

FROM "HUMAN RESOURCE" TO "HUMAN PERSON" IN MODERN MANAGEMENT

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Abstract

This study analyzes the outlining of an integral paradigm of management, located at the intersection of human resource management, organizational ethics, artificial intelligence and theological anthropology. The paper highlights the shift from an administrative approach to personnel management to strategic and human-centered management, in which employees are seen as people endowed with dignity, creativity and the capacity for innovation. Through the contrast between the model of the "economic man" and the theological concept of the man created according to the "Image of God", the study proposes a reconsideration of managerial practices beyond the utilitarian logic and the exclusive orientation towards profit.

The research also examines the role of spiritual management, value innovation, and artificial intelligence in developing sustainable, ethical, and competitive organizations. Both the opportunities generated by AI in recruitment, assessment, talent development and decision-making are highlighted, as well as the risks associated with algorithmic bias, decision-making opacity and diminishing the human dimension of work. The study concludes that the future of human resource management must be based on responsible collaboration between humans and algorithms, supported by ethical governance, transparency, human oversight and respect for the dignity of the person.

Keywords: human resource management; theological anthropology; artificial intelligence; ethical leadership; spiritual management; sustainability; human dignity; algorithmic governance.

JEL Classification: M00; Z12.

Introduction

The profound transformations of the contemporary economic environment, marked by accelerated digitalization, organizational volatility, the intensification of global competition and the reconfiguration of the relationship between man and technology, require a substantial reassessment of the traditional paradigms of human resources management. If, in classical approaches, the HR function was predominantly associated with personnel administration, procedural compliance and transactional management of labor relations, today it acquires a strategic, ethical and transformational significance. Human resources can no longer be understood as simple productive tools, but as carriers of intellectual capital, creativity, organizational identity and innovative potential. This change marks the shift from an instrumental

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perspective on the employee to a holistic vision, centered on the dignity of the person, professional autonomy, continuous development and active participation in the construction of organizational value.

In this context, the present study analyzes the reconceptualization of human resources management from the perspective of a humanistic, strategic and sustainable paradigm, capable of integrating the imperatives of organizational performance with the ethical requirements of respect for human dignity. Such an approach implies going beyond the traditional model of the "economic man", defined by instrumental rationality and productive utility, and adopting an organizational anthropology that recognizes the employee as a moral, creative and relational subject. In this sense, the theological concept of the "Image of God" provides a relevant interpretative framework for understanding the person as a reality irreducible to his or her economic value, emphasizing the freedom, responsibility, vocation and creative potential of each individual.

Against the background of this reorientation, the HR function is called to evolve from a cost center into a strategic value generator, by aligning the recruitment, training, motivation, retention and professional development processes with the general directions of the organization. In an environment characterized by uncertainty, technological change and complex labor market dynamics, sustainable competitive advantage no longer derives exclusively from operational efficiency or material resources, but from the organization's ability to mobilize and capitalize on human potential. Thus, human capital becomes a central factor of sustainability, innovation and institutional resilience.

The study also examines the relevance of value innovation and the "blue ocean" strategy for human resource management, arguing that organizational differentiation can be sustained through a culture centered on meaning, values, engagement, and integral development. In this logic, spiritual management is understood not as a restricted confessional dimension, but as a managerial orientation that recognizes employees' need for meaning, belonging, contribution and moral coherence. By integrating ethical principles, social responsibility, and concern for employee well-being, organizations can build innovation spaces where economic performance and human development mutually enhance each other.

A central place in the present analysis is occupied by the impact of artificial intelligence on human resource management. The implementation of digital technologies, HR analytics, automation, and AI-powered systems is transforming the processes of recruitment, onboarding, assessment, professional development, workforce planning, and talent retention. These tools can base decisions on data, anticipate skills needs, personalize the employee experience, and streamline repetitive tasks. However, the technological potential of AI is accompanied by significant ethical risks, such as algorithmic bias, lack of

transparency, excessive surveillance, vulnerability of personal data, indirect discrimination, and diminished human contact in organizational processes.

