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Human-AI Collaboration in High-Stakes Human Resource Decision-Making: A Systematic Literature Review of Promotion, Termination, and Layoff Decisions

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***Abstract*— Artificial intelligence is increasingly integrated into human resource management, expanding from routine administrative tasks to high-stakes decisions such as promotion, performance-based dismissal, surplus staff clearance, and organizational layoffs. Despite expanding applications, existing literature remains fragmented across functional areas without systematically analyzing how judgment authority is allocated between human managers and algorithms. This paper presents a systematic literature review protocol and conceptual framework to examine human-AI collaboration in consequential HR decisions. Following the PRISMA 2020 statement across Scopus and Web of Science, this study adapts the Antecedents, Decision Process, and Outcomes (ADO) framework. The framework organizes technical, organizational, and individual antecedents; maps a dual-stage decision process (diagnostic analysis versus evaluative assessment) across three collaboration models (AI-informed, AI-augmented, and AI-delegated); and evaluates multi-level outcomes across organizational compliance, employee procedural justice, and societal accountability. By establishing decision stakes as the primary organizing variable, this study clarifies the division between algorithmic analysis and human managerial discretion in consequential workplace decisions.**

***Keywords*—** *Artificial Intelligence, Human Resource Management, Human-AI Collaboration, Algorithmic Decision-Making, High-Stakes Decisions, ADO Framework.*

Intisari*— Integrasi kecerdasan buatan dalam manajemen sumber daya manusia kini merambah keputusan berdampak besar seperti promosi, pemutusan hubungan kerja berbasis kinerja, seleksi kelebihan staf, dan perampingan organisasi. Kendati penerapannya meluas, literatur saat ini masih terfragmentasi ke dalam fungsi-fungsi terpisah tanpa menganalisis pembagian wewenang pertimbangan antara manajer manusia dan algoritma. Makalah ini menyajikan protokol tinjauan literatur sistematis dan kerangka konseptual untuk mengkaji kolaborasi manusia-AI dalam keputusan penting tersebut. Berdasarkan pedoman PRISMA 2020 pada basis data Scopus dan Web of Science, penelitian ini mengadaptasi kerangka Antecedents, Decision Process, and Outcomes (ADO). Kerangka ini memetakan anteseden teknis, organisasional, dan individual; menguraikan alur keputusan dua tahap (analisis diagnostik vs. penilaian evaluatif) melalui tiga model kolaborasi (AI-informed, AI-augmented, dan AI-delegated); serta mengevaluasi dampak pada kepatuhan organisasi, keadilan prosedural karyawan, dan akuntabilitas sosial. Dengan menempatkan tingkat risiko keputusan sebagai variabel pengorganisasian utama, kajian ini memperjelas batas antara analisis algoritmik dan diskresi manajerial manusia dalam keputusan ketenagakerjaan berisiko tinggi.*

***Kata kunci*—** *Kecerdasan Buatan, Manajemen Sumber Daya Manusia, Kolaborasi Manusia-AI, Pengambilan Keputusan Algoritmik, Keputusan Berisiko Tinggi, Kerangka ADO.*

I. INTRODUCTION

Currently, all types of organizations are gradually integrating AI (artificial intelligence) into HRM (human resource management), expanding its application boundary from mere administrative automation to a range of complex human resource decision scenarios that cover the entire employee lifecycle, including recruitment, promotion, performance evaluation, retention, and dismissal. Tambe et al. [1] noted that the academic community has recognized this transformation, with discussions addressing both operational benefits and the management challenges of organizational implementation. With the algorithmic transformation of human resource management (HRM), algorithmic human resource management (algorithmic HRM) has emerged as a distinct paradigm. As defined by Meijerink et al. [2], under this model, algorithms have evolved from merely supporting HR personnel to active participants in organizational decision-making, capable of

allocating human-machine decision-making authority. However, most existing studies only focus on conventional scenarios such as resume screening and candidate matching, while personalized applications remain to be further explored. AI deployed across different fields has already demonstrated considerable potential to boost the efficiency, consistency, and speed of decision-making. However, this type of AI implemented in HR scenarios has one core characteristic: its outputs can be manually reviewed and revised before producing lasting impacts. For example, training recommendations can be disregarded, candidate shortlists can be re-evaluated, and employee engagement scores can be interpreted independently. While AI reshapes HR workflows, its consequential organizational impacts require systematic clarification.

