



Volume 2	Issue 2	Apr – Jun 2026
Received	Accepted	Published
25 March 2026	13 June 2026	15 June 2026

Artificial intelligence-enabled human resource management: integrating dynamic capabilities theory and stakeholder theory for sustainable organizational performance

DOI: [10.66578/btis.v2i2.33](https://doi.org/10.66578/btis.v2i2.33)

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ABSTRACT

The rapid advancement of artificial intelligence (AI) is fundamentally transforming human resource management (HRM), creating new opportunities for organizations to enhance workforce effectiveness, improve strategic decision-making, and strengthen long-term competitiveness. Despite growing scholarly attention to AI-enabled HRM practices, existing research remains fragmented and lacks a comprehensive theoretical framework explaining how AI contributes to sustainable organizational performance while balancing the interests of diverse stakeholders. This article addresses this gap by integrating Dynamic Capabilities Theory and Stakeholder Theory to develop a novel conceptual framework for AI-enabled human resource management. Drawing upon Dynamic Capabilities Theory, the study explains how AI technologies enhance organizational capabilities through sensing workforce needs, seizing strategic opportunities, and reconfiguring HR processes to respond to changing business environments. Simultaneously, Stakeholder Theory provides a complementary perspective by emphasizing the importance of creating value for employees, managers, customers, investors, and broader society through responsible and ethical AI implementation. The proposed framework demonstrates how AI-enabled HRM practices, including talent acquisition, employee development, performance management, workforce analytics, and employee engagement, contribute to organizational agility, workforce resilience, stakeholder satisfaction, and sustainable organizational performance. The article further develops a series of research propositions and identifies future research directions for scholars examining the intersection of artificial intelligence, human resource management, organizational sustainability, and strategic management. The framework offers both theoretical and



practical insights for organizations seeking to leverage AI technologies while maintaining stakeholder trust and achieving long-term organizational success.

Keywords: Artificial Intelligence; Human Resource Management; Dynamic Capabilities Theory; Stakeholder Theory; Sustainable Organizational Performance; AI-Enabled HRM.

INTRODUCTION

Artificial intelligence (AI) has emerged as one of the most transformative technologies influencing contemporary organizations, fundamentally reshaping how firms create value, manage resources, and sustain competitive advantage (Agarwal, Swami, & Malhotra, 2024). Recent advances in machine learning, natural language processing, predictive analytics, and generative AI have accelerated the adoption of AI across numerous organizational functions, particularly within human resource management (HRM) (Daskou & Mangina, 2003). As organizations increasingly seek data-driven approaches to workforce management, AI-enabled HRM has evolved from a technological innovation into a strategic capability that enhances organizational effectiveness, employee experiences, and long-term performance (Ambrogio, Filice, Longo, & Padovano, 2022; Cheng & Yang, 2017).

The integration of AI into HRM has significantly transformed traditional human resource activities (Davenport & Ronanki, 2018), including talent acquisition (De Almeida, Dos Santos, & Farias, 2021), employee training and development (De Marcellis-Warin, Marty, Thelisson, & Warin, 2022), performance evaluation, workforce planning (Eriksson, Bigi, & Bonera, 2020), employee engagement (Gupta & Khan, 2024), and retention management (Haque, 2025). AI-powered recruitment systems can efficiently screen large applicant pools, identify suitable candidates, and reduce recruitment cycle times. Similarly, predictive analytics tools enable organizations to anticipate workforce trends, identify skill gaps, forecast employee turnover, and personalize employee development initiatives (Abas & Qureshi, 2026; Pardo-Jaramillo, Gómez, Muñoz-Villamizar, Lleo-de-Nalda, & Osuna Soto, 2025). These capabilities allow organizations to make more informed decisions while improving operational efficiency and workforce productivity.

Recent developments in generative AI have broadened the ways organizations can use AI within human resource management, moving beyond predictive analytics toward more interactive and adaptive HR solutions. Generative AI systems, including large language models such as ChatGPT and similar technologies, can assist organizations in developing job descriptions, generating training materials, supporting employee onboarding, answering routine HR inquiries, and facilitating knowledge sharing across the workforce. By automating routine tasks and tailoring interactions to individual employee needs, these applications allow HR professionals to work more efficiently while delivering more responsive support services. As these technologies mature, organizations are likely to rely on them more heavily to support strategic HR activities and workforce development initiatives.

Beyond operational improvements, AI-enabled HRM offers organizations opportunities to develop greater agility and responsiveness in increasingly dynamic business environments. The modern



workplace is characterized by rapid technological change, shifting employee expectations, talent shortages, demographic transitions, and growing competitive pressures. Under such conditions, organizations require advanced capabilities that allow them to continuously sense environmental changes, seize emerging opportunities, and reconfigure existing resources to maintain competitiveness. Consequently, AI technologies have become critical enablers of organizational adaptability and resilience (Teece, 2007; Teece, Pisano, & Shuen, 1997).

Despite the growing adoption of AI technologies in HRM, the theoretical understanding of how AI-enabled HRM contributes to sustainable organizational performance remains fragmented (Hemphill, 2024). Existing research has primarily focused on technological implementation, algorithmic efficiency, recruitment outcomes, and workforce analytics while paying comparatively less attention to the strategic mechanisms through which AI creates long-term organizational value (Cheng & Yang, 2017; Hosseini Shekarabi, Kiani Mavi, & Romero Macau, 2025). Furthermore, much of the literature emphasizes technological capabilities without adequately addressing the broader stakeholder implications associated with AI deployment in human resource practices (Hemphill, 2025).

The increasing use of AI in HRM has generated significant concerns regarding fairness, transparency, privacy, accountability, employee trust, and ethical decision-making (Issa, Jabbouri, & Palmer, 2022). While AI systems may improve efficiency and consistency, they may also introduce algorithmic bias, reduce human discretion, and create uncertainty among employees regarding surveillance and employment decisions (Khayyam et al., 2025). As organizations become more dependent on AI-enabled decision systems, ensuring that technological advancements align with stakeholder expectations becomes increasingly important. Consequently, understanding AI-enabled HRM requires a theoretical perspective that not only explains organizational capability development but also recognizes the interests and concerns of multiple stakeholder groups.

Previous research has examined AI-enabled HRM from several angles, including technology adoption, operational efficiency, and workforce analytics. As a result, the literature provides limited explanation regarding how AI-enabled HRM simultaneously strengthens organizational adaptability and creates value for diverse stakeholder groups. Furthermore, existing studies rarely integrate strategic capability development with stakeholder-centered outcomes within a unified theoretical framework. As a result, our understanding of how AI-enabled HRM generates long-term organizational benefits remains incomplete. A broader theoretical perspective is therefore needed to explain how AI-enabled HRM simultaneously strengthens organizational capabilities and creates value for stakeholders.

To address this gap, this article integrates Dynamic Capabilities Theory and Stakeholder Theory to develop a comprehensive conceptual framework for AI-enabled human resource management. Dynamic Capabilities Theory provides a powerful lens for understanding how organizations build, integrate, and reconfigure resources and competencies in response to changing environmental conditions (Teece et al., 1997). From this perspective, AI-enabled HRM can be conceptualized as a strategic capability that enhances organizational sensing, seizing, and reconfiguring activities, thereby improving organizational adaptability and competitiveness.



However, Dynamic Capabilities Theory alone does not fully capture the broader social and ethical dimensions associated with AI implementation (Abu-Rumman, Al Shraah, Al-Madi, & Alfalah, 2021). Stakeholder Theory complements this perspective by emphasizing that organizational success depends on creating value for a diverse set of stakeholders, including employees, managers, customers, investors, regulators, and society (Piper, 2000). The success of AI-enabled HRM depends not only on technological sophistication but also on maintaining stakeholder trust through fair, inclusive, and responsible practices. Integrating Stakeholder Theory therefore enables a more holistic understanding of how AI-driven HR practices contribute to sustainable organizational outcomes.