For this reason, the integration of AI in HRM must be analyzed not only as a problem of managerial efficiency, but as a challenge of ethical governance, institutional accountability and protection of employee rights. The study argues for the need for robust AI governance frameworks in human resources, including independent audits, continuous monitoring mechanisms, algorithmic explainability, human oversight, privacy protection, and clear accountability procedures. In this framework, the role of the HR specialist is redefined, becoming an architect of hybrid work ecosystems, in which the collaboration between human and artificial intelligence is oriented towards performance, equity and well-being.

At the same time, the study addresses sustainability and diversity management as essential dimensions of contemporary HRM. The management of resources cannot be reduced to the economic logic of maximizing profit, but must be understood as responsibility towards employees, communities and the environment. In the context of AI-generated transformations, sustainability involves reskilling, upskilling, transparent communication, continuous feedback and the active involvement of employees in organizational change. Also, in a plural organizational environment, differences in gender, age, race, religion, culture, and professional identity influence recruitment, development, and retention policies. AI can help reduce unconscious biases, but it can also replicate existing inequalities if it operates without ethical audit, transparency, and human oversight.

By articulating these dimensions — anthropological, strategic, technological, ethical, spiritual and sustainable — the study contributes to the development of an integrated perspective on the future of human resource management. The originality of the approach lies in the fact that HR digitization is not treated as a purely technical process, and organizational ethics is not seen as an external normative addition, but as a constituent part of a unitary vision in which technology, human dignity, performance and social responsibility are analyzed in their interdependence. Thus, the research highlights that the future of HRM does not consist in substituting the human factor through algorithms, but in building hybrid organizational models, in which artificial intelligence amplifies, without canceling, people's moral discernment, creativity and relational capacity.

The main objective of the study is to examine how human resource management can be reconstructed as a strategic and ethical discipline in the era of artificial intelligence, through the integration of an anthropology of dignity, responsible technological governance and a sustainable vision of organizational development.

1. A New Paradigm: Prioritizing Autonomy and Holistic Development of the Individual

This conceptual evolution, observed since the end of the twentieth century, marked the shift from an administrative and instrumental approach to personnel to a strategic perspective, in which employees are considered essential factors of organizational performance. In this context, human resources management has begun to integrate dimensions such as skills development, professional involvement, organizational culture and talent retention, recognizing that the value of a company is built not only through material assets, but also through human and social capital. Thus, employees are no longer perceived exclusively as usable resources in the production process, but as carriers of knowledge, creativity and organizational identity, directly contributing to the company's sustainability and competitive advantage^[1].

This paradigmatic shift implies overcoming the traditional models of personnel administration, mainly oriented towards control, evidence and procedural compliance, in favor of a holistic approach, focused on the development of human capital and its integration into the organizational strategy. In this perspective, human resources management no longer functions as an isolated structure, but as a relational mechanism that articulates the interests of employees, management, institutional partners and other external actors involved in the socio-professional environment. Collaboration between internal and external entities is therefore becoming an essential condition for strengthening organisational adaptability, stimulating innovation and creating a sustainable working climate^[2].

In this context, human-centered management, or "human management", proposes a reinterpretation of the relationship between the organization and the employee, shifting the focus from the simple efficient use of the workforce to valuing the person as an active subject of organizational processes. This perspective supports a more sustainable and ethical form of governance, in which managerial decisions are guided not only by economic criteria, but also by social responsibility, fairness of professional relations and respect for human dignity. By recognising the intrinsic value of work and individual contributions, human management fosters the development of an organisational climate based on trust, participation and commitment, while strengthening long-term performance sustainability^[3].

This transition to human-centered management highlights the fact that talent development can no longer be treated as a secondary activity, but as a strategic imperative of organizations oriented towards sustainable performance. Through mechanisms such as continuous training, coaching, mentoring and support for organizational learning, companies can harness the individual potential of employees, while strengthening the collective capacity to adapt to changes in the professional environment. In parallel, building a supportive

organizational culture, focused on trust, participation and well-being, contributes to increasing engagement, stimulating innovation and staff retention, making human capital a decisive factor of long-term success^[4].