Current academic research on AI-assisted human resource decision-making mostly centers on routine applications, with little attention paid to high-risk decisions that exert long-term impacts on employees. This category of decisions covers employee promotions, performance-based dismissals, surplus staff selection, and organizational layoffs. These decisions are tied to employees' career development, economic security, and professional identity, and are irreversible, so they require a dedicated analytical perspective that goes beyond general-purpose frameworks.

This paper first defines that high-risk human resources (HR) decisions are fundamentally distinct from routine HR applications: the former, such as dismissal and layoffs, are nearly irreversible once made and exert long-term impacts on employees' livelihoods and career development, while relevant recommendations for the latter can be revised at any time. Drawing on Leicht-Deobald et al. [3], this paper argues that the ethical risks arising from AI assistance for these consequential decisions are substantially higher than those linked to low-risk HR applications, directly impacting core employee rights, dignity, and autonomy.

High-stakes human resources (high-stakes HR) decisions directly shape employees' perceptions of organizational fairness and justice. These decisions, encompassing promotions, dismissals, and layoffs, influence employee income, professional status, and organizational identity, making employees acutely sensitive to decision generation processes. Newman et al. [4] observed that even when AI-assisted algorithmic decision-making outperforms human judgment in accuracy and consistency, employees may still perceive the process as procedurally unfair. This perception stems from the erosion of contextual understanding, discretionary empathy, and personal accountability as algorithmic authority expands. Consequently, evaluating the allocation of decision-making authority between humans and algorithms is as vital as measuring technical accuracy.

The popularity of artificial intelligence applications in employment decision-making continues to climb, triggering regulatory scrutiny worldwide. Among global regulatory frameworks, the European Union's Artificial Intelligence Act explicitly classifies AI systems used to inform four types of employment decisions (recruitment, promotion, task allocation, and dismissal) as high-risk applications. The Act mandates compliance with four core standards: enhanced transparency, human oversight, accountability, and risk management. The rationale is that employment decisions directly affect individual fundamental rights, career progression, and economic security. In this context, the integration of AI into human resource management introduces three persistent structural contradictions: efficiency versus fairness, consistency versus flexibility, and automation versus human autonomy [5]. Charlwood and Guenole [5] confirmed that these tensions become particularly acute in high-risk employment decision-making. However, existing systematic literature reviews in this field predominantly examine functional or technological dimensions, leaving an empirical void regarding how decision consequence shapes human-AI authority distribution.

Currently, adjacent disciplines related to human-machine collaboration in the human resources (HR) field have accumulated a substantial body of literature, yet these studies generally share common limitations. The three representative published existing studies each make distinct contributions, but all have unaddressed research gaps. The first study established a basic research framework for pan-scenario analysis of AI applications in HR, but it did not examine the in-depth constraints of high-risk decision-making scenarios. The second study focused on process optimization of AI-enabled corporate recruitment, but its research scope was limited only to entry-level HR procedures such as pre-hire screening, and it did not extend its analysis to core employment decisions. The third study explored ethical risks in the digital transformation of HR work, but it failed to conduct a linked analysis connecting various types of risks to specific decision categories. These studies have developed in parallel, with extremely low integration between their complementary research domains. No systematic sorting of AI's involvement in high-risk HR decisions has been formed to date, and this core research gap is the central starting point of the present study.

This study will focus on four types of high-risk HR decisions: promotion, dismissal, performance-based dismissal, and layoffs. It will adopt a decision-centric perspective to carry out a systematic review, with the goal of comprehensively sorting out the opportunities, challenges, ethical considerations, and governance mechanisms related to these AI-supported decisions.

A. Research Questions

RQ1. How is human-AI collaboration currently configured (i.e., the division of judgment and authority between humans and AI systems) in promotion, termination, and layoff decisions?

RQ2. What organizational, technological, and individual antecedents shape the degree and mode of AI involvement in these decisions?

RQ3. What organizational, employee, and ethical/societal outcomes are associated with different human-AI interaction modes in high-stakes HR decisions?

RQ4. What theoretical, methodological, and contextual gaps remain, and what research agenda should guide future work on human-AI collaboration in consequential HR decision-making?

B. Research Objectives

1. To systematically identify and map the empirical and conceptual literature on human-AI collaboration in promotion, termination, and layoff decisions.

2. To develop an integrative conceptual framework (Antecedents, Decision Process, and Outcomes) that organizes the fragmented findings of this literature.

3. To identify under-researched theoretical lenses, contexts, and methods, and to propose a future research agenda.

II. BACKGROUND AND LITERATURE REVIEW

A. Positioning of Prior Review Studies

Before clarifying the specific research gap of this study, we first situate this review within the existing systematic literature framework for the interdisciplinary field of artificial intelligence (AI) and human resource management (HRM). We first organize the three core types of existing reviews in this field: conceptual reviews, systematic reviews, and bibliometric reviews. While these reviews differ in their research scope, analytical focus, and intended contributions, they have collectively built a solid research foundation for the field, while also leaving unaddressed space for further exploration.

Table I developed for this study organizes 10 high-impact relevant reviews in the field along a timeline. These reviews range from the earliest conceptual discussions to recent systematic and bibliometric integration studies; each entry summarizes the review's research scope, core contributions, and analytical focus, and also marks its connection to the research gap of this study. After synthesizing and comparing these reviews, we find that most existing reviews center on HR functions, technology application, implementation issues, and macro-level organizational topics. None, however, focus on the dimension of decision rights allocation in high-stakes human resource decision-making, which is the core rationale for this study to conduct a systematic review.

[RUANG PENEMPATAN TABEL I / TABLE I PLACEHOLDER]

(Catatan Tata Letak: Tabel perbandingan 10 literatur review terdahulu disematkan secara lengkap di bawah ini sesuai standar jurnal)

TABLE I
Positioning of This Review Relative to Prior Conceptual and Systematic Reviews on AI in HRM

Study	Scope & Method	Key Contribution	Relation to This Review's Gap
Tambe et al. (2019) [1]	Conceptual overview of AI-HRM challenges	Establishes foundational promise/peril framing of AI in HR work	Broad framing; does not isolate consequential decisions from routine ones
Kellogg et al. (2020) [6]	Conceptual review (Academy of Management Annals)	Introduces algorithms as directing, evaluating, and disciplining workers	Offers a control-oriented lens, not an HR-decision-specific one
Meijerink et al. (2021) [2]	Conceptual synthesis (IJHRM special issue)	Synthesizes cross-disciplinary insights on algorithmic HRM	Broad synthesis; decision stakes not treated as an organizing variable
Budhwar et al. (2022) [7]	Review and research agenda (IJHRM)	Calls for dedicated agenda on AI's challenges and opportunities for international HRM	Sets the agenda-call this proposal answers with a decision-focused lens
Madanchian et al. (2023) [8]	SLR (Procedia Computer Science)	Catalogs AI tools and techniques across HR functions	Function-oriented; promotion, termination, and layoff not isolated as a class
Budhwar et al. (2023) [9]	Perspectives paper (Human Resource Management Journal)	Sets research directions for generative AI (ChatGPT) in HRM	GenAI-focused; not organized around decision stakes
Benabou and Touhami (2025) [10]	PRISMA-based SLR, 141 articles (Acta Informatica Pragensia)	Categorizes AI applications by distinct HR function	Function-oriented (recruitment, appraisal, workforce planning); high-stakes decisions treated as one function among many
Łabędzki et al. (2025) [11]	SLR, 95 studies (Springer, HCII proceedings)	Identifies five management-wide themes, including human-AI decision-making	Management-wide, not HR-specific; decision-making is one theme, not isolated by stakes
Úbeda-García et al. (2025) [12]	Bibliometric SLR, 203 articles (Journal of Innovation & Knowledge)	Maps six strategic research themes in AI-HRM, 2002-2024	Bibliometric/thematic mapping; no decision-stakes framework proposed
Dima et al. (2024) [13]	Review (Frontiers in Psychology)	Examines AI's effects across the HR triad (HR professionals, line managers, employees)	Role-based lens (who is affected); not organized by decision consequence

This paper sorts out the existing context of prior review studies in the AI-HRM field, and extracts research patterns from the comparison presented in Table I: Early conceptual studies established core terms including algorithmic management and algorithmic HRM. Systematic and bibliometric reviews published between 2023 and 2025 shifted to organizing research along three types of dimensions, yet none of these reviews incorporate decision stakes as a core dimension of their analytical frameworks.