This article contributes to the literature in several important ways. First, it advances HRM scholarship by proposing an integrated theoretical framework that combines Dynamic Capabilities Theory and Stakeholder Theory to explain the strategic role of AI-enabled HRM (Albannai, Raziq, Malik, Scott-Kennel, & Igoe, 2025). Second, it extends Dynamic Capabilities Theory into the rapidly growing domain of AI-enabled workforce management, highlighting how AI technologies support organizational sensing, seizing, and reconfiguration processes (Jácome de Moura Jr, dos Santos Junior, Porto-Bellini, & Dias Junior, 2024). Third, it enriches the emerging AI-enabled HRM literature by incorporating stakeholder value creation and ethical considerations into discussions of technological adoption. Finally, the article develops a set of research propositions and future research directions that can guide empirical investigations at the intersection of artificial intelligence, human resource management, and sustainable organizational performance.

The remainder of this article is organized as follows. The next section reviews the theoretical foundations of Dynamic Capabilities Theory and Stakeholder Theory and discusses their relevance to AI-enabled HRM. Subsequently, a conceptual framework is developed to explain the mechanisms through which AI-enabled HRM contributes to stakeholder value creation and sustainable organizational performance. The article then presents research propositions, theoretical implications, managerial implications, future research opportunities, and concluding remarks.

THEORETICAL FOUNDATIONS AND CONCEPTUAL DEVELOPMENT

The growing adoption of artificial intelligence (AI) in human resource management (HRM) has generated considerable interest among scholars and practitioners seeking to understand how digital technologies can enhance organizational effectiveness while supporting long-term sustainability (Amann et al., 2020). Although AI applications are increasingly used for recruitment, workforce planning, employee development, performance management, and talent retention, the theoretical foundations explaining how these technologies contribute to sustainable organizational performance remain fragmented (Jarrahi, 2018). Much of the existing literature focuses on technological capabilities and operational efficiency, often overlooking the broader strategic and stakeholder-related mechanisms through which AI creates value (Cheng & Yang, 2017; Pardo-Jaramillo et al., 2025). To address this gap, the present study integrates Dynamic Capabilities Theory and Stakeholder Theory to provide a more comprehensive explanation of AI-enabled HRM (Albimani, Thottoli, Almahrouqi, & Alkhalidi, 2025).



Dynamic Capabilities Theory

Dynamic Capabilities Theory has become one of the most influential perspectives for explaining how organizations maintain competitiveness in rapidly changing environments (Ambrosini & Bowman, 2009). Originally introduced by Teece et al. (1997) and later refined by Teece (2007), the theory suggests that sustainable success depends not only on possessing valuable resources but also on the ability to continuously renew, reconfigure, and deploy those resources in response to environmental change.

This perspective is particularly relevant in the context of AI-enabled HRM. Organizations today operate in environments characterized by technological disruption, changing workforce expectations, demographic shifts, and increasing competition for talent. Under such conditions, traditional HR practices often struggle to provide the flexibility and responsiveness required to support organizational adaptation. AI technologies offer new opportunities for organizations to identify emerging workforce trends, anticipate future skill requirements, and make more informed strategic decisions (Jiang, Xuan, & Zhang, 2025).

From a dynamic capabilities perspective, AI-enabled HRM enhances organizational sensing capabilities by allowing firms to collect and analyze large volumes of workforce data (Kumar, Verma, & Mirza, 2024). Through predictive analytics and machine learning, organizations can identify patterns related to employee performance, engagement, turnover intentions, and skill development needs (Y. Li, Zhou, Yin, & Chiu, 2025). AI also strengthens seizing capabilities by supporting more effective talent acquisition, workforce allocation, and employee development decisions (Long, Lin, Cai, & Nong, 2020). Finally, AI contributes to organizational reconfiguration by enabling continuous adjustments to HR processes, learning systems, and workforce strategies as organizational needs evolve (Cheng & Yang, 2017; Hosseini Shekarabi et al., 2025).

While Dynamic Capabilities Theory provides a valuable explanation of how AI-enabled HRM can strengthen organizational adaptability, it primarily focuses on capability development and competitive advantage (Mikalef, Islam, Parida, Singh, & Altwaijry, 2023). As a result, it offers only limited insight into how organizations should address the concerns and expectations of the various stakeholder groups affected by AI-driven HR decisions.

Stakeholder Theory

Stakeholder Theory offers an important complementary perspective by emphasizing that organizational success depends on the creation of value for multiple stakeholder groups rather than solely for shareholders. Since the pioneering work of Freeman (1984), stakeholder scholars have argued that organizations operate within a network of relationships involving employees, customers, suppliers, investors, regulators, and communities. Long-term performance therefore depends on managing these relationships effectively and balancing potentially competing interests. The relevance of Stakeholder Theory has become increasingly evident in discussions surrounding AI adoption (Nag, Roy, & Sudhler, 2025). Although AI technologies can generate substantial efficiency gains, they may also create concerns regarding transparency, fairness, privacy, accountability, and employee well-being (Onel, Elgaaiied-Gambier, Baskentli, & Van Tonder, 2025). In HRM settings, AI systems are often involved in decisions that directly influence recruitment outcomes, promotion opportunities, performance evaluations, and employee



development pathways (Patnaik & Bakkar, 2024). Consequently, stakeholder perceptions of fairness and trust become critical determinants of successful implementation.

Employees are particularly important stakeholders in AI-enabled HRM systems (Raisch & Krakowski, 2021). While many employees recognize the benefits associated with data-driven decision-making, concerns frequently emerge regarding algorithmic bias, workplace surveillance, job displacement, and the reduction of human judgment in employment decisions (Aharoni, Tihanyi, & Connelly, 2011). Similarly, investors increasingly evaluate organizations based on responsible technology governance, while regulators and society expect organizations to ensure ethical and transparent AI practices. These expectations suggest that technological effectiveness alone is insufficient for achieving sustainable organizational outcomes.

Stakeholder Theory therefore broadens the discussion beyond efficiency and performance by emphasizing the importance of trust, legitimacy, and responsible organizational behavior. Organizations that successfully address stakeholder concerns are more likely to achieve stronger employee commitment, greater stakeholder support, and enhanced long-term sustainability (Piper, 2000).

Strong governance practices are essential for ensuring that AI-driven HR systems operate in ways that meet stakeholder expectations and ethical standards. Organizations must establish appropriate safeguards to promote transparency, accountability, fairness, and ethical decision-making throughout the AI lifecycle. Examples include regular audits of algorithms, human review of AI-supported decisions, data privacy safeguards, and procedures for monitoring potential bias. By implementing robust AI governance practices, organizations can mitigate potential risks while strengthening stakeholder trust, organizational legitimacy, and the long-term sustainability of AI-enabled HRM initiatives.

Integrating Dynamic Capabilities Theory and Stakeholder Theory

Although Dynamic Capabilities Theory and Stakeholder Theory originate from different intellectual traditions, they offer highly complementary insights for understanding AI-enabled HRM (Awwad, Ababneh, & Karasneh, 2022). Dynamic Capabilities Theory explains how organizations leverage AI technologies to enhance adaptability, responsiveness, and strategic decision-making (Raisch & Krakowski, 2021). Stakeholder Theory explains why these capabilities must be deployed in ways that create value for diverse stakeholder groups and maintain organizational legitimacy.

When combined, these theoretical perspectives indicate that AI-enabled HRM supports sustainable organizational performance through two closely connected pathways. First, AI strengthens organizational capabilities by improving workforce intelligence, talent management, learning processes, and strategic agility (Shah & Mishra, 2024). Second, responsible and stakeholder-oriented implementation of AI enhances trust, fairness, employee well-being, and stakeholder satisfaction. Sustainable organizational performance emerges when both capability development and stakeholder value creation occur simultaneously (Jarrahi, 2018).

