Scoping Ethical AI in Working Life: Lessons for the Nordic Model[1]

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ABSTRACT

The Nordic working life is characterized by high union density, flat organizations, and trust. In this context, ethical artificial intelligence (AI) implementation requires dialogue and collective decision-making between employers and employees. This scoping review displays argumentations in scientific literature about AI implementation in working life through five ethical frameworks: utilitarianism, rights-based justice, distributive justice, ethics of care, and virtue ethics. Results show that rights-based ethics and ethics of care are the most prominent framings, while utilitarian and distributive justice arguments rather support tensions between efficiency and fairness. This displays how AI's promise of efficiency exists in tension with fundamental working life values such as transparency, fairness, and collective wellbeing. As the Nordic model is under pressure, in parallel with the structural shifts that follow AI implementation, this study highlights how ethical leadership will be more important to ensure that AI implementation strengthens the collective values that have historically distinguished Nordic working life.

KEYWORDS

artificial intelligence (AI) / working life / ethics / ethical frameworks / Nordic model / rights-based ethics / ethics of care / distributive justice / utilitarianism / virtue ethics / ethical leadership / trust / collective bargaining / algorithmic fairness / responsible AI implementation

Introduction

The rapid advancement of artificial intelligence (AI) technologies has, in many parts of the world, profoundly impacted contemporary workplaces, reshaping everything from operational efficiency to employee experiences. AI applications in organizations are increasingly employed for recruitment, performance evaluation, and employee support, further complicating the ethical landscape as companies strive to balance efficiency with fairness and transparency (Cheng & Hackett 2021). On the other hand, AI's integration into the workplace holds significant promise for enhancing productivity and enabling data-driven insights. For example, digital productivity assistants have demonstrated potential in improving work-life balance and organizational output. Yet,

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these advancements often encounter resistance due to perceptions of unfairness and privacy violations, which highlight the need for ethically sound implementation strategies (Cranefield et al. 2023; Malik et al. 2023).

At the core of this transformation lies ethical challenges tightly connected to the dual allegiance of managers and HR practitioners in the Nordic countries, where they simultaneously serve their organizations and the employees they lead through cooperation and bargaining with the labor unions. This duality becomes increasingly fraught as they navigate ethical dilemmas exacerbated by the deployment of AI tools (Greenwood 2013). Existing working life literature identifies numerous ethical frameworks—such as utilitarian ethics, ethics of care, rights ethics, and distributive justice—that can inform the adoption of AI. However, these frameworks often remain disconnected from the practical realities of workplace implementation (Ashok et al. 2022; Schumann 2001). The study at hand seeks to bridge this gap by analyzing how ethical frameworks are employed in the context of AI in relation to the specifics of the working life in the Nordic countries.

Despite differences in historical conflicts and struggles, since the turn of the 21st century, the Nordic working life has been described as characterized by organizing, collectivity, productivity, consensus, and trust (Gustavsen 2011; Heriet 2012), with a specific focus on solidarity and cooperative relationships building on social, economic, and political processes (Kasivo & Skorstad 2012). Significant across the Nordic countries are cultures deriving from democratic societal values such as openness, trust, and transparency (Robinson 2020). These values constitute particular building blocks for the structure of the labor market, where self-regulation based on open dialogues between employers and unions, in practice, requires transparency in every major decision made by the employer.

The most prominent feature distinguishing the Nordic countries from other European countries is that the labor market is highly self-regulated through collective agreements between employers and labor unions, over state regulations. This is only possible due to the relatively high levels of union organizing (Kjellberg 2023). In 2020, the share of private sector employees working under collective agreements was approximately 90% in Iceland, 85% in Sweden, 73% in Denmark, 65% in Finland, and 46% in Norway (Neergard 2022). In public sector, the rates are even higher; at least in Sweden, 100% of public sector employees work under collective agreements (Kjellberg 2022). This union density has resulted in the Nordic unions becoming the most influential in the world (Kjellberg 2021). Reflecting this balance in power, the strong reliance of management across the Nordic countries on co-workers ensures flat organizational structures where power differentials are comparatively unpronounced (Smith et al. 2003). The co-determination and open cooperation between hierarchal levels which such organizing allows can be crucial as capabilities for innovation in organizational change processes (Nielsen et al. 2012), such as the adoption of digital transformation and implementation of AI.

Still, this image of the Nordic working life might be somewhat romanticized. According to Dølvik (2022), Kjellberg (2023), and Kjellberg and Neergaard (2022), since 2000, the union density and collective bargaining rates in the Nordic countries has declined (except for Iceland). According to Koivunen (2021), the Nordic model for working life collectivity and solidarity is currently challenged both as political imagining and organizational practice. Further, Torp and Reiersen (2020) question whether the Nordic working life model, claimed to have fostered an egalitarian society with low inequality, high social trust, and competitive, adaptable workers, is well-equipped to meet future challenges driven by economic globalization and new technology. Instead,

growing social inequalities and the impact of globalization may require new democratic innovations and policy measures to prevent future conflicts. In relation to the adoption of AI into these working life contexts, Robinson (2020) examined national strategic guidelines for AI across Denmark, Finland, Norway, and Sweden. The study showed how cultural values of democracy, social and governmental trust, and transparency were partly integrated into the policy guidelines; however, specific values of openness were largely lacking. Such findings highlight both policy makers' construction of the cultural values that matter, which are then mirrored as AI is implemented on a large scale in working life; and, perhaps even more importantly, what cultural values are ignored or forgotten, and thus risk getting lost in the formulation of guidelines.

The ethical implications of AI in workplaces cannot be fully understood without considering the broader philosophical frameworks that guide discussions on ethics. Schumann's (2001) framework of five moral principles—utilitarian ethics, rights ethics, distributive justice, ethics of care, and virtue ethics—offers a foundation for analyzing these challenges. Yet, research indicates a persistent gap between high-level ethical frameworks and their practical application in organizational contexts (Ashok et al. 2022; Hagendorff 2020). Ethical arguments are rarely straightforward roadmaps for action—they are often blurred by conflicting virtues. In organizational contexts, such tensions are common, for example, when efficiency or cost-saving goals clash with ethical frameworks that may slow down processes or increase costs. However, also following guiding principles of efficiency and cost savings can be argued to be ethical, for instance when dealing with taxpayer's money in public sector organizations or when trying to save jobs in private sector. Bias-free recruitment is another ethical guideline that can be counterargued through the wish to privilege certain groups due to, for instance, support the local community. In opening up and engaging in conversation on social and technological phenomena, research is an important site for dialogue that affects not only what is studied but also, crucially, is a part of framing and affecting practice. This scoping literature review aims to explore how ethical frameworks are employed in research on AI integration into working life. By focusing on empirical studies, it investigates which ethical frameworks are applied, how they are argued to influence organizational practices, and how they may emphasize, reinforce, or contradict each other. Furthermore, this review contributes to the broader conversation on AI and ethics by situating its findings within the context of the Nordic working life model, building on ideals of collectivity through labor market self-regulation (Kjellberg 2023) flat organizational structures (Smith et al. 2003); productivity, consensus, and trust (Gustavsen 2011; Heriet 2012). This model's emphasis provides a valuable context for understanding how ethical AI integration can enhance employee welfare and organizational resilience when AI might become implemented in the Nordic countries working life on a large scale.

By exploring how ethical frameworks are described in research from around the globe, we have the possibility to discuss the possible implications for the working life in the Nordic countries, as research on this current topic remains limited. Notable exceptions include studies of social partner responses to AI in Denmark and Sweden (Ilsøe et al. 2024), and AI adoption in the Norwegian public sector (Corneliussen et al. 2024). In addition, broader studies of AI governance and policy provide valuable context such as Lauritsen et al. (2025). Through analysis, this study seeks to uncover patterns, challenges, and opportunities in the ethical discourse surrounding AI adoption in working life settings. To our knowledge, no prior study has systematically reviewed ethical

framings of AI in working life in this way. By aligning with the principles of the Nordic working life model, this research offers insights into how organizations in the Nordic countries can reflect on and possibly leverage AI ethically while reinforcing values such as trust, participation, and codetermination.

Research purpose and questions

The primary purpose of this study is to explore previous research on the ethical dimensions of AI integration in workplace settings, focusing on the application of ethical frameworks, the challenges they highlight, and their alignment with organizational practices. Specifically, this review will address the following questions:

- How are ethical arguments in empirical research on AI implementation in working life framed through different ethical frameworks (*rights-based ethics, ethics of care, utilitarianism, distributive justice, and virtue ethics*)?
- How can these ethical framings inform reflections on responsible and value-aