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ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT AND EMPLOYEE WELL-BEING: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

The development of artificial intelligence (AI) in human resource management (HRM) has transformed HR practices, yet its impact on employee well-being continues to yield mixed findings. Furthermore, there remains a limited body of research that integrates the relationship between AI, technostress, and Humanistic Human Resource Management (Humanistic HRM) within a single conceptual framework. This study aims to synthesize the literature on the effects of AI implementation in HRM on employee well-being and to develop a conceptual framework that explains these relationships. The study employed a Systematic Literature Review (SLR) method following the PRISMA 2020 guidelines, analyzing articles retrieved from the Scopus and Google Scholar databases for the period 2019–2026. The results of the synthesis indicate that AI plays a dual role: as a job resource that enhances efficiency and the quality of decision-making, and as a job demand that can induce technostress if its implementation is not supported by adequate organizational governance. This study proposes a Human-Centered AI HRM Well-being Framework that integrates Job Demands-Resources Theory and Humanistic HRM, demonstrating that technostress weakens the impact of AI on employee well-being, while Humanistic HRM strengthens it. These findings enrich the theoretical development of AI HRM and serve as a foundation for organizations to build a digital transformation focused on employee well-being.

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INTRODUCTION

Advances in artificial intelligence (AI) have transformed human resource management (HRM) practices, shifting from the use of technology to automate administrative tasks to its application in recruitment, selection, training, performance evaluation, people analytics, and HR decision-making (Chowdhury et al., 2022; Tambe et al., 2019; Vrontis et al., 2021). These developments mean that AI is no longer merely a tool for efficiency but an integral part of work processes and decision-making that directly influences the employee experience. Empirical studies show that AI can optimize tasks, improve efficiency, and support the quality of decision-making, but at the same time it can increase job complexity, job insecurity, and the pressure to adapt to technology (Chuang et al., 2025; Malik et al., 2021; Valtonen et al., 2025). Thus, a key issue in AI-HRM transformation is not only how effectively the technology improves organizational performance but also how its implementation affects employee well-being. Findings regarding the relationship between AI and employee well-being have not yet shown a fully consistent direction. AI can serve as a work resource by reducing administrative burdens, optimizing tasks, and supporting decision-making, but it can also become a work demand when employees face technological complexity, role uncertainty, adaptation demands, or concerns about automation (Bakker & Demerouti, 2017; Chuang et al., 2025; Malik et al., 2021). Research by (Valtonen et al., 2025) even indicates that the relationship between AI and employee well-being is not always direct but is influenced by job characteristics shaped by the use of AI. In this study, employee well-being is understood as a positive state related to employees' psychological and work experiences, including job satisfaction, work engagement, psychological health, and work-life balance, in accordance with the constructs used in the reviewed empirical studies.

This situation indicates that AI cannot simply be characterized as a technology that always increases or decreases well being. The Job Demands Resources (JD-R) Theory provides a framework for explaining this duality by viewing AI as a resource when the technology helps reduce job demands and enhance work capabilities, but as a demand when its use increases complexity, uncertainty, or psychological pressure (Bakker & Demerouti, 2017). Thus, the relationship between AI, HRM, and well-being must be understood through the changes in job characteristics resulting from technology implementation, not merely through the presence of AI itself. One mechanism that can explain this negative pathway is technostress. Increasingly intensive technology use can lead to techno-overload, techno-complexity, techno-insecurity, and techno-uncertainty, which have the potential to increase psychological stress and diminish the quality of the work experience (Cherep et al., 2022b). In the context of AI-HRM, technostress can arise when employees must continually adapt their competencies, work within increasingly complex systems, or face uncertainty regarding their roles and job security. Therefore, technostress in this study is positioned as a psychological mechanism that can hinder the benefits of AI for well-being, particularly when technological demands are not balanced by adequate organizational resources. The success of AI implementation is also influenced by how organizations manage the relationship between technology and people. The literature on responsible AI in HRM emphasizes the importance of

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transparency, fairness, accountability, privacy protection, and employee participation in the implementation of algorithm-based systems (Bankins, 2021; Bar-Gil et al., 2024; Bujold et al., 2024). The Humanistic HRM perspective expands on this approach by placing human dignity, well-being, fairness, participation, and human development as core principles in digital transformation (Cherep et al., 2022b; Huang et al., 2026). In the context of AI-HRM, these principles can create conditions that enhance transparency and trust, reduce resistance and uncertainty, and enable AI to function more as a resource than as a source of pressure. Thus, Humanistic HRM is positioned as an organizational condition that strengthens the positive potential of AI implementation for employee well-being.