Building on this integrated perspective, this study proposes that AI-enabled HRM should be viewed not merely as a technological innovation but as a strategic organizational capability that enables firms to adapt to changing environments while fulfilling the expectations of key



stakeholders (Shatila, 2025). By combining the insights of Dynamic Capabilities Theory and Stakeholder Theory, a more holistic understanding emerges regarding how organizations can leverage AI to achieve sustainable organizational performance (Singh, Khan, Joshi, Katragadda, & Kumar, 2025).

The primary contribution of the proposed framework is its combination of two complementary theories that have rarely been examined together in the AI-enabled HRM literature. Existing AI-enabled HRM frameworks predominantly focus on technological adoption, workforce analytics, automation capabilities, or operational efficiency, providing limited explanation regarding how AI simultaneously enhances organizational adaptability and stakeholder value creation. Dynamic Capabilities Theory explains how AI-enabled HRM strengthens workforce sensing, seizing, and reconfiguration capabilities, while Stakeholder Theory explains how responsible AI implementation promotes trust, fairness, legitimacy, and stakeholder satisfaction. By integrating these perspectives, the proposed framework offers a more comprehensive explanation of sustainable organizational performance than either theory can provide independently. Consequently, the framework advances existing theory by connecting capability development and stakeholder-centered outcomes within a single conceptual model of AI-enabled HRM.

Critical Risks and Challenges of AI-Enabled HRM

While AI-enabled HRM offers substantial benefits, organizations must also remain aware of the challenges and unintended consequences that may arise during implementation. While AI technologies can improve efficiency, consistency, and decision quality, their implementation may generate unintended consequences that affect both organizational outcomes and stakeholder perceptions. A realistic assessment of AI-enabled HRM should acknowledge both its advantages and its potential drawbacks.

One of the most frequently discussed concerns relates to algorithmic bias. AI systems are often trained using historical organizational data, which may contain embedded biases associated with gender, ethnicity, age, or other demographic characteristics. If these biases remain unaddressed, AI-assisted recruitment, promotion, and performance evaluation systems may unintentionally reinforce existing inequalities. In addition, increasing reliance on workforce analytics and employee monitoring technologies may generate concerns regarding workplace surveillance, privacy, and employee autonomy. Employees may perceive excessive monitoring as intrusive, potentially reducing trust and organizational commitment.

Organizations must also address concerns related to workforce displacement and explainability. The automation of routine HR activities may create uncertainty regarding future job roles and responsibilities, particularly among administrative employees. Furthermore, many advanced AI systems operate as “black box” models, making it difficult for managers and employees to understand how specific decisions are generated. This lack of explainability may undermine perceptions of fairness and accountability. In addition, evolving regulatory requirements related to data protection, algorithmic transparency, and responsible AI governance require organizations to establish appropriate oversight mechanisms. Consequently, successful AI-enabled HRM implementation depends not only on technological effectiveness but also on proactive risk management, ethical governance, and stakeholder engagement.



The next section develops a conceptual framework illustrating the relationships among AI-enabled HRM, dynamic capabilities, stakeholder value creation, and sustainable organizational performance. The integration of Dynamic Capabilities Theory and Stakeholder Theory provides the theoretical foundation for understanding how AI-enabled HRM contributes to sustainable organizational performance (Bianchi, Testa, Tessitore, & Iraldo, 2022). Table 1 summarizes the key concepts and contributions of each theory to the proposed framework.

Table 1. Theoretical Foundations of the Proposed Framework

Theory	Core Concepts	Contribution to AI-Enabled HRM
Dynamic Capabilities Theory	Sensing, Reconfiguring, Seizing,	Explains organizational adaptation, workforce capability development, and strategic responsiveness
Stakeholder Theory	Stakeholder value, trust, legitimacy, sustainability	Explains stakeholder acceptance, responsible AI implementation, and long-term value creation

Source: Author's own development.

CONCEPTUAL FRAMEWORK

AI-Enabled Human Resource Management and Sustainable Organizational Performance

Building upon the integration of Dynamic Capabilities Theory and Stakeholder Theory, this study proposes a conceptual framework that explains how AI-enabled human resource management (HRM) contributes to sustainable organizational performance. The framework positions AI-enabled HRM as a strategic organizational capability that simultaneously enhances organizational adaptability and creates value for multiple stakeholders. In doing so, it moves beyond the traditional view of AI as a technological tool and conceptualizes it as an enabler of workforce transformation, organizational agility, and long-term sustainability (Stone et al., 2020).

The framework begins with AI-enabled HRM practices, which represent the primary organizational mechanisms through which artificial intelligence is applied to workforce management. These practices encompass a wide range of activities, including AI-assisted recruitment and selection, workforce analytics, performance management, employee learning and development, talent retention, employee engagement, and strategic workforce planning. Through advanced data processing and predictive capabilities, AI technologies enable organizations to make more informed decisions, identify emerging workforce trends, and allocate human resources more effectively (Abas & Qureshi, 2026; Pardo-Jaramillo et al., 2025). To further clarify how AI-enabled HRM practices contribute to both capability development and stakeholder value creation, Table 3 summarizes the major AI-enabled HRM practices and their expected organizational outcomes.

Table 3. Key AI-Enabled HRM Practices and Expected Outcomes

AI-Enabled Practice	HRM	Dynamic Capability Outcome	Stakeholder Outcome
AI-Powered Recruitment and Selection		Enhanced workforce sensing and talent acquisition	Improved candidate experience and perceived fairness
Workforce Analytics		Improved workforce intelligence and strategic decision-making	Better employee support and workforce planning
Learning and Development Systems		Capability development and workforce reconfiguration	Employee growth and career development
AI-Assisted Performance Management		Continuous feedback and organizational adaptability	Greater transparency and performance clarity
Talent Retention Analytics		Workforce resilience and organizational agility	Higher employee satisfaction and retention
Employee Engagement Platforms		Organizational learning and responsiveness	Improved employee well-being and engagement

Source: Author's own development.

From a Dynamic Capabilities perspective, AI-enabled HRM strengthens three critical organizational capabilities: workforce sensing, workforce seizing, and workforce reconfiguration (Cordero Paez, Pinho, & Prange, 2022). Workforce sensing refers to an organization's ability to identify changes in employee needs, labor market conditions, skill requirements, and organizational challenges. AI-driven analytics systems provide managers with real-time insights into workforce dynamics, enabling earlier detection of opportunities and potential risks. Workforce seizing involves translating these insights into strategic actions such as talent acquisition, capability development, and succession planning. Workforce reconfiguration refers to the organization's capacity to continuously adjust workforce structures, HR processes, and employee competencies in response to evolving environmental demands.

Together, these capabilities help organizations respond more effectively to change while strengthening employees' ability to adapt and perform under evolving conditions. Organizational agility reflects the firm's ability to respond rapidly to environmental changes, while workforce resilience refers to employees' capacity to adapt, learn, and perform effectively under changing conditions. Organizations possessing strong dynamic capabilities are better positioned to navigate technological disruption, economic uncertainty, and competitive pressures (Corrales-Estrada, Gómez-Santos, Bernal-Torres, Rodríguez-López, & Sandoval-Reyes, 2025). Consequently, AI-enabled HRM becomes a critical enabler of organizational adaptability and long-term competitiveness (Teece, 2007).

Nevertheless, stronger capabilities by themselves are not sufficient to ensure long-term organizational success. Consistent with Stakeholder Theory, the successful implementation of AI-enabled HRM also depends on its ability to create value for diverse stakeholder groups.



Employees, managers, investors, customers, regulators, and society increasingly expect organizations to implement AI technologies in a manner that promotes fairness, transparency, accountability, and ethical decision-making (Taha Kandil, 2025; Wagan & Sidra, 2024). AI systems that are perceived as biased, opaque, or intrusive may undermine employee trust and stakeholder support, regardless of their technical effectiveness.

