammadi, Amir Hedayati Mehdiabadi, Mina Beigi, G. McClean</p>	<p>- Employee-centred sustainable HRM extends beyond current literatures to include wider parties such as trade unions and self-organised employees. - The study maps out sustainable HRM and includes these additional stakeholders. - A key practical implication is the potential to create micro-forms of corporatism to foster employee-centred sustainable HRM.</p>	<p>No research gaps suggested (the abstract mentions that research gaps were identified, but does not specify what they are)</p>	<p>conferences, availability of full-text articles in English, and relevance to organizational success metrics such as employee retention, productivity, and satisfaction." - "Exclusion criteria encompass non-English publications, gray literature, dissertations, and studies lacking empirical evidence or methodological rigor."</p>	<p>- The abstract explicitly states that the article is based on a literature review, which implies that it does not include empirical data collection or analysis. This limitation is because literature reviews are typically based on existing research and may not provide new empirical insights. - The abstract suggests that follow-up empirical research is needed to test aspects of the new map and address identified research gaps. This indicates that the current study does not empirically validate its findings, which is a limitation.</p>
<p>Human resource information systems: a strategic contribution to HRM</p>	<p>Ayesha Irum, Ramashankar Yadav</p>	<p>Not mentioned (the abstract does not provide any information about the main findings of the study)</p>	<p>No research gaps suggested</p>	<p>- The article centres on an analytical review of extant sustainable HRM literature and wider literature considering further ways to sustain employment. Findings Employee-centred" - "The article is based on a literature review."</p>	<p>- The abstract provided does not mention any limitations of the study. It only provides the title and publication history, which does not include any information about the limitations or potential drawbacks of the research.</p>

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<p>The role of big data and predictive analytics in employee retention: A resource-based view</p>	<p>Rupali Singh, Pooja Sharma, Cyril R. H. Foropon, H. Belal</p>	<ul style="list-style-type: none"> <li>- The study identifies significant research clusters that map the knowledge structure and trends in HRM related to BDA.</li> <li>- Challenges in BDA application and firm performance are persistent across past, present, and future trends.</li> <li>- Fostering a data-driven culture and adapting BDA as a change management tool are key implications for HRM practices.</li> </ul>	<ul style="list-style-type: none"> <li>- Challenges in BDA application and firm performance</li> <li>- Need to foster a data-driven culture</li> <li>- Strategic adaptation of BDA as a change management initiative</li> </ul>	<p>- "This paper evaluates the past, present, and future trends of HRM through the bibliometric analysis of citation, co-citation, and co-word analysis. Findings</p>	<ul style="list-style-type: none"> <li>- The abstract mentions challenges in BDA application and firm performances, which could be interpreted as limitations in implementing BDA in HRM. However, these are not explicitly stated as limitations but as findings from the analysis.</li> <li>- The abstract does not explicitly mention any limitations or self-reported problems with the study.</li> <li>- No suggestions for further research or methodological errors are mentioned in the abstract.</li> </ul>
<p>Human resource allocation in business process management and process mining</p>	<p>Michael Arias, R. Saavedra, Maíra R. Marques, J. Munoz-Gama, M. Sepúlveda</p>	<ul style="list-style-type: none"> <li>- The study identifies five main themes in employee innovation discourse: employee innovative work behavior, firm innovation performance, employee innovation processes, frontline service employees, and management tools for employee innovation.</li> <li>- The research focuses on the role of non-R&amp;D and non-managerial employees in innovation, a unique focus compared to prior studies.</li> <li>- A research agenda is proposed based on dynamic capability,</li> </ul>	<ul style="list-style-type: none"> <li>- The role of non-R&amp;D and non-managerial employees in different phases and types of innovation.</li> <li>- Integrating employee innovation into the innovation management domain using the dynamic capability framework.</li> <li>- Use of innovation processes and types in employee innovation research.</li> <li>- Interactive processes and empirical evidence for management tools in employee innovation.</li> </ul>	<ul style="list-style-type: none"> <li>- "By conducting a mapping study and applying a critical discourse analysis, the phenomenon of 'ordinary' employee innovation is explored across various fields, such as human resource management, psychology, economics, strategy, marketing, and technology management."</li> <li>- "Concerning the methodological lens of critical discourse analysis, the authors suggest inclusively forming the employee innovation discourse."</li> <li>- "Proposals for future research are suggested based on the theoretical framework of dynamic capability, further to integrate employee innovation</li> </ul>	<ul style="list-style-type: none"> <li>- The abstract mentions that the paper proposes "avenues for future research," which implies that there are areas not fully explored or addressed in the current study.</li> <li>- The mention of "proposals for future research" suggests limitations in the current understanding or coverage of the topic, necessitating further investigation.</li> <li>- The abstract does not explicitly list limitations such as sample size or methodological errors. However, it does indicate a need for further research, which can be interpreted as a limitation in the scope or depth of the current study.</li> </ul>

Title	Authors	Main findings	Research gaps	Methodology	Limitations
<p>An Explorative Factor Analysis of Competency Mapping for IT Professionals</p>	<p>Jaskiran Kaur, G. Madaan, Sayeeduzafar Qazi, Pretty Bhalla</p>	<p>emphasizing integrating employee innovation into innovation management.</p> <ul style="list-style-type: none"> <li>- Managers and scholars lack confidence in quantifying the financial value of human capital and its changes due to management practices, culture, or workforce composition.</li> <li>- The paper provides a multidisciplinary review of existing work on estimating, disclosing, and managing the financial value of human capital resources.</li> <li>- A multilevel organizing framework is proposed to link financial valuation to strategic human capital and resource management literature.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of ability to financially value human capital</li> <li>- Inability to quantify changes in management practices, culture, or workforce composition</li> <li>- Reliance on inferences rather than empirical measures of human capital value</li> </ul>	<p>in the innovation management domain."</p> <ul style="list-style-type: none"> <li>- "We provide a multidisciplinary review of existing work concerned with the estimation, disclosure, and management of human capital resources strategically."</li> <li>- "We propose a multilevel organizing framework to facilitate the linkage between the financial valuation issues highlighted in our review and the recent literature on strategic human capital/strategic human resource management."</li> <li>- "Based on the insights drawn from this review, we propose a series of next steps or 'action items' to stimulate future research that holds promise for yielding both new theoretical insights and important practical implications for organizations."</li> </ul>	<ul style="list-style-type: none"> <li>- The abstract highlights that managers and scholars face challenges in quantifying the financial value of human capital and its changes due to management practices, culture, or workforce composition. This indicates a limitation in current practices and research.</li> <li>- The reliance on inferences rather than empirical measures suggests a limitation in the current state of research, as it lacks concrete data.</li> <li>- The proposal of "next steps" or "action items" implies that there are areas where further research is needed, indicating limitations in the current state of knowledge.</li> <li>- The abstract does not explicitly mention specific methodological errors or biases but focuses on the broader challenges and gaps in research.</li> </ul>

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