Existing reviews examining human-machine decision-making exhibit notable analytical boundaries. Łabędzki et al. [11] reviewed human-machine collaboration across broad management domains, but their analysis did not isolate the human resource management context nor differentiate the varied stakes of personnel decisions such as promotion, scheduling, and redundancy dismissals. Consequently, a specialized review organized around decision consequence remains absent.

This study is not a generic, homogeneous standard literature review on the application of artificial intelligence in the human resource management field. Instead, it introduces the decision stakes dimension as the core framework for integrating existing literature. This approach addresses the limitations of prior reviews in this field, which conventionally rely on functional or technological classifications to organize research, and clarifies the unique domain-specific value of this study.

B. Problem Statement and Research Gap

In recent years, multiple systematic reviews focused on artificial intelligence adoption in the human resource management field have collectively expanded the field's cognitive boundaries, consolidated evidence of AI applications across the full employee lifecycle, and produced valid insights from three core dimensions. However, most of these reviews approach the topic from functional or technical perspectives, and fail to account for how the outcomes of human resource decision-making shape the implementation of AI applications.

The systematic review by Łabędzki et al. [11], synthesizing 95 studies on human-AI collaboration in management, identified three core themes: hybrid human-AI teams, trust, and collaborative decision-making. While providing broad coverage across diverse management settings, it did not categorize HR decisions by employee consequence. Similarly, prior reviews of AI-enabled human resource technologies have structured findings around functional silos like recruitment and training, treating decision risk merely as a secondary descriptive attribute rather than an organizing analytical framework [8].

This paper aims to sort out cross-disciplinary external theoretical foundations for research on AI-supported decision-making, and introduce four complementary streams of academic research to jointly build a core analytical framework. Existing research on algorithmic management notes that algorithms, which intervene in processes including work allocation, employee monitoring, performance evaluation, and managerial control, are reshaping organizational governance and employment relationships [6], [16]; further, research on human-AI authority delegation finds that in uncertain and ambiguous scenarios, individuals struggle to balance relying on algorithmic recommendations and exercising independent human judgment [14], [15]; at the same time, research on organizational justice shows that even when AI-made decisions have higher accuracy and consistency than human decisions, employees still perceive procedural injustice in AI-assisted decision-making, which stems from their emphasis on situational understanding, discretion, and human participation in major decisions [4]; likewise, international HRM research argues that the rapid expansion of AI requires relevant research agendas to cover both the technical and humanistic dimensions of AI implementation [7], [9].

In the field of organizational decision-making, multiple research streams originating from distinct theoretical traditions all center on the core concern of the relationship between humans and AI. Yet these streams have long developed in parallel, and none have systematically integrated evidence related to major human resources (HR) decisions that affect employees' core career interests. This gap is precisely the core research question that the field urgently needs to address.

This study conducts a systematic literature review to fill the existing research gaps in the field. Rather than adopting the widely used HR function framework in the field, it constructs its analytical logic around decision stakes, incorporates four categories of human resource decision-making scenarios, and will ultimately develop an integrated conceptual framework that covers the antecedents of human-machine decision-making as well as their multi-dimensional outcomes.

III. RESEARCH METHODOLOGY

A. Review Design and Protocol

This systematic literature review is designed in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) framework. A pre-defined protocol was established to guide literature identification, screening, eligibility, and inclusion, ensuring systematic and reproducible evidence synthesis across multidisciplinary fields.

B. Search Strategy

The literature search will be conducted in Scopus and cross-checked against Web of Science to improve database coverage. The search strategy will combine three groups of keywords using Boolean operators: (1) AI-related terms (e.g., artificial intelligence, algorithm, machine learning, and automated decision-making); (2) collaboration and decision-making terms (e.g., human-AI collaboration, human-in-the-loop, decision support, and delegation); and (3) HR decision terms (e.g., promotion, termination, dismissal, layoff, redundancy, and downsizing). The search will be restricted to English-language, peer-reviewed journal articles, with no lower publication-date limit and an upper limit defined by the date on which the search is conducted.

C. Eligibility Criteria

This review sets out two categories of literature inclusion criteria: (1) empirical or conceptual studies that investigate AI's involvement in promotion, dismissal, and layoff decisions within organizational settings; (2) studies that examine the allocation of decision-making authority between humans and

AI within the same setting, even if this topic is not their core research focus.

This study's systematic literature review set forth three exclusion rules to screen out three categories of unqualified literature: (1) literature that only addresses topics such as recruitment and is irrelevant to decisions including promotion, (2) non-peer-reviewed literature, (3) literature that fails to provide valid empirical content.