The framework therefore identifies stakeholder value creation as an additional pathway through which AI-enabled HRM contributes to sustainable performance. Similar arguments have been advanced in recent AI strategy research, which suggests that organizational capabilities generate greater value when they are aligned with stakeholder interests and knowledge integration processes (Mazhari, 2026). Stakeholder value creation is reflected through enhanced employee well-being, increased trust in organizational systems, improved employee experiences, greater workforce inclusiveness, and stronger organizational legitimacy. When stakeholders perceive AI-enabled HRM practices as fair, transparent, and beneficial, organizations are more likely to strengthen stakeholder relationships and achieve sustainable outcomes (Piper, 2000).

The integration of Dynamic Capabilities Theory and Stakeholder Theory suggests that sustainable organizational performance emerges through the interaction of these two pathways (Dobrovnik, Herold, & Kummer, 2025). The first pathway focuses on capability enhancement through improved sensing, seizing, and reconfiguration activities. The second pathway emphasizes stakeholder value creation through responsible and ethical AI implementation (Wamba, 2022). Together, these mechanisms contribute to sustainable organizational performance, which encompasses not only financial outcomes but also employee satisfaction, innovation capacity, organizational resilience, social responsibility, and long-term competitiveness. The framework suggests that AI-enabled HRM is most effective when organizations strengthen their adaptive capabilities while also responding to stakeholder needs and concerns.

Boundary Conditions of the Proposed Framework

While the proposed framework suggests positive relationships among AI-enabled HRM, dynamic capabilities, stakeholder value creation, and sustainable organizational performance, these relationships may vary across organizational and environmental contexts. Consequently, several boundary conditions should be considered when applying the framework.

First, industry characteristics may influence the effectiveness of AI-enabled HRM practices. Knowledge-intensive sectors such as technology, finance, and professional services may derive greater benefits from AI-driven workforce analytics and talent management systems than industries with lower levels of digitalization. Similarly, organizational size may affect implementation outcomes. Large organizations often possess greater financial resources, technological infrastructure, and specialized expertise to support AI adoption, whereas smaller organizations may face resource constraints that limit the effectiveness of AI-enabled HRM initiatives.

Second, digital maturity represents an important contextual factor. Organizations with advanced digital capabilities, strong data management systems, and supportive technological cultures are more likely to realize the benefits of AI-enabled HRM than organizations at earlier stages of digital transformation. National and cultural contexts may also influence stakeholder perceptions of AI



adoption, particularly regarding privacy expectations, trust in technology, employee participation, and regulatory requirements. Furthermore, differences between public and private sector organizations may affect implementation priorities, governance mechanisms, and stakeholder expectations. Consequently, the relationships proposed in this framework should be interpreted within the context of these organizational and environmental conditions.

Firms that focus exclusively on efficiency gains may achieve short-term improvements but risk stakeholder resistance and diminished organizational legitimacy. Conversely, organizations that combine technological innovation with stakeholder-centered practices are more likely to achieve enduring performance advantages and sustainable growth. Based on this conceptual framework, the next section develops a series of research propositions that explain the relationships among AI-enabled HRM, dynamic capabilities, stakeholder value creation, and sustainable organizational performance.

More specifically, the model explains that AI-enabled HRM contributes to sustainable organizational performance through two mutually reinforcing pathways. The first pathway operates through the development of dynamic capabilities, which enhance organizational agility and workforce resilience by strengthening workforce sensing, seizing, and reconfiguration activities. The second pathway operates through stakeholder value creation by promoting employee well-being, trust, fairness, transparency, and stakeholder satisfaction. These pathways jointly contribute to sustainable organizational performance, while the feedback loops depicted in the framework reflect continuous organizational learning, adaptation, and capability renewal over time.

Based on the integration of Dynamic Capabilities Theory and Stakeholder Theory, Figure 1 illustrates the proposed conceptual framework explaining how AI-enabled HRM contributes to sustainable organizational performance through dynamic capabilities, organizational agility, workforce resilience, and stakeholder value creation.

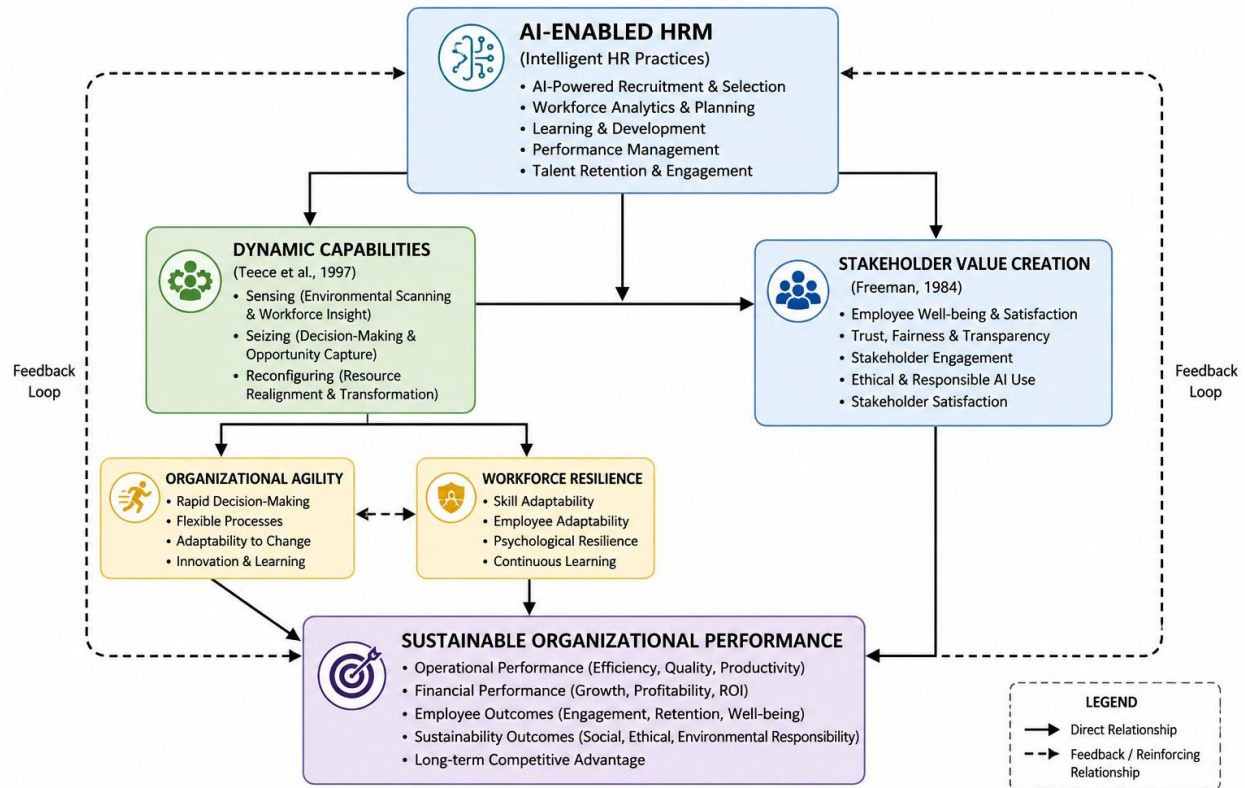


Figure 1. Conceptual Framework

RESEARCH PROPOSITIONS DEVELOPMENT

The integration of Dynamic Capabilities Theory and Stakeholder Theory suggests that the value of artificial intelligence (AI) in human resource management (HRM) extends beyond operational efficiency (Bevilacqua, Ferraris, Kozel, & Vincurova, 2025). While AI technologies can automate routine activities and improve decision quality, their strategic contribution lies in their ability to strengthen organizational adaptability and create value for key stakeholders (Wamba-Taguimdje, Fosso Wamba, Kala Kamdjoug, & Tchatchouang Wanko, 2020). Building on the conceptual framework developed in the previous section, this study proposes a series of research propositions that explain how AI-enabled HRM contributes to sustainable organizational performance through dynamic capabilities, stakeholder value creation, organizational agility, and workforce resilience (Wang & Zhang, 2025a).