Research trends indicate a shift in focus from AI as a tool for automation and efficiency toward AI capabilities, responsible AI, fairness, and the employee experience (Chowdhury et al., 2022; Tambe et al., 2019; Vrontis et al., 2021). However, several gaps remain. First, research on AI-HRM still largely emphasizes the effectiveness of technology and organizational capabilities, while its implications for employee well-being have not yet been fully synthesized. Second, research has shown that AI can generate both benefits and psychological stress, but the mechanisms explaining how AI shifts from being a job resource to a job demand still require a more integrated synthesis. Third, the literature on technostress and Humanistic HRM tends to develop along separate trajectories, thus failing to sufficiently explain how technological stress can undermine the benefits of AI and how humanistic principles can create conditions that support well-being. These gaps highlight the need for a systematic review that not only maps the impacts of AI but also explains the mechanisms and organizational conditions that determine the direction of its impact on employee well-being. This study aims to (1) identify forms of AI implementation in HRM practices, (2) synthesize empirical findings regarding its impact on employee well-being, (3) analyze the role of job characteristics and technostress in explaining these impacts, and (4) identify the contribution of Humanistic HRM in strengthening well-being-oriented AI implementation. To achieve these objectives, the study employs a Systematic Literature Review (SLR) of empirical studies from 2019 to 2026 using the PRISMA 2020 approach (Page et al., 2021). Conceptually, this study proposes a Human-Centered AI-HRM Well-being Framework that integrates JD-R Theory, technostress, and Humanistic HRM. The novelty of this research does not lie in the claim that the relationship between AI and well-being has never been studied, but rather in the integration of these three perspectives into a single framework to explain when AI functions as a resource, when it becomes a demand, and how human-centered HRM governance can shape its impact on employee well-being.

LITERATURE REVIEW

1. Job Demands-Resources Theory and Artificial Intelligence in Human Resource Management

Job Demands-Resources (JD-R) Theory serves as the primary framework for explaining how the application of *artificial intelligence* (AI) in human resource management (HRM) can have varying consequences for employee well-being. JD-R Theory divides job characteristics into two main categories: *job demands* and *job resources*. *Job demands* are aspects of work that require physical and psychological

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effort and can cause stress when demands are high, whereas *job resources* are aspects of work that help achieve goals, reduce demands, and support employee motivation and well-being (Bakker & Demerouti, 2017). AI has been used in various activities, such as recruitment, selection, training, performance evaluation, *people analytics*, and *chatbot-based* services (Bankins, 2021; Tambe et al., 2019). AI can serve as *a job resource* when it automates routine tasks, reduces administrative burdens, speeds up access to information, and supports decision-making. Conversely, AI can become *a job demand* when it increases job complexity, adaptation requirements, the need for digital competencies, role uncertainty, or concerns about job security (Chuang et al., 2025; Malik et al., 2021). Thus, the impact of AI on well-being is not singular but depends on how its implementation alters the balance between job demands and resources.

2. Technostress as a Mechanism in the Relationship Between AI and Employee Well-Being

Technostress is psychological stress that arises from the use of, changes in, or demands to adapt to technology. (Tarafdar et al., 2011) identified several *sources* of *technostress*: *techno-overload*, *techno-complexity*, *techno-insecurity*, and *techno-uncertainty*. In the implementation of AI-HRM, *techno overload* can arise when technology increases the speed and volume of work, while *techno-complexity* relates to the demands of learning increasingly complex systems. Meanwhile, *techno-insecurity* and *techno-uncertainty* can arise from concerns about job changes and the continuous evolution of technology. These various *technostress creators* can be understood as job demands that require psychological and cognitive energy. These conditions can intensify if the organization fails to provide adequate training, technical support, communication, and opportunities for employee participation. Therefore, this study positions technostress as a mechanism that explains the negative pathway of AI implementation on employee well-being, rather than merely as the end result of technology adoption. This conceptual relationship can be formulated as: AI-HRM → increased technological demands → technostress → decreased employee well-being.