This approach becomes essential in a business landscape characterized by volatility, complexity and accelerated transformations, in which organizations are forced to constantly redefine their strategies and managerial practices. Flexibility and adaptability are, in this respect, fundamental organizational capabilities, as they allow to anticipate market changes, quickly adjust internal processes and maintain competitiveness in an uncertain environment. At the same time, harnessing intellectual capital – expressed through knowledge, skills, creativity and professional experience – helps to generate innovation and strengthen long-term competitive advantage^[5].

At the same time, the current challenges of the economic and organizational environment require a profound redefinition of human resource management practices, which can no longer be limited to administrative, operational or strictly procedural activities. Within this framework, the human resources function acquires a strategic role, contributing to the formulation and implementation of organizational objectives by attracting, developing, motivating and retaining the human capital necessary to obtain the competitive advantage. Moreover, the recognition of employees as strategic partners, capable of participating in decision-making processes, generating innovative solutions and actively contributing to organizational change, becomes essential for increasing productivity and strengthening long-term performance^[6].

This change of perspective determines the repositioning of the human resources departments from predominantly administrative structures into strategic partners of the management, actively involved in supporting the organizational development directions. In this regard, personnel management practices must be adapted so that they are consistent with business strategies, contributing to increased performance through effective policies for recruitment, professional development, motivation and employee retention. At the same time, integrating the concern for the well-being of employees with the capitalization of their knowledge, skills and experience strengthens the role of human capital as an essential strategic resource for the competitiveness and sustainability of the organization^[7].

The strategic perspective on human resources management highlights the need for continuous investment in the development of employees' skills, competencies and knowledge, as a fundamental premise for strengthening the organizational capacity to adapt. In this framework, employees are no longer perceived exclusively as operational resources, but as valuable assets, bearers of intellectual capital, creativity and professional expertise, capable of generating added value. By supporting continuous training and organizational learning, human resources management contributes to stimulating innovation, making

internal processes more flexible and maintaining competitiveness in a constantly changing economic environment^[8].

The strategic integration of the HR function highlights the fact that human resources management is no longer just an administrative support, but an essential component of the company's decision-making and operational architecture. By aligning recruitment, training, evaluation and motivation policies with the overall objectives of the organization, the HR function directly contributes to strengthening performance, flexibility and innovation capacity. Thus, human resources become a central element of the operational strategy, supporting long-term competitiveness and creating an organizational advantage that is difficult to replicate^[9].

Therefore, there is an increasing dependence of companies on the level of involvement, loyalty and commitment of employees, which become determining variables of organizational performance. In an economic environment marked by competitiveness and continuous change, employees who show attachment to the organization contribute more effectively to the achievement of strategic objectives, through active participation, professional responsibility and results-orientation. Therefore, strengthening employee engagement should be approached as a managerial priority, as it directly influences productivity, the quality of internal processes and the company's ability to sustain its long-term competitive advantage^[10].

2. Anthropology and Management: "The Economic Man" vs. "The Image of God"

This section examines the anthropological foundations of managerial theories, highlighting the tension between the traditional paradigm of the "economic man," reduced to instrumental rationality and his productive function, and a holistic perspective on the person, inspired by the concept of the "Image of God," which affirms the intrinsic dignity, moral freedom, and creative potential of each individual. This antithesis reveals the need for a critical re-evaluation of managerial practices, so that organizations go beyond the strictly utilitarian logic of profit maximization and adopt management models oriented towards the authentic valorization of human capital. In this framework, the strategic integration of the HR function with business objectives becomes essential, as employees are no longer perceived as mere means of production, but as organizational partners capable of generating solutions, innovation and sustainable competitive advantage^[11].

This evolution marks the shift from a purely transactional personnel management, focused on record-keeping, compliance and operative management of labor relations, to a strategic approach to human resources. In this new framework, the HR function is no longer limited to the execution of administrative procedures, but becomes an active partner in the formulation and

implementation of the business strategy, contributing to the definition of organizational development directions. Thus, human resources management acquires a central role in supporting performance, by aligning the skills, motivation and potential of employees with the long-term objectives of the organization^[12] ^[13].