AI-Enabled HRM and Dynamic Capabilities

AI technologies are increasingly embedded in HR functions such as recruitment, workforce planning, learning and development, performance management, and employee engagement (Wang & Zhang, 2025b). These technologies enable organizations to process large volumes of workforce



data and generate insights that support strategic decision-making. As a result, AI-enabled HRM can enhance an organization's ability to identify emerging workforce trends, anticipate future skill requirements, and respond proactively to environmental changes.

Dynamic Capabilities Theory argues that organizations achieve sustained success through their ability to sense opportunities, seize them through effective resource deployment, and continuously reconfigure organizational resources in response to changing conditions (Teece, 2007; Teece et al., 1997). AI-enabled HRM supports these activities by providing real-time workforce intelligence, predictive analytics, and data-driven decision support. Through these mechanisms, organizations become better equipped to recognize workforce challenges, identify talent opportunities, and adapt HR practices to evolving strategic requirements.

Recent studies suggest that AI technologies can significantly enhance strategic HR decision-making and organizational adaptability by improving workforce analytics, talent forecasting, and learning capabilities (Ambrogio et al., 2022; Cheng & Yang, 2017). Consequently, AI-enabled HRM can be viewed as an important enabler of organizational dynamic capabilities. The relationship between AI-enabled HRM and dynamic capabilities can be explained through several underlying mechanisms. By continuously collecting and analyzing workforce data, AI systems improve organizational awareness of emerging trends, employee behaviors, and evolving skill requirements. These insights support more accurate workforce forecasting and facilitate proactive decision-making regarding recruitment, talent development, and succession planning. Furthermore, AI-enabled learning platforms assist organizations in continuously updating employee competencies and aligning workforce capabilities with changing strategic objectives. Through these processes, AI-enabled HRM strengthens organizational sensing, seizing, and reconfiguration activities, thereby enhancing the development of dynamic capabilities.

Proposition 1: AI-enabled HRM positively influences organizational dynamic capabilities.

Dynamic Capabilities and Organizational Agility

Organizational agility refers to a firm's ability to respond quickly and effectively to changing environmental conditions. In highly dynamic business environments, organizations must continuously adapt their structures, processes, and workforce capabilities to remain competitive. Dynamic capabilities provide the foundation for such adaptability by enabling firms to identify changes, mobilize resources, and implement strategic responses (Awwad et al., 2022; Teece, 2007). Within the HRM context, dynamic capabilities facilitate organizational agility by ensuring that talent management systems remain aligned with emerging business requirements (Durman, Iyiola, Alzubi, & Aljuhmani, 2025). Organizations that effectively develop sensing, seizing, and reconfiguration capabilities are more likely to respond successfully to technological disruptions, labor market shifts, and evolving employee expectations. AI-enabled HRM strengthens these capabilities by improving the speed, accuracy, and effectiveness of workforce-related decisions. Existing research consistently identifies dynamic capabilities as a key driver of organizational agility and strategic responsiveness (Mariani & Mancini, 2025; Wamba, 2022). Accordingly, organizations with stronger dynamic capabilities should exhibit higher levels of organizational agility (Eisenhardt & Martin, 2017).



Dynamic capabilities enhance organizational agility by enabling firms to respond more rapidly and effectively to environmental changes. Organizations possessing strong sensing capabilities can identify emerging opportunities and threats earlier than competitors, while seizing capabilities facilitate timely resource allocation and strategic action. Reconfiguration capabilities further support agility by allowing organizations to continuously adapt workforce structures, operational processes, and organizational routines in response to changing market conditions. As a result, organizations with well-developed dynamic capabilities are better positioned to maintain flexibility, responsiveness, and strategic adaptability in dynamic business environments.

Proposition 2: Organizational dynamic capabilities positively influence organizational agility.

Dynamic Capabilities and Workforce Resilience

Workforce resilience has become increasingly important in contemporary organizations facing technological disruption, economic uncertainty, and changing workplace expectations. Workforce resilience reflects employees' ability to adapt, learn, and maintain performance despite challenging circumstances. Developing a resilient workforce requires continuous learning, capability development, and organizational support.

Dynamic capabilities contribute to workforce resilience by enabling organizations to continuously renew employee competencies and facilitate organizational learning (El Baz & Ruel, 2024). Through AI-enabled learning systems, personalized development programs, and predictive workforce planning, organizations can proactively prepare employees for future challenges. Employees working within organizations characterized by strong dynamic capabilities are more likely to possess the skills and adaptability necessary to navigate change successfully (Ferreira & Coelho, 2020).

Research on organizational resilience emphasizes the importance of continuous learning and adaptive capabilities in fostering workforce adaptability and long-term performance (Ameer, Khan, Khan, Khan, & Keoy, 2024; Mariani & Mancini, 2025). Therefore, dynamic capabilities are expected to play a critical role in strengthening workforce resilience. The influence of dynamic capabilities on workforce resilience can be understood through their role in fostering continuous learning, adaptability, and capability renewal. Organizations with strong dynamic capabilities are better able to identify emerging competency requirements, invest in employee development, and implement reskilling initiatives that prepare employees for changing work environments. Moreover, dynamic capabilities facilitate organizational learning processes that encourage knowledge sharing, flexibility, and problem-solving. These mechanisms strengthen employees' capacity to cope with uncertainty, adapt to technological change, and maintain performance during periods of disruption. Consequently, dynamic capabilities contribute significantly to the development of a resilient workforce.

Proposition 3: Organizational dynamic capabilities positively influence workforce resilience.

AI-Enabled HRM and Stakeholder Value Creation

Although technological capabilities are important, the success of AI-enabled HRM also depends on how stakeholders perceive and experience AI-driven practices. Stakeholder Theory argues that organizations create sustainable value when they effectively address the needs and expectations of



multiple stakeholder groups (Freeman, 1984; Piper, 2000). In the context of AI-enabled HRM, employees, managers, investors, regulators, and society represent important stakeholders whose support is essential for successful implementation.

When AI systems are designed and implemented responsibly, they can improve fairness, consistency, transparency, and employee development opportunities (Wankhede et al., 2024). AI can reduce administrative burdens, support more objective recruitment decisions, and provide employees with personalized career development recommendations (Weber, Hein, Weking, & Krcmar, 2025). These benefits contribute to improved stakeholder experiences and stronger organizational relationships.

However, stakeholder value creation depends on responsible AI governance (Winfield & Jirotko, 2018). Concerns regarding algorithmic bias, privacy, explainability, and accountability have become central issues in discussions of workplace AI adoption (Khayyam et al., 2025; Pardo-Jaramillo et al., 2025). Organizations that successfully address these concerns are more likely to gain stakeholder trust and support.

The relationship between AI-enabled HRM and stakeholder value creation is driven by the ability of AI systems to improve decision quality, transparency, and employee experiences when implemented responsibly. AI-assisted HR practices can enhance recruitment fairness, provide personalized learning opportunities, support employee development, and improve the consistency of performance evaluations. These benefits may increase employee trust, satisfaction, and perceptions of organizational support. Furthermore, transparent and ethically governed AI systems can strengthen organizational legitimacy among investors, regulators, customers, and broader society. When stakeholders perceive AI-enabled HRM as fair, accountable, and beneficial, organizations are more likely to generate stakeholder value and foster long-term stakeholder relationships.

Proposition 4: AI-enabled HRM positively influences stakeholder value creation.

Stakeholder Value Creation and Sustainable Organizational Performance

Sustainable organizational performance extends beyond short-term financial outcomes to include employee well-being, organizational reputation, innovation capacity, stakeholder trust, and long-term competitiveness. Stakeholder Theory suggests that organizations are more likely to achieve sustainable success when they create value for key stakeholders and maintain strong stakeholder relationships (Freeman, 1984).

Employees who perceive organizational practices as fair and supportive are more likely to demonstrate greater commitment, engagement, and discretionary effort. Similarly, investors, customers, and regulators are more likely to support organizations that demonstrate responsible management practices and ethical technology deployment. These outcomes collectively strengthen organizational legitimacy and long-term sustainability. Prior stakeholder research has consistently demonstrated positive relationships between stakeholder value creation and organizational performance outcomes (Borah, Dogbe, Dzandu, & Pomegbe, 2023; Piper, 2000). Therefore, stakeholder value creation is expected to contribute directly to sustainable organizational performance.



Proposition 5: Stakeholder value creation positively influences sustainable organizational performance.

Organizational Agility, Workforce Resilience, and Sustainable Organizational Performance

Organizational agility and workforce resilience represent two important outcomes of dynamic capabilities that support sustainable organizational performance (Girod & Whittington, 2017). Agile organizations are better able to identify opportunities, respond to disruptions, and implement strategic changes efficiently. Likewise, resilient employees can maintain productivity, adapt to new requirements, and contribute positively to organizational learning during periods of uncertainty. Both agility and resilience have become essential organizational characteristics in increasingly volatile and technology-driven business environments. Organizations possessing these attributes are better positioned to sustain competitive advantage, maintain operational continuity, and support long-term growth (Khan, Ameer, Bouncken, & Covin, 2023; Mariani & Mancini, 2025).

Proposition 6: Organizational agility positively influences sustainable organizational performance.

Proposition 7: Workforce resilience positively influences sustainable organizational performance.

Table 2. Summary of Research Propositions

Proposition	Proposed Relationship
P1	AI-enabled HRM → Organizational Dynamic Capabilities
P2	Organizational Dynamic Capabilities → Organizational Agility
P3	Organizational Dynamic Capabilities → Workforce Resilience
P4	AI-enabled HRM → Stakeholder Value Creation
P5	Stakeholder Value Creation → Sustainable Organizational Performance
P6	Organizational Agility → Sustainable Organizational Performance
P7	Workforce Resilience → Sustainable Organizational Performance

Source: Author's own development.

For clarity and ease of reference, Table 2 summarizes the research propositions developed in this study and the proposed relationships among the key constructs.

Mediating Mechanisms Linking AI-Enabled HRM and Sustainable Organizational Performance

The central premise of this article is that AI-enabled HRM does not directly generate sustainable organizational performance. Rather, its effects operate through a series of organizational mechanisms that strengthen both capability development and stakeholder value creation. AI technologies enhance dynamic capabilities, which subsequently foster organizational agility and workforce resilience (Winfield & Jirotko, 2018; Zhu, Yang, & Feng, 2025). Simultaneously, responsible AI implementation contributes to stakeholder value creation by improving fairness, trust, transparency, and employee experiences (Agarwal et al., 2024).



The integration of Dynamic Capabilities Theory and Stakeholder Theory therefore suggests that sustainable organizational performance emerges through multiple interconnected pathways (Larabi, 2025). Organizations that effectively combine technological innovation with stakeholder-oriented management practices are more likely to achieve enduring performance advantages than those focusing solely on operational efficiency.

Proposition 8: Dynamic capabilities, organizational agility, workforce resilience, and stakeholder value creation collectively mediate the relationship between AI-enabled HRM and sustainable organizational performance.

The propositions developed from the integrated framework are summarized in Table 3. Together, these propositions explain the pathways through which AI-enabled HRM contributes to sustainable organizational performance.

Table 3. Summary of Research Propositions

Proposition	Statement
P1	AI-enabled HRM positively influences organizational dynamic capabilities.
P2	Organizational dynamic capabilities positively influence organizational agility.
P3	Organizational dynamic capabilities positively influence workforce resilience.
P4	AI-enabled HRM positively influences stakeholder value creation.
P5	Stakeholder value creation positively influences sustainable organizational performance.
P6	Organizational agility positively influences sustainable organizational performance.
P7	Workforce resilience positively influences sustainable organizational performance.
P8	Dynamic capabilities, organizational agility, workforce resilience, and stakeholder value creation collectively mediate the relationship between AI-enabled HRM and sustainable organizational performance.

Source: Author's own development.

THEORETICAL IMPLICATIONS

The integration of artificial intelligence (AI) into human resource management (HRM) continues to attract increasing scholarly attention; however, the theoretical foundations that explain how these technologies contribute to sustainable organizational performance remain relatively underdeveloped (Callari & Puppione, 2025). Existing studies have predominantly focused on technological adoption, workforce analytics, recruitment automation, and algorithmic decision-making, often treating AI as a standalone technological tool rather than a strategic organizational capability (Cheng & Yang, 2017; Pardo-Jaramillo et al., 2025). The present study contributes to



the literature by providing a theoretically grounded framework that explains how AI-enabled HRM creates value through both capability development and stakeholder value creation.

A primary theoretical contribution of this article is the extension of Dynamic Capabilities Theory into the emerging domain of AI-enabled HRM (B. Li, Teece, Baskaran, & Chandran, 2025). While Dynamic Capabilities Theory has been widely applied to innovation, strategic management, and organizational adaptation research, its application within HRM remains relatively limited (Teece, 2007; Teece et al., 1997). This article conceptualizes AI-enabled HRM as a strategic capability that strengthens organizational sensing, seizing, and reconfiguration activities. By doing so, the study advances understanding of how AI technologies support workforce adaptability, organizational learning, and strategic responsiveness in increasingly complex business environments (Amann et al., 2020; Beck, 2025).

The study also contributes to Dynamic Capabilities Theory by emphasizing the role of human resource systems as important microfoundations of organizational adaptation (D.-y. Li & Liu, 2014). Prior dynamic capability research has largely focused on organizational processes, managerial cognition, and strategic decision-making (Awwad et al., 2022; Teece, 2007). Comparatively less attention has been devoted to understanding how AI-enhanced HR practices contribute to the development of dynamic capabilities (Bevilacqua et al., 2025). The proposed framework suggests that AI-enabled recruitment, workforce analytics, employee development, and performance management systems play a critical role in strengthening an organization's adaptive capacity and long-term competitiveness (Camilleri, 2024).

A second important contribution involves the incorporation of Stakeholder Theory into discussions of AI-enabled HRM. Much of the existing literature evaluates AI implementation primarily in terms of efficiency gains, productivity improvements, and cost reduction (Chowdhury, Budhwar, & Wood, 2024). While these outcomes are important, they provide only a partial explanation of organizational success. Stakeholder Theory highlights the importance of creating value for multiple stakeholder groups and maintaining legitimacy through responsible organizational behavior (Piper, 2000). By integrating Stakeholder Theory, the present study broadens the scope of AI-enabled HRM research beyond technological effectiveness to include issues of trust, fairness, transparency, employee well-being, and ethical governance.

This integration is particularly important because AI technologies increasingly influence decisions that directly affect employees and other stakeholders (Daskou & Mangina, 2003). Recruitment algorithms, performance evaluation systems, and workforce analytics platforms can significantly shape employee experiences and perceptions of organizational fairness. Consequently, the effectiveness of AI-enabled HRM depends not only on technological sophistication but also on stakeholder acceptance and organizational legitimacy (Davenport & Ronanki, 2018). The proposed framework therefore contributes to the literature by demonstrating how stakeholder value creation serves as a critical mechanism linking AI-enabled HRM to sustainable organizational performance. The study further contributes to HRM scholarship by advancing a more holistic understanding of sustainable organizational performance. Traditional performance research often emphasizes financial outcomes and operational efficiency as primary indicators of success. However, contemporary organizations increasingly operate within environments where long-term performance depends on employee well-being, stakeholder trust, organizational resilience, and



social responsibility (Ameer et al., 2024; Freeman, 1984). The framework developed in this article recognizes these broader performance dimensions and proposes that sustainable organizational performance emerges from the simultaneous development of dynamic capabilities and stakeholder value (Linde, Sjödin, Parida, & Wincent, 2021).