3. Humanistic HRM and the Integration of AI, Technostress, and Well-Being

Humanistic HRM places people, dignity, well-being, justice, and the interests of employees at the core of human resource management (Cherep et al., 2022a; Huang et al., 2026). This approach is becoming increasingly relevant in the implementation of AI-HRM because algorithm-based decisions can influence recruitment processes, performance evaluations, career development, and employee data management. Without human-centered management, the use of AI has the potential to raise issues of transparency, bias, injustice, and a loss of employee trust (Bankins, 2021; Bujold et al., 2024). The principles of transparency, fairness, participation, privacy protection, and competency development can help reduce uncertainty and enhance employees' trust and readiness to face AI-driven changes (Bankins, 2021; Bar-Gil et al., 2024). Within the JD-R framework, these principles can be positioned as *organizational resources* that help employees cope with technological demands and reduce the potential *for technostress*. Thus, Humanistic HRM functions not only as an ethical approach but also as an organizational condition that can determine whether the implementation of AI provides

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benefits or, conversely, increases work-related stress.

This study posits the JD-R Theory as the primary foundation, technostress as the mechanism explaining the negative pathway, and Humanistic HRM as the organizational condition that strengthens the positive pathway of AI toward employee well-being. The integration of these three perspectives yields three propositions:

P1: *The implementation of AI in HRM practices affects employee well-being through changes in job demands and job resources that shape employees' work experiences.*

P2: *Technostress reduces the positive benefits of AI implementation on employee well-being by increasing psychological stress related to techno-overload, techno-complexity, techno-insecurity*, and *techno-uncertainty*.

P3: *Humanistic HRM enhances the benefits of AI implementation for employee well-being through transparency, fairness, participation, privacy protection, and competency development, which boost employees' trust and adaptability.*

RESEARCH METHOD

This study employed a Systematic Literature Review (SLR) approach in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines (Chowdhury et al., 2022). The SLR approach was chosen because it produces a systematic, transparent, and replicable synthesis of the literature, making it suitable for identifying research trends, mapping relationships between variables, and identifying research gaps regarding the impact of *artificial intelligence* (AI) implementation in *human resource management* (HRM) on *employee well-being*. Unlike a narrative literature review, an SLR employs structured selection procedures to minimize bias in article selection and produce a more comprehensive synthesis. The units of analysis in this study are empirical scientific articles discussing the implementation of AI in HRM practices and its relationship to *employee well-being*, *technostress*, and *Humanistic HRM*. The literature search was conducted in the Scopus and Google Scholar databases, as both provide extensive coverage of international publications and are widely used in systematic review-based research. The articles analyzed were limited to publications from 2019 to 2026 to reflect research developments following the increased adoption of AI in human resource management. The search strategy utilized a combination of the keywords *"artificial intelligence," "AI," "human resource management," "HRM," "employee well-being," "technostress,"* and *"humanistic HRM,"* combined using the Boolean operators AND and OR.

The article selection process followed the four PRISMA stages: identification**,** screening**,** eligibility, and inclusion. The identification stage involved collecting all articles matching the search keywords from both databases. Next, duplicate articles were removed before screening based on titles and abstracts. Articles that passed the screening were then evaluated through *a full-text assessment* to ensure their relevance to the research objectives. Inclusion criteria included: (1) empirical research articles published in *peer-reviewed* journals; (2) articles discussing the implementation of AI in HRM- al functions; (3) articles examining its impact on *employee well-being* or related psychological variables; (4) articles published in English; and (5) articles available in full text. Conversely, conceptual articles, conference proceedings, editorials, books, and studies not directly related to HRM were excluded from the synthesis process. Data were