In this context, the HR function goes beyond its traditional status as a cost center, being reconceptualized as a strategic engine of the organization, capable of directly influencing innovation capacity, structural adaptability and long-term performance. Aligning human resources strategies with business objectives thus becomes an essential condition for attracting, developing and retaining talent, as it allows the correlation of human potential with the company's major growth and competitiveness directions. At the same time, by promoting an organizational culture oriented towards collaboration, continuous learning and openness to change, human resources management contributes to strengthening an environment favorable to innovation and organizational sustainability^[14].

Thus, the need to reconsider the investment in employee development is highlighted, as it is no longer perceived as a simple operational expense, but as a strategic approach aimed at strengthening human capital. Through professional training, continuous development, coaching and skills development programs, organizations can increase the level of expertise, adaptability and involvement of employees, contributing directly to institutional performance. Consequently, employee development becomes a source of sustainable competitive advantage, as it generates organizational knowledge, stimulates innovation and supports the company's ability to respond effectively to changes in the business environment^[15].

This change is essential for strengthening the HR function as a true strategic partner, capable of contributing not only to personnel management, but also to the creation of organizational value and to the achievement of business objectives in an economic environment marked by volatility, uncertainty and accentuated competitiveness. In this sense, HR transformation involves going beyond its traditional administrative role and assuming a proactive function, oriented towards identifying, developing and capitalizing on the potential of employees. At the same time, this critical perspective distances itself from the classic HRM model, which has often treated employees as mere productive resources, proposing instead an approach that recognizes the intrinsic dignity, skills and creative capacity of each individual^[16].

The emerging paradigm of human resources management, based on a humanistic perspective, proposes to overcome the instrumentalist vision of the employee and recognize him as a valuable subject, bearer of dignity and potential for development. In this logic, talent management and human resource development are no longer simple support functions, but strategic imperatives

through which the organization builds a culture oriented towards continuous learning and collective responsibility. Thus, the HR function transforms from a cost center into a strategic value generator, integrating the principles of transformational management and organizational ethics into personnel decisions^[17].

This strategic reorientation highlights the maturation of human resources management by going beyond its traditional procedural role in favor of a direct contribution to organizational strategy. Human capital is recognized as an essential strategic resource, capable of influencing performance and competitiveness in the long term. Thus, the HR function becomes an integral part of the organization's strategic architecture, facilitating the alignment of employees' motivation and potential with institutional objectives^[18]. The paradigm shift is essential for organizational sustainability, as employees are recognized as holders of intellectual capital and strategic skills. However, HR leaders need to overcome resistance to change and overly technology-centric mindsets at the expense of human value, ensuring real and proactive strategic alignment^[19].

3. Value Innovation and Spiritual Management: A "Blue Ocean" Strategy

This section looks at how value innovation, associated with the creation of undisputed market spaces or "blue oceans", can be strengthened through spiritual management oriented towards meaning, values and the integral development of the person within the organization. Such a perspective goes beyond the traditional economic logic, focused exclusively on efficiency and profit maximization, proposing to capitalize on the deep human dimension of employees as a source of creativity, commitment and strategic differentiation. By integrating ethical principles and social responsibility into human resources strategies, organizations can simultaneously support innovation, employee well-being, and long-term sustainability, generating value for both the company and society^[20].

This synergy between value innovation and spiritual management gives organizations the opportunity to overcome direct competition and build forms of differentiation based on organizational sense and authentic commitment. Within this framework, sustainable competitive advantage results from the organization's ability to mobilize the human potential and loyalty of the workforce around a common vision. To support this orientation, the HR function must evolve into a strategic partner capable of integrating advanced technologies and data analytics into recruitment and development processes, ensuring consistency between business objectives and organizational values^[21].

This requires a profound rethinking of management practices, going beyond traditional administrative functions and moving towards an approach

capable of supporting agility and inclusion. The HR function must integrate an advanced understanding of technological transformations and the expectations of an increasingly diverse and dynamic workforce. By continuously adapting employee engagement policies, organizations can strengthen their resilience and competitive advantage in the face of the challenges of today's economic environment^[22].