Another theoretical contribution relates to the growing literature on responsible AI. Existing discussions of responsible AI frequently focus on technical issues such as algorithmic transparency, bias mitigation, explainability, and governance mechanisms (Aharoni et al., 2011; Khayyam et al., 2025). While these concerns are important, the present study situates responsible AI within a broader strategic and organizational context (De Almeida et al., 2021). Specifically, the framework suggests that responsible AI implementation is not only an ethical requirement but also a strategic necessity for sustaining stakeholder trust and achieving long-term organizational success.

Finally, this study offers an integrative theoretical perspective that bridges several previously disconnected research streams, including artificial intelligence, strategic human resource management, dynamic capabilities, stakeholder management, organizational agility, workforce resilience, and sustainability. By bringing these perspectives together within a single conceptual framework, the article provides a foundation for future empirical research and encourages greater interdisciplinary dialogue among scholars examining the future of work and technology-enabled organizational transformation.

Overall, the proposed framework extends existing theory by demonstrating that AI-enabled HRM should be viewed as more than a technological innovation. Rather, it represents a strategic organizational capability that creates sustainable value when combined with responsible stakeholder management practices. This perspective offers a richer and more comprehensive explanation of how organizations can leverage AI technologies to achieve sustainable organizational performance in an increasingly digital world.

MANAGERIAL IMPLICATIONS

The findings of this conceptual study offer several important implications for managers seeking to leverage artificial intelligence (AI) within human resource management (HRM). Although many organizations have already begun adopting AI technologies for recruitment, workforce analytics, employee development, and performance management, the strategic value of AI extends far beyond automation and operational efficiency (Eriksson et al., 2020). The framework developed in this article suggests that organizations can achieve sustainable organizational performance when AI-enabled HRM is implemented as a strategic capability that simultaneously strengthens organizational adaptability and creates value for stakeholders.

First, managers should view AI as a complement to human judgment rather than a replacement for it (Gupta & Khan, 2024). While AI systems are capable of processing large amounts of workforce data and identifying patterns that may not be immediately visible to decision-makers, strategic HR decisions often involve contextual, ethical, and interpersonal considerations that require human oversight. Organizations that combine AI-driven insights with managerial experience are likely to achieve better outcomes than those relying solely on algorithmic recommendations (Cheng &



Yang, 2017; Pardo-Jaramillo et al., 2025). Maintaining an appropriate balance between technological capabilities and human judgment is therefore essential for effective HR decision-making.

Second, organizations should invest in AI-enabled HR systems that support workforce sensing and strategic workforce planning (Haque, 2025). One of the key advantages of AI technologies is their ability to provide real-time information regarding workforce trends, employee engagement levels, skill shortages, and turnover risks. Such insights allow managers to anticipate future workforce challenges and develop proactive talent management strategies. Rather than reacting to workforce problems after they occur, organizations can use predictive analytics to identify emerging issues and implement timely interventions (Cheng & Yang, 2017).

Third, managers should recognize that successful AI implementation depends heavily on employee trust and stakeholder acceptance (Hemphill, 2024). Employees are more likely to embrace AI-enabled HR practices when they perceive them as fair, transparent, and beneficial. Consequently, organizations should communicate clearly about how AI systems are used, how decisions are made, and what safeguards exist to protect employee privacy and prevent bias. Transparency becomes particularly important when AI technologies influence recruitment, promotion, compensation, or performance evaluation decisions. A lack of transparency may create resistance, reduce trust, and undermine the intended benefits of AI adoption (Aharoni et al., 2011).

Fourth, organizations should prioritize employee development alongside technological investment (Hemphill, 2025). As AI technologies continue to transform workplaces, employees must acquire new skills and competencies to remain effective in evolving work environments. Managers should therefore leverage AI not only for operational efficiency but also for continuous learning and workforce development. Personalized learning platforms, adaptive training systems, and AI-supported career development programs can help employees build resilience and maintain employability in the face of technological change (Ambrogio et al., 2022). Organizations that invest in both technology and human capital are likely to achieve stronger long-term outcomes.

Another important implication concerns responsible AI governance. As AI systems become increasingly involved in HR decision-making, organizations must establish clear governance mechanisms to ensure ethical and accountable use (Jácome de Moura Jr et al., 2024). Managers should regularly evaluate AI systems for potential bias, ensure compliance with legal and regulatory requirements, and develop procedures for monitoring algorithmic outcomes. Responsible AI governance not only reduces organizational risk but also strengthens stakeholder confidence and organizational legitimacy (Khayyam et al., 2025).

The framework also highlights the importance of developing organizational agility and workforce resilience. In today's rapidly changing business environment, organizations must be capable of adapting quickly to technological, economic, and social disruptions. AI-enabled HRM can support this objective by providing timely information, facilitating workforce flexibility, and enhancing decision quality (Brewster & Brookes, 2024). However, agility and resilience cannot be achieved through technology alone. They require organizational cultures that encourage learning, experimentation, collaboration, and continuous improvement. Managers should therefore foster environments in which employees are encouraged to adapt, learn, and embrace change.



Finally, the study suggests that sustainable organizational performance should be evaluated using a broader set of criteria than traditional financial indicators alone. While profitability remains important, long-term organizational success increasingly depends on employee well-being, stakeholder trust, organizational reputation, workforce resilience, and social responsibility. Managers who adopt a stakeholder-oriented approach to AI implementation are more likely to create sustainable value and maintain competitive advantage over time (Freeman, 1984; Piper, 2000).

In summary, the effective implementation of AI-enabled HRM requires more than technological investment. Organizations must simultaneously develop adaptive capabilities, strengthen stakeholder relationships, promote responsible AI governance, and invest in workforce development. By adopting this integrated approach, managers can position their organizations to achieve sustainable organizational performance in an increasingly digital and dynamic business environment.

FUTURE RESEARCH DIRECTIONS

The rapid evolution of artificial intelligence (AI) presents significant opportunities for future research in human resource management (HRM) (Camilleri, 2024). Although scholarly interest in AI-enabled HRM has increased substantially in recent years, much of the existing literature remains focused on technological applications, adoption challenges, and operational outcomes (Harney & Collings, 2021). Consequently, several important theoretical and empirical questions remain unanswered. The conceptual framework proposed in this study provides a foundation for future investigations examining the strategic and stakeholder-related implications of AI-enabled HRM.

A key avenue for future research involves empirically testing the relationships proposed in the conceptual framework. While this article argues that AI-enabled HRM contributes to sustainable organizational performance through dynamic capabilities, organizational agility, workforce resilience, and stakeholder value creation, these relationships require empirical validation across different organizational and industry contexts (Utami, Afrianty, Dewantara, Sasmita, & Putra, 2025). Future studies may employ survey-based methodologies, longitudinal research designs, case studies, or mixed-method approaches to examine the proposed mechanisms and explore causal relationships among the constructs (Cheng & Yang, 2017; Teece, 2007).

Future research should also explore the specific dimensions of AI-enabled HRM that contribute most significantly to organizational outcomes. AI applications in HRM vary considerably, ranging from recruitment and talent acquisition to employee development, workforce analytics, performance management, and employee engagement (Wider, Lin, & Fauzi, 2025). It remains unclear whether all AI-enabled HR practices contribute equally to dynamic capabilities and stakeholder value creation (Ludwikowska & Tworek, 2022). Comparative studies examining different AI applications may provide valuable insights into which technologies generate the greatest strategic benefits.

Another promising research direction concerns the role of contextual factors that may influence the effectiveness of AI-enabled HRM. Organizational size, industry characteristics, technological



maturity, leadership styles, organizational culture, and national institutional environments may all affect how AI technologies are implemented and perceived. For example, organizations operating in highly regulated industries may face different challenges and opportunities compared to firms operating in more flexible environments. Similarly, cultural differences may influence employee attitudes toward AI-driven decision-making and workplace automation (Abas & Qureshi, 2026; Ambrogio et al., 2022).