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collected using *a* data extraction *form* designed based on the research objectives. The information extracted from each article included publication details, country of study, organizational context, research design, respondent characteristics, forms of AI implementation in HRM, variables analyzed, theories used, and key findings regarding the relationship between AI and *employee well-being*. All extracted data were then organized into a synthesis matrix to facilitate comparisons across studies. Data analysis was conducted using thematic analysis, as this method allows for the identification of patterns, themes, and conceptual relationships emerging from various empirical studies. The analysis stages included: (1) thoroughly reading articles that met the inclusion criteria; (2) performing *open coding* on the main findings of each study; (3) grouping codes into themes with similar characteristics; (4) interpreting the relationships between themes using the perspectives of Job Demands-Resources (JD-R) Theory and Humanistic HRM; and (5) developing a conceptual synthesis regarding the mechanisms through which the implementation of AI in HRM influences *employee well-being*. Through these procedures, this study produced a comprehensive mapping of the factors that strengthen or weaken the relationship between AI, *technostress*, *Humanistic HRM*, and *employee well-being*.

RESEARCH RESULTS AND DISCUSSION

Characteristics of the Analyzed Studies

The characteristics of the analyzed studies were compiled through a *Systematic Literature Review* (SLR) process following the PRISMA 2020 guidelines (Page, 2021). The identification process began with a literature search in the Scopus and Google Scholar databases using a combination of keywords related to *artificial intelligence*, *human resource management*, *employee well-being*, *technostress*, and *Humanistic HRM*. All retrieved articles then underwent a process of removing duplicates, screening titles and abstracts, and assessing eligibility based on the full text according to the inclusion and exclusion criteria established in the methodology section. Only empirical articles that met all criteria were included in the synthesis process. The resulting set of articles demonstrates the rapid growth of AI research in *Human Resource Management* (HRM) over the past few years. The majority of publications were released after 2021, indicating that the increasing adoption of AI across various organizations has spurred academic interest in its implications for human resource management. A shift in research focus is also evident from changes in the orientation of the studies. Research in the early period generally focused on the use of AI to improve the efficiency of recruitment and selection processes, as well as the automation of HRM administration (Tambe et al., 2019). Meanwhile, more recent research has begun to emphasize strategic aspects, such as *AI capabilities*, *responsible AI*, algorithm governance, and its impact on employee well-being and work experience (Bujold et al., 2024; Chowdhury et al., 2022; Huang et al., 2026).

Table 1. Study Characteristics

Characteristics	Synthesis Results
Publication Period	2019–2026
Databases	Scopus and Google Scholar

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Publication Type	*Peer-reviewed* journal articles
Research Approach	Quantitative, qualitative, and *mixed methods*
Dominant topics	AI in HRM, *employee well-being*, *technostress*, *responsible AI*, and *Humanistic HRM*
Most commonly used theories	Job Demands–Resources Theory (JD-R), Technostress Theory, Humanistic HRM
Research trends	Shifting from operational efficiency toward well-being, AI ethics, and organizational governance

Source: Developed by the Researchers

The methodological characteristics of the analyzed articles also reveal a variety of research approaches. Most studies employ quantitative methods to examine the relationship between AI implementation, organizational behavior, and various indicators of employee well-being. On the other hand, qualitative and *mixed-methods* research is emerging to explore employees' experiences, perceptions of AI use, and the challenges of technology implementation across different organizational contexts. This methodological diversity indicates that research on AI-HRM has evolved from merely measuring technological effectiveness toward a more comprehensive understanding of the psychological, social, and organizational dynamics accompanying digital transformation. The analyzed literature also reveals a trend toward increasing attention to ethical aspects in AI implementation. Previous research largely highlighted organizational efficiency as the primary indicator of AI success, whereas recent studies place algorithmic transparency, fairness in decision-making, privacy protection, and employee well-being as issues equally as important as productivity gains (Bankins, 2021; Bar-Gil et al., 2024). This shift indicates that the success of digital transformation is no longer measured solely by AI's ability to improve organizational performance, but also by the organization's ability to manage the impact of technology on people the company's primary asset. Another finding emerging from the literature review is the limited number of studies that integrate AI implementation in HRM with technostress**,** Humanistic HRM, and employee well-being within a single, comprehensive analytical framework. Most studies focus only on a single aspect such as the effectiveness of AI, employee well-being, or algorithmic ethics in isolation. This situation suggests that there is still room for further research to explain the relationships among these concepts more comprehensively. Therefore, this study develops a conceptual synthesis that integrates the perspectives of Job Demands-Resources (JD-R) Theory and Humanistic HRM as a basis for explaining the mechanisms through which AI implementation influences *employee well-being*. This synthesis subsequently serves as the foundation for the discussion on the impact of AI on employee well-being in the following section.