The implementation of digital technologies, such as artificial intelligence and advanced data analytics, is becoming a central pillar of the strategic transformation of human resource management. A "blue ocean" strategy applied in HR involves rethinking the talent management ecosystem by creating differentiated value, based on ethics, well-being and personalization of the professional experience. Thus, the HR function evolves from an administrative role to a transformational one, capable of using data to inform decisions and support work flexibility in the digital age^[23].

These modern tools contribute to streamlining performance management by providing relevant data to inform decisions. The integration of artificial intelligence allows the automation of repetitive tasks, such as candidate screening, reducing operational time and increasing the accuracy of the selection. In this way, HR specialists are relieved of administrative burdens and can direct more resources towards strategic initiatives, such as talent development and improving the employee experience^[24].

The digitization of the HR function facilitates smarter, predictive and personalized management of human capital. Within this framework, a hybrid talent management architecture is outlined, in which strategic decisions are based on the complementarity between advanced algorithms and qualified human judgment. At the same time, for this digital transformation to generate a legitimate competitive advantage, it is necessary to establish an ethical governance of artificial intelligence, based on transparency, algorithmic fairness and the development of hybrid skills of HR professionals^[25].

4. Ethical Leadership in the Age of Artificial Intelligence: The Technical-Theological Perspective

The integration of artificial intelligence into leadership processes generates significant challenges regarding the moral character of algorithmic decisions, especially in situations where they influence the evaluation of performance, the distribution of opportunities or the orientation of organizational behaviors. In this context, it becomes necessary to develop ethical governance mechanisms, capable of ensuring transparency, accountability, fairness and human oversight of the algorithmic systems used in the managerial act. Thus, AI-assisted leadership must be grounded in solid human values, so that technology does not replace the moral discernment of leaders, but supports more informed, fair and well-oriented decision-making^[26].

This paradigm requires a comprehensive approach to the implementation of artificial intelligence in organizations, where operational benefits, such as efficiency and process optimization, are balanced with the need to comply with ethical standards and protect employee well-being. In this regard, the development of robust ethical frameworks for AI becomes essential to prevent risks associated with discrimination or technological opacity. At the same time, collaboration between HR, IT and data science teams is indispensable for aligning AI initiatives with strategic HR objectives^[27].

This integration means that HR professionals continuously develop their technical and digital skills so that they can critically evaluate and implement appropriate AI solutions. The adoption process must take into account not only operational efficiency, but also criteria such as personal data protection and information security. In this way, the HR function can ensure a responsible use of AI, helping to build employee trust in the digital transformation of the organization^[28].

The development of a solid digital infrastructure is a fundamental condition for the efficient scaling of AI-based solutions in human resources processes. Such an infrastructure allows you to reap the benefits of digital transformation while reducing the risks associated with data security and technological dependency. In parallel, the institutionalisation of an AI ethic at the organisational level becomes essential by developing governance frameworks that guarantee algorithmic transparency and the protection of employees' rights^[29] ^[30].

This process involves the establishment of continuous monitoring of the algorithmic systems used in human resources, in order to identify and correct any biases that may affect recruitment or promotion decisions. In the absence of rigorous audit mechanisms, algorithms can replicate existing inequalities, undermining the principles of fairness and inclusion. Therefore, responsible monitoring of these systems becomes essential both to maintain employee trust and to comply with non-discrimination regulations^[31].

A constant commitment to continuous learning becomes essential to maintain the relevance of the HR function in a context marked by accelerated digitalization. Adapting to new technologies requires the continuous development of digital and strategic skills, so that specialists can use emerging tools in an efficient and value-oriented way^[32] ^[33]. The ability to interpret the data generated by AI systems becomes essential for substantiating balanced decisions, integrating operational efficiency with ethical responsibility and employee well-being^[34].

Such an approach requires multi-stakeholder involvement, in which experts in artificial intelligence, human resources and organizational ethics collaborate to design responsible solutions. The complexity of automation requires an interdisciplinary perspective, capable of anticipating both the

operational benefits and the risks associated with algorithmic discrimination or decision-making transparency^[35] ^[36]. This collaboration is essential for the development of artificial intelligence systems that are not only technically efficient, but also compatible with the social principles of human resource management^[37] ^[38].