The stakeholder dimension of AI-enabled HRM also warrants greater scholarly attention (Brewster & Brookes, 2024). While organizations increasingly deploy AI technologies in workforce management, relatively little research has examined how different stakeholder groups perceive these technologies. Future studies could investigate how employees, managers, investors, regulators, and customers evaluate AI-enabled HR practices and how these perceptions influence organizational outcomes. Such research would further strengthen the integration of Stakeholder Theory into AI-enabled HRM scholarship and provide a more nuanced understanding of stakeholder responses to technological innovation (Harney & Collings, 2021).

Employee-related outcomes represent another important area for future investigation. Existing research often focuses on organizational performance and efficiency improvements while giving less attention to employee experiences. Future studies could examine how AI-enabled HRM influences employee trust, job satisfaction, organizational commitment, psychological safety, perceived fairness, and well-being. Understanding these outcomes is particularly important because stakeholder acceptance may ultimately determine the long-term success of AI implementation within HRM systems (Aharoni et al., 2011).

Future research should also investigate ethical and governance issues associated with AI-enabled HRM. Concerns regarding algorithmic bias, data privacy, transparency, explainability, and accountability continue to attract increasing attention from both researchers and practitioners. While technological advances may improve the sophistication of AI systems, organizations must simultaneously address ethical challenges to ensure responsible implementation. Future studies could explore governance mechanisms, ethical frameworks, and organizational policies that promote responsible AI use while maintaining stakeholder trust (Khayyam et al., 2025).

Longitudinal research represents another important opportunity. The organizational effects of AI adoption may evolve over time as employees become more familiar with AI technologies and organizations develop greater technological maturity. Cross-sectional studies provide valuable insights, but they may not fully capture the dynamic nature of capability development and stakeholder adaptation. Longitudinal studies could therefore provide a richer understanding of how AI-enabled HRM contributes to sustainable organizational performance over extended periods (Utami et al., 2025).

Researchers may also benefit from exploring the interaction between AI-enabled HRM and emerging organizational capabilities (Brewster & Brookes, 2024; Wider et al., 2025). Concepts such as organizational resilience, digital transformation capability, innovation capability, learning capability, and knowledge management capability are increasingly recognized as important drivers of organizational success. Future studies could investigate how AI-enabled HRM interacts with these capabilities and whether synergistic effects exist that further enhance organizational performance.



Finally, future research should extend the proposed framework to examine sustainability outcomes beyond organizational performance. While this article focuses on sustainable organizational performance, AI-enabled HRM may also influence broader economic, social, and environmental outcomes. Investigating these wider implications would contribute to the growing literature on sustainable management and responsible technological innovation while providing a more comprehensive understanding of AI's role in contemporary organizations.

Collectively, these research opportunities suggest that AI-enabled HRM remains a fertile area for scholarly inquiry. As organizations continue to invest in AI technologies, future research will play a critical role in advancing theoretical understanding and providing evidence-based guidance regarding how AI can be leveraged to create sustainable value for organizations and stakeholders alike.

Several promising opportunities exist for future research. First, longitudinal research designs could provide deeper insight into how AI-enabled HRM capabilities evolve over time and how their effects on organizational agility, workforce resilience, stakeholder value creation, and sustainable organizational performance develop across different organizational stages. Longitudinal studies would also help establish causal relationships that cannot be fully captured through cross-sectional approaches.

Second, future studies could examine the proposed framework across different national and cultural contexts. Cross-country comparative research may reveal how institutional environments, regulatory systems, cultural values, and societal attitudes toward artificial intelligence influence the adoption and effectiveness of AI-enabled HRM practices. Such studies would contribute to a more nuanced understanding of the contextual factors shaping AI implementation outcomes.

Third, researchers may benefit from adopting multi-level and experimental research designs. Multi-level investigations could explore how individual employee perceptions of AI-enabled HRM influence team-level and organizational-level outcomes. Experimental approaches may also provide valuable insights into stakeholder responses to AI-assisted recruitment, performance management, and employee development systems under different governance and transparency conditions.

Finally, future research should further examine ethical AI governance mechanisms and emerging human-AI collaboration models. As organizations increasingly integrate AI technologies into workforce management processes, understanding how governance structures, transparency practices, human oversight mechanisms, and collaborative human-AI decision-making arrangements influence stakeholder trust and organizational performance will become increasingly important. These research directions can help advance both theory and practice in the rapidly evolving field of AI-enabled HRM.

CONCLUSION

Artificial intelligence (AI) is rapidly reshaping the human resource management (HRM) landscape, creating new opportunities for organizations to enhance workforce management, improve decision-making, and strengthen long-term competitiveness (Chowdhury et al., 2024). While existing research has largely focused on the technological and operational aspects of AI



adoption, less attention has been devoted to understanding the broader organizational mechanisms through which AI-enabled HRM contributes to sustainable organizational performance. This article addresses this gap by integrating Dynamic Capabilities Theory and Stakeholder Theory to develop a comprehensive conceptual framework explaining how AI-enabled HRM creates sustainable organizational value (Majhi, Mukherjee, & Anand, 2023).

The framework proposed in this study positions AI-enabled HRM as a strategic organizational capability rather than merely a technological innovation. Drawing on Dynamic Capabilities Theory, the article argues that AI technologies enhance organizational sensing, seizing, and reconfiguration activities by improving workforce intelligence, strategic decision-making, and organizational adaptability. Through these mechanisms, AI-enabled HRM contributes to the development of organizational agility and workforce resilience, both of which are increasingly important for navigating dynamic and uncertain business environments (Teece, 2007; Teece et al., 1997).

At the same time, the study emphasizes that sustainable organizational performance cannot be achieved through capability development alone. Stakeholder Theory highlights the importance of creating value for multiple stakeholder groups and maintaining stakeholder trust, legitimacy, and support (Piper, 2000). As AI technologies become increasingly embedded within HR processes, organizations must address concerns related to fairness, transparency, accountability, privacy, and employee well-being. The framework therefore proposes stakeholder value creation as a critical pathway through which AI-enabled HRM contributes to sustainable organizational outcomes.

By integrating Dynamic Capabilities Theory and Stakeholder Theory, this article offers several contributions to the literature. First, it extends Dynamic Capabilities Theory into the emerging field of AI-enabled HRM and demonstrates how AI technologies can strengthen organizational adaptability and strategic responsiveness. Second, it broadens existing AI-enabled HRM research by incorporating stakeholder considerations and highlighting the importance of responsible AI implementation. Third, it develops a holistic explanation of sustainable organizational performance that encompasses not only economic outcomes but also employee well-being, organizational resilience, stakeholder trust, and long-term competitiveness.

The conceptual framework developed in this study further proposes that the relationship between AI-enabled HRM and sustainable organizational performance operates through multiple interconnected mechanisms, including dynamic capabilities, organizational agility, workforce resilience, and stakeholder value creation. These mechanisms provide a foundation for future empirical research and offer scholars new opportunities to investigate the strategic and human dimensions of AI adoption in organizations.

From a practical perspective, the framework suggests that organizations should approach AI implementation as both a technological and managerial challenge. Investments in AI technologies should be accompanied by efforts to strengthen workforce capabilities, promote ethical governance, maintain transparency, and support stakeholder well-being. Organizations that successfully balance technological innovation with responsible stakeholder management are likely to be better positioned to achieve sustainable organizational performance and long-term competitive advantage.



As AI continues to transform the future of work, understanding the interaction between technology, organizational capabilities, and stakeholder relationships will become increasingly important. The integration of Dynamic Capabilities Theory and Stakeholder Theory provides a valuable foundation for advancing this understanding and offers a comprehensive perspective on how AI-enabled HRM can contribute to sustainable organizational success in the digital era.

Acknowledgements: The author would like to thank colleagues, researchers, and practitioners whose scholarly contributions to the fields of artificial intelligence, human resource management, strategic management, and stakeholder theory have informed the development of this conceptual article.

Funding Sources: The author received no financial support for the research, authorship, and/or publication of this article.

Conflict of Interest: The author declares no conflict of interest.

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