D. Screening and Selection Process

The literature screening for this study is divided into four stages: first, complete database searching and remove duplicate records; second, screen titles and abstracts against eligibility criteria; third, conduct full-text assessment; and fourth, identify relevant studies not covered by the selected databases through backward citation tracing and forward citation tracking. To ensure the reliability of the process, two independent reviewers are assigned to conduct the screening. Any discrepancies between the two reviewers are resolved through discussion, or by consulting a third reviewer if a consensus cannot be reached. Inter-rater reliability (e.g., Cohen's kappa) will be reported to enhance the credibility of the selection process.

E. Quality Appraisal

This review divides the included studies into two categories: empirical studies, and conceptual and theoretical studies. Empirical studies were assessed using an adapted version of the MMAT tool, while the latter group of studies were evaluated in line with the general norms for systematic reviews in the management field, against two core criteria: rigor of argumentation and theoretical fit.

F. Data Extraction and Synthesis

This study is a meta-analysis centered on the theme of human-AI interaction in the human resources (HR) field. It adopts a structured coding framework to extract data across eight dimensions, and integrates three analytical approaches: descriptive analysis, bibliometric mapping, and thematic synthesis guided by the ADO framework. The study's operational procedures are fully reproducible, and its outputs ultimately support the construction of the future research agenda preset by this study.

IV. PROPOSED ADO FRAMEWORK AND DISCUSSION

This systematic literature review focused on human-AI collaboration in the high-stakes human resource decision-making domain adopts an adapted Antecedent-Decision Process-Outcome (ADO) framework. This framework can incorporate all variables from existing research, map the links between these variables, and derive two sets of causal relationships: first, contextual factors shape human-AI arrangements, and second, these arrangements impact dual-level outcomes. This work builds a rigorous, structured foundation for subsequent research integration in this field.

This study conducts a review of the human-AI collaboration field in high-risk human resource decision-making. Past comparable reviews in this domain could only sort out AI application scenarios across various functional areas and summarize emerging research topics. This study adopts the ADO (Antecedents, Decision Process, and Outcomes) framework, which can link scattered studies together, clarify underlying linkage mechanisms, and construct a coherent explanation. The study aims to synthesize existing research knowledge, explain how antecedents shape decision-making processes, and derive multi-level outcomes at the organizational, employee, and societal levels.

[RUANG PENEMPATAN GAMBAR 1 / FIGURE 1 PLACEHOLDER]

(Catatan Tata Letak: Diagram Kerangka Konseptual ADO (1472x841 px) disematkan secara proporsional di bawah ini sesuai standar jurnal)

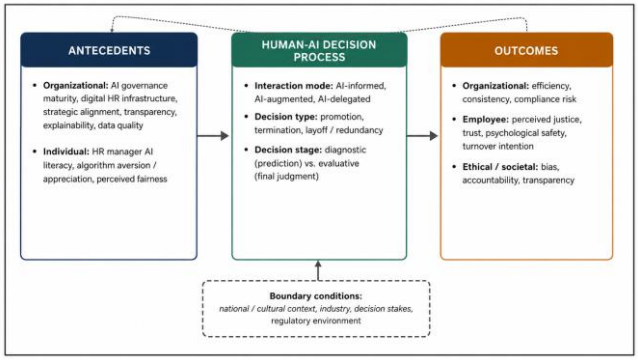


Figure 1. Proposed ADO Conceptual Framework for Human-AI Collaboration in High-Stakes HR Decision-Making

A. Antecedents

This paper proposes an ADO framework suitable for high-risk human resource decision-making scenarios. It categorizes the antecedent variables that affect AI implementation, governance, and application in these scenarios into three sets of interconnected contextual conditions: organizational, technical, and individual.

This study focuses on the technical antecedents, whose core elements cover algorithmic transparency, explainability, as well as data quality, reliability, and representativeness. These factors exert influence on both AI technical performance and users' confidence in algorithmic decision-making.

This study defines individual antecedent factors in high-risk human resource decision-making scenarios as the personal characteristics and cognitive elements of human decision-makers who interact with AI, which include AI literacy, algorithmic preference and aversion tendencies, and fairness perceptions. These factors shape how decision-makers interpret algorithms, determine their level of reliance on AI, and influence the overall nature of human-AI collaboration.

B. Human-AI Decision Process

This review originally proposes a human-AI collaborative decision-making framework tailored to high-risk human resources decision scenarios. It overturns the long-prevailing outdated perception that AI participation in decision-making

exists as an all-or-nothing binary state, and reframes human-AI collaboration as a continuum that covers the entire decision workflow and incorporates varying participation gradients.

Along this participation gradient, the framework defines three distinct clear models: the starting model is the AI-informed model, where AI only provides information, prediction, and analytical support, while humans bear full responsibility for all final decisions; the intermediate model is the AI-augmented model, where the judgments of both humans and AI jointly influence the decision-making process; the end model is the AI-delegated model, where humans generally accept AI outputs, and their reliance on algorithms rises substantially.

This study conducts its core investigation centered on human-AI collaboration. First, it distinguishes between different human-AI collaboration models. Next, it examines differences in collaboration arrangements across four high-risk human resource decision-making scenarios: promotion, dismissal, surplus staff clearance, and layoffs. Concurrently, it splits the full decision-making process into two stages: the diagnostic stage, which involves collecting and analyzing information and generating predictions, and the assessment stage, which finalizes the ultimate employment decision. Previous studies on human-AI delegation show that the degree of reliance on AI varies across these stages, which gives rise to distinct risks related to algorithm use. This phase division is supported by prior empirical work on algorithmic delegation [15].

C. Outcomes

The organizational AI application analysis framework proposed in this study centers on three core categories of outcomes: organizational-level factors including efficiency and compliance risks; employee-level factors including perceptions of procedural justice and psychological safety; and ethical and societal-level factors including algorithmic bias. The framework adds a dashed-line feedback path, through which observed outcomes can reshape future organizational antecedents. For example, discrimination complaints triggered by AI decision-making can drive governance upgrades. Research on such feedback mechanisms remains insufficient, making it a key direction for future longitudinal studies.

D. Boundary Conditions

The human-AI decision analysis framework proposed in this paper further identifies four categories of boundary conditions: national cultural context, industry characteristics, magnitude of decision risk, and regulatory environment. Coding these contextual factors enables us to assess the transferability of existing research evidence, which is mostly derived from the scenarios of large Western enterprises, across different organizational and institutional contexts.

E. Expected Contributions

As a systematic review in the interdisciplinary field of artificial intelligence (AI) and human resource management, this study is, to the best of our knowledge, the first to develop the Antecedents, Decision Process, and Outcomes (ADO) framework that explains human-AI collaboration in high-risk human resource decision-making. Most existing reviews in this field construct frameworks centered on human resource (HR) functions, technology adoption, or a general management perspective. In contrast, the framework developed in this study takes decision risk as its core, which can integratively explain the role of contextual factors and multilevel influences, synthesize fragmented research, and solidify the conceptual foundation of this field.

This practice-oriented review focused on the theme of human-AI collaboration has a core objective of delineating the applicable scenarios for two types of human-AI collaboration models, to provide actionable guidance for relevant stakeholders: the model of AI taking full operational charge is suited for the diagnosis stage that requires large-scale data analysis, while the model of AI serving only as an auxiliary reference fits the final employment decision stage that requires safeguarding procedural justice. This review does not advocate for a universal, unified rule, and only organizes context-specific factors for institutions to use in their evaluations.

This review proposes potential policy directions by delineating the maturity boundaries of existing evidence. It can support governance discussions on high-risk AI applications in the employment field, covering three core dimensions: transparency, accountability, and human oversight.

V. CONCLUSION

This paper establishes a conceptual framework and systematic review protocol for human-AI collaboration in high-stakes human resource decision-making, focusing specifically on promotion, performance-based dismissal, surplus staff clearance, and organizational layoffs. By organizing prior literature around decision stakes rather than routine HR functions, the adapted ADO framework connects technical, organizational, and individual antecedents with a dual-stage decision process and multi-level outcomes. The analysis demonstrates that while algorithmic tools can assist during diagnostic analysis, final evaluative assessments require human managerial discretion to address ethical risks and procedural justice concerns. The outlined PRISMA 2020 protocol provides a structured methodology for identifying and synthesizing evidence across Scopus and Web of Science. Future empirical work should evaluate the proposed boundary conditions across diverse institutional settings and investigate the feedback mechanisms connecting decision outcomes to subsequent organizational governance.

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