The Impact of *Artificial Intelligence* Implementation in *Human Resource Management* on *Employee Well-being*

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A review of the literature indicates that the implementation of *artificial intelligence* (AI) in *human resource management* (HRM) has a significant impact on *employee well-being*, although the direction of that impact is not always positive. Most studies indicate that AI can improve the efficiency of human resource management through the automation of recruitment, selection, training, performance evaluation, and data-driven decision-making processes. The use of AI across various HRM functions also contributes to a reduction in administrative burdens, increased decision-making accuracy, and the provision of faster and more responsive HR services. These conditions provide employees with the opportunity to focus more on strategic and value-added work, thereby potentially increasing job satisfaction, engagement, and employee well-being (Chowdhury et al., 2022; Dutta & Mishra, 2022; Tambe et al., 2019). The synthesis results also show that the benefits of AI do not automatically materialize across all organizations. Several studies have found that the implementation of AI actually increases psychological stress due to changes in work patterns, increased demands for technological adaptation, and concerns about job displacement by automated systems. These conditions have led some employees to experience reduced job satisfaction, increased anxiety, and a diminished sense of job security (Brougham & Haar, 2018; Malik et al., 2021). These varying findings suggest that the success of AI implementation is determined not only by the sophistication of the technology but also by the organization's readiness to manage change and support employees' adaptation process.

These findings align with the Job Demands Resources (JD-R) Theory, which explains that any change in the work environment can function as either *a job resource* or *a job demand,* depending on how that change is managed (Bakker & Demerouti, 2017). In the context of this study, AI serves as *a job resource* when it simplifies work, improves access to information, accelerates decision-making processes, and supports the development of employee competencies. Conversely, AI becomes *a job demand* when its implementation increases job complexity, intensifies digital surveillance, or creates uncertainty regarding job security. Therefore, the relationship between AI and *employee well-being* cannot be understood as a direct cause-and-effect relationship but rather as one influenced by the balance between job demands and available resources within the organization. A synthesis of previous research also reveals a shift in research focus. Studies during the early stages of digital transformation primarily evaluated AI based on improvements in operational efficiency and organizational productivity (Vrontis et al., 2021). In contrast, more recent research has begun to emphasize that the success of AI implementation must be measured through broader indicators, including psychological well-being, work experience, trust in the organization, and the sustainability of human resource management (Bujold et al., 2024; Cherep et al., 2022). This shift indicates that the orientation of HR management has shifted from *a technology-centered approach* toward *a* more *human-centered approach*.

Interestingly, some studies report differing findings regarding the impact of AI on *employee well-being*. Some studies conclude that AI enhances job satisfaction and engagement by reducing routine tasks and improving the quality of decision-making (Dutta & Mishra, 2022). Conversely, other studies suggest that AI can reduce well-being due to increased anxiety about automation, reduced job autonomy, and the perception that organizational decisions are increasingly dominated by algorithms (Köchling &

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Wehner, 2020; Nahar et al., 2024). These differing findings indicate that the impact of AI is heavily influenced by the organizational context, the level of digital readiness, organizational culture, and the implementation strategies employed. In other words, AI is not a factor that directly determines employee well-being, but rather a technology whose effectiveness depends on how the organization manages it. This study supports Proposition 1 that the implementation of AI in HRM affects *employee well-being* through changes in job characteristics and human resource management processes. These findings also expand the application of the Job Demands-Resources Theory by demonstrating that AI plays *a dual role*: as an organizational resource capable of enhancing well-being, and as a source of job demands that can potentially reduce well-being if not balanced by adequate organizational support. Thus, the success of digital transformation cannot be measured solely by improvements in operational efficiency but also by an organization's ability to create a work environment that is adaptive, inclusive, and focused on employee well-being.