It is also necessary for organisations to establish independent audit mechanisms for AI systems so that their operation is regularly assessed for accuracy and compliance with ethical rules. Such a practice allows for the early identification of algorithmic errors and systemic biases that may affect recruitment or performance evaluation processes^[39]. This demonstrates the organization's commitment to the responsible use of technology, strengthening the legitimacy of the digital transformation of the HR function in a climate based on institutional responsibility and safety^[40].

5. Economics and Sustainability: Resource Management as a Vocation

This section examines the fundamental role of ethics in the sustainable management of human and material resources, highlighting the need to articulate economic principles with the requirements of social responsibility and sustainable development. In this perspective, managerial decisions cannot be evaluated exclusively by criteria of efficiency, productivity or profitability, but must also be analyzed in relation to their long-term effects on employees, communities and the environment. Thus, resource management acquires a normative and strategic dimension, oriented towards the creation of sustainable value, balancing economic interests with social and ecological ones and overcoming the restrictive logic of profit maximization^[41].

In the context of the work revolution generated by artificial intelligence, sustainable human resource management requires a proactive approach to technological transformations, in which change is strategically managed for the benefit of the organization and employees. This involves supporting staff through reskilling and continuous upskilling processes so that skills are aligned with the emerging demands of the digital labour market. By investing in future skills development, organizations can strengthen resilience and performance sustainability, turning the impact of AI into an opportunity for human growth^[42].

Human resources departments must develop integrated change management strategies capable of facilitating the adaptation of employees to new forms of human-machine collaboration. These strategies include systematic development programs, transparent communication and continuous feedback mechanisms. Through the use of pilot programs and the direct involvement of staff, HR can reduce resistance to change and support a sustainable transition geared towards building trust in new technologies^[43] ^[44] ^[45].

Integrating AI into human resource management can significantly contribute to sustainable development by supporting fairer and data-driven decisions. By using AI technologies responsibly, organizations can address societal challenges such as equal access to career opportunities and reducing discrimination in recruitment. Thus, the HR function becomes a strategic actor in achieving sustainable development goals, articulating economic performance with employee well-being^[46].

However, to fully realise the potential of AI, it is necessary to rigorously address ethical implications, especially those related to data privacy and algorithmic bias. The ethical governance of AI becomes indispensable for balancing innovation with social responsibility, ensuring that the automation of repetitive tasks does not diminish the relational and human dimension of human resource management^[47]. Ethical principles must be incorporated into all stages of the life cycle of AI systems, contributing to the transformation of the HR function through the emergence of new roles, oriented towards algorithmic governance and strategic optimization of the workforce^[48].

This transformation involves a rethinking of the role of HR departments, which are becoming architects of hybrid work ecosystems. HR has the responsibility to design policies that capitalize on the complementarity between algorithmic capabilities and specifically human skills, such as moral judgment and empathy^[49]. At the same time, extensive workplace oversight and the opacity of automated decisions create challenges for organizational trust. It is imperative to develop robust governance frameworks that include the explainability of decisions and the protection of personal data, ensuring fairness and alignment of innovation with the Sustainable Development Goals^[50] ^[51].

Finally, HR managers need to develop specific skills in identifying algorithmic bias and ensuring the transparency of AI systems. The establishment of clear accountability and human oversight mechanisms remains essential to prevent discrimination and legitimise the organisation's digital transformation into a sound ethical framework.

6. Diversity Management: The Dialogue Between Science, Religion, and Organizational Culture

Addressing the complexity of diversity in contemporary organizations requires a nuanced understanding of how scientific perspectives, religious values, and dominant cultural norms intersect, generating both potential tensions and opportunities for dialogue, cohesion, and organizational innovation. These dynamics directly influence the formulation and implementation of diversity management policies, and it is necessary to develop inclusive strategies that promote equity, mutual respect and the capitalization of identity plurality at an operational and strategic level. In this regard, future research needs to propose rigorous methodologies for assessing the social

impact of religious and cultural diversity, as well as ethical frameworks for designing AI systems used in recruitment, so that they reduce algorithmic biases and support an organizational culture geared towards human dignity^[52].

