

REVIEWER'S REPORT

Manuscript No.: IJAR- 53809

Date: 15-09-2025

Title: AI-DRIVEN SOLUTIONS, CHALLENGES, AND ETHICAL CONSIDERATION FOR SELECTED HRM PRACTICES: A COMPREHENSIVE STUDY ON RECRUITMENT, PERFORMANCE ASSESSMENT AND TALENT MANAGEMENT

Recommendation:

Accept as it is

Accept after minor revision ...✓.....

Accept after major revision.....

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality	✓			
Techn. Quality		✓		
Clarity		✓		
Significance		✓		

Reviewer Name: **Sudhanshu Sekhar Tripathy**

Date: 15-09-2025

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewer's name.

Reviewer's Comment for Publication

The manuscript investigates how **AI-driven solutions** influence HRM practices in recruitment, performance assessment, and talent management, while also examining ethical considerations such as fairness, privacy, bias, and transparency. The topic is **highly relevant**, bridging AI, organizational behavior, and HR policy. The paper is well-researched and structured, but requires **minor revisions** in methodology, reference formatting, and visualization to improve clarity and academic rigor.

Detailed Reviewer's Report

1. Scope & Relevance:

- The paper addresses a timely issue at the intersection of AI and HRM.
- Strong contribution to debates on efficiency vs. ethics in workplace automation.

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2. Structure & Technical Presentation:

- Organized into Abstract, Introduction, Literature Review, Methodology, Findings, Challenges, Conclusion, and Future Research.
- Well-structured but lacks a **framework/flowchart** summarizing how AI applications map to HRM functions.
- Figures/tables (charts and diagrams) exist but require clearer captions and labeling.

3. Experimental / Methodological Details:

- Relies on **secondary data** from academic papers, blogs, and survey reports.
- Methodology is descriptive rather than empirical.
- Improvement: clearly describe the **selection criteria** for references and whether systematic review techniques (e.g., PRISMA) were applied.
- Limitations of relying only on secondary data should be explicitly stated.

4. References & Citations:

- Extensive reference list (~191 sources), demonstrating wide coverage.
- However, there are **duplicated references** (e.g., Upadhyay & Khandelwal, Wilson).
- Formatting inconsistencies (capitalization, italics, spacing).
- Needs recent (2022–2025) works on **explainable AI, metaverse applications in HR, and AI ethics frameworks**.

5. Language & Style:

- Clear, formal, and academic.
- Some long sentences could be broken for better readability.
- Ensure consistency in abbreviations (AI, HRM, NLP).

6. Key Strengths:

- Comprehensive coverage of both **technical applications** and **ethical challenges**.
- Balanced integration of recruitment, performance management, and talent retention.

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- Practical recommendations for policymakers, HR managers, and organizations.

7. Areas for Improvement:

- Add a **conceptual framework/flowchart** showing AI applications → HRM practices → ethical challenges.
- Clarify methodology (criteria for secondary data, review approach, limitations).
- Update and standardize references (remove duplicates, add 2022–2025 sources).
- Refine visuals with clearer captions/legends.
- Condense repetitive sentences in Literature Review and Findings.

Final Feedback to Author

This manuscript makes a **valuable contribution** to HRM and AI ethics literature. With **minor revisions** — specifically, inclusion of a framework diagram, methodological clarification, updated references, and improved figure/table formatting — the paper will be suitable for publication.