The Roles of *Technostress* and *Humanistic HRM* in the Relationship Between AI, HRM, and *Employee Well-being*

The results of the literature review indicate that the impact of *artificial intelligence* (AI) implementation in *human resource management* (HRM) on *employee well-being* is not direct but is influenced by various organizational and psychological factors. The two most dominant factors in the literature are technostress a mechanism that weakens the positive impact of AI and Humanistic Human Resource Management (Humanistic HRM) an approach capable of enhancing the benefits of AI implementation. These findings suggest that the success of digital transformation depends not only on the quality of the technology used but also on an organization's ability to manage change and prioritize employee well-being. *Technostress* is the most common consequence resulting from the adoption of AI in the workplace. The use of AI-based systems drives faster changes in work patterns, increased demands to master new technologies, and a reliance on digital systems for decision-making. These conditions give rise to various forms of psychological stress, such as *techno-overload*, *techno-complexity*, *techno-insecurity*, and *techno-uncertainty*, which have the potential to reduce employee well-being (Gupta, 2024). Research by (Malik et al., 2021) indicates that increasing reliance on AI can trigger anxiety regarding job security and reduce work engagement. Similar findings were also reported by (Chuang et al., 2025), who explained that AI can become a source of work-related stress if organizations fail to provide adequate resources to support employees' adaptation process. These conditions reflect an imbalance between *job demands* and *job resources*. When AI implementation increases job demands without being offset by training, organizational support, or opportunities to develop digital competencies, AI shifts from being an organizational resource to a source of work-related stress that negatively impacts *employee well-being* (Bakker & Demerouti, 2017). Conversely, organizations that provide ongoing training, guidance on technology use, and open communication tend to be better able to reduce *technostress* levels, allowing the benefits of AI to be realized more fully. Thus, the synthesis findings indicate that *technostress* is not merely an effect of technology use but serves as an indicator of an organization's readiness to manage digital transformation.

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Recent research developments suggest that a humanistic HRM approach can serve as a strategic factor in enhancing the success of AI implementation. This approach places people at the center of digital transformation through the application of principles such as respect for human dignity, fairness, algorithmic transparency, employee participation, and the protection of privacy and workers' rights (Huang et al., 2026). (Bankins, 2021) research emphasizes that the use of AI in HRM must be grounded in ethical principles to ensure organizational decisions remain accountable and do not lead to discrimination. In line with this, (Bar-Gil et al., 2024) demonstrate that organizations that implement responsible AI governance are able to increase employee trust in technology while strengthening acceptance of digital innovation. The synthesis also shows that *Humanistic HRM* functions not only as a normative approach but also as an organizational mechanism capable of reducing the negative impacts *of technostress*. Organizations that involve employees in the AI implementation process, provide opportunities to enhance digital competencies, and transparently explain how algorithms work tend to experience lower levels of resistance compared to organizations that implement AI unilaterally. In other words, the success of AI is influenced not only by the sophistication of the system but also by the quality of the relationship between the organization and its employees during the digital transformation process. These findings demonstrate that employee well-being results from the interaction between technological innovation and human-centered human resource management practices. This study supports Proposition 2 and Proposition 3, namely that *technostress* acts as a mechanism that weakens the positive relationship between AI implementation in HRM and *employee well-being*, while Humanistic HRM functions as a mechanism that strengthens that relationship. These findings also expand the application of the Job Demands-Resources Theory by demonstrating that the balance between *job demands* and *job resources* in the AI era is influenced not only by job characteristics but also by the quality of organizational governance that applies the principles of Humanistic HRM. Therefore, organizations seeking to maximize the benefits of AI need to integrate digital transformation strategies with competency development policies, ethical AI governance, transparent communication, and safeguards for employees' psychological well-being. This approach enables AI to serve not only as a tool for enhancing productivity but also as a means of creating an adaptive, inclusive, and sustainable work environment.