There is also a need to investigate how artificial intelligence can support the development of tailor-made training and professional development programmes tailored to employees' individual skills profile and goals. By analyzing data on performance and learning preferences, AI systems can help identify skills gaps and recommend relevant educational pathways. Thus, the integration of AI into organizational learning processes facilitates the transition to the new skills required by the digital age, strengthening workforce adaptability and professional inclusion^[53]. In this context, future research needs to look at the impact of artificial intelligence on employee self-efficacy, investigating factors that influence acceptance or resistance to these solutions, such as the level of digital skills and trust in algorithmic systems^[54].

At the same time, it is important that studies examine the ways in which AI can support the management of generational diversity, gender identities and racial plurality. Through the use of ethically audited algorithmic systems, AI can help identify and reduce biases in selection processes, promoting more transparent and fair decision-making criteria^[55] ^[56]. This requires an in-depth analysis of the ethics of AI in recruitment, given that algorithms can significantly influence candidates' access to professional opportunities. The design and continuous monitoring of systems are essential to prevent the recurrence of discrimination related to cultural origin or other identity criteria^[57].

A crucial aspect is the ability of artificial intelligence to analyze large volumes of data to identify decision-making patterns that may reflect unconscious biases. Through advanced analytical models, AI can highlight imbalances in selection, providing support for correcting unfair practices. However, this capacity must be supported by ethical audits and algorithmic transparency to effectively promote diversity^[58]. Future research should investigate the long-term impact of these innovations on institutional performance and the quality of the candidate experience, integrating technical and ethical dimensions to ensure decisions aligned with the principles of non-discrimination^[59].

Conclusions: Towards a New Paradigm of Integral Management.

In conclusion, the transformations generated by artificial intelligence require a profound reconceptualization of human resource management, which can no longer be understood exclusively as an administrative or operational function, but as a strategic, hybrid and ethical field, at the intersection of technology, human capital and social responsibility. The integration of AI into recruitment, selection, professional development, retention, and workforce planning processes gives organizations the opportunity to anticipate labor

market trends, optimize managerial decisions, and build more effective talent capture mechanisms. However, these benefits cannot be separated from the associated risks, such as algorithmic bias, decision-making opacity, excessive surveillance, vulnerability of personal data and the potential diminishment of the human dimension of labour relations.

Therefore, the future of human resource management must be based on a holistic vision, in which advanced technologies are integrated with sound ethical principles, respect for human dignity and the promotion of organizational fairness. The HR specialist of the digital age is no longer just a personnel administrator, but becomes a strategic architect of organizational culture, capable of harmonizing algorithmic efficiency with human judgment, predictive analytics with empathy, technological innovation with social responsibility. In this regard, technical skills must be complemented by socio-emotional, ethical and legal skills, so that AI-based decisions remain transparent, explainable, inclusive and oriented towards the well-being of employees.

At the same time, the study highlights the need to develop robust AI governance frameworks in HRM, including algorithmic audit mechanisms, protection of candidate and employee confidentiality, bias mitigation strategies, and clear institutional accountability procedures. In the absence of such mechanisms, the use of AI risks replicating or even amplifying existing inequalities, affecting organizational trust and the legitimacy of decision-making processes. Instead, when designed and implemented responsibly, artificial intelligence can help create fairer recruitment practices, develop tailored training and reskilling programs, and build organizational resilience in an economic environment marked by uncertainty and accelerated change.

On this basis, future research should delve into the ethical, social and legal implications of AI in human resource management, with a focus on recruitment, performance evaluation, skills development and the dynamics of the human-technology relationship. Longitudinal studies are needed to analyze the evolutionary impact of artificial intelligence on employee performance, professional self-efficacy, organizational diversity, institutional culture, and long-term sustainability. Thus, the future direction of HRM does not consist in replacing the human factor with technology, but in building a model of intelligent collaboration between humans and algorithmic systems, capable of supporting performance, inclusion, innovation and human dignity in the organizations of the future.

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