Conceptual Synthesis and Theoretical Implications

The results of the literature synthesis indicate that the relationship between the implementation of *artificial intelligence* (AI) in *human resource management* (HRM) and *employee well-being* is complex, dynamic, and influenced by various organizational factors. Contrary to the initial view that positioned AI as a technology that directly increases organizational productivity, recent studies show that the success of AI implementation depends not only on the technology's ability to automate tasks but also on the organization's ability to manage the psychological and social impacts that arise during the digital transformation process (Bujold et al., 2024; Chowdhury et al., 2022; Valtonen et al., 2025). Thus, employee well-being cannot be understood as a direct consequence of AI use, but rather as the result of the interaction between technological characteristics, human resource management practices, and the organizational

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environment. The Job Demands-Resources (JD-R) Theory remains relevant in explaining these dynamics, but requires an expanded perspective to align with the context of digital transformation. In this study, AI is positioned not only as *a job resource* that enhances work efficiency but also as *a job demand* that can increase job complexity, role uncertainty, and psychological pressure if its implementation is not supported by adequate organizational policies (Bakker & Demerouti, 2017; Chuang et al., 2025). Therefore, the results of this study expand the application of the JD-R Theory by demonstrating that the characteristics of digital technology are a crucial factor influencing the balance between job demands and job resources in the AI era.

The Humanistic Human Resource Management (Humanistic HRM) approach offers a perspective that complements the JD-R Theory in explaining the success of AI implementation. The literature indicates that organizations that apply the principles of transparency, algorithmic fairness, employee participation, privacy protection, and digital competency development have higher levels of AI acceptance and are able to maintain *employee well-being* during the digital transformation process (Bankins, 2021; Gupta, 2024). These findings confirm that the success of AI cannot be measured solely by operational efficiency but also by an organization's ability to foster an ethical, inclusive, and human-centered work environment. This study proposes a conceptual framework called the Human-Centered AI HRM Well-Being Framework. This framework explains that the implementation of AI in HRM results in two concurrent consequences. First, AI creates *job resources* in the form of increased efficiency, improved decision-making quality, and optimized work processes that contribute to enhanced *employee well-being*. Second, AI also increases *job demands* through technological complexity, job uncertainty, and increased digital surveillance, which give rise to *technostress*. These negative impacts can be minimized if organizations apply the principles of Humanistic HRM through transparent AI governance, digital competency development, participatory communication, and the protection of employees' rights and well-being. Thus, the relationship between AI and *employee well-being* is contextual in nature, where *technostress* acts as a mechanism that weakens this relationship, while *Humanistic HRM* serves as a mechanism that strengthens the benefits of AI implementation.

This study contributes by integrating the Job Demands-Resources Theory and Humanistic HRM into a single analytical framework to explain the impact of AI on *employee well-being*. This integration expands the AI HRM literature, which has traditionally tended to separate the aspects of technology, work psychology, and organizational ethics. Furthermore, this study demonstrates that employee well-being is a strategic indicator for evaluating the success of digital transformation; therefore, future AI development must strike a balance between technological innovation and humanistic values. The findings have implications for organizations particularly private companies and State-Owned Enterprises (SOEs) in designing sustainable AI implementation strategies. Organizations must not only invest in digital infrastructure but also establish responsible AI governance through enhanced digital literacy, continuous training, transparency in algorithm use, protection of personal data, and the s of employee involvement in decision-making processes. This approach enables AI to serve as a tool that not only boosts organizational productivity but also enhances employees' well-

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being, trust, and quality of work. Digital transformation in HRM requires a balance between technological innovation and human-centered human resource management. AI will provide strategic value to organizations if its implementation is supported by policies that reduce *technostress*, strengthen employees' adaptive capacity, and consistently apply the principles of Humanistic HRM. Thus, this study not only enriches the theoretical development of AI-HRM but also offers a new direction for organizations in building a digital transformation that is productive, ethical, and focused on employee well-being.

CONCLUSION

This study demonstrates that the implementation of *artificial intelligence* (AI) in *human resource management* (HRM) influences *employee well-being* contextually through the balance between *job resources* and *job demands*. AI can enhance the efficiency and quality of decision-making but also has the potential to cause *technostress* if not supported by adequate organizational governance. The main contribution of this study is the development of the Human-Centered AI HRM Well-Being Framework, which integrates Job Demands-Resources Theory and Humanistic HRM to explain that *technostress* weakens, while *Humanistic HRM* strengthens, the positive impact of AI on *employee well-being*. These findings imply that the success of digital transformation is determined not only by technology adoption but also by the implementation of AI governance that is ethical, transparent, and focused on employee well-being. As this study is limited to a literature review, future research is encouraged to test the proposed conceptual framework in various organizational contexts through empirical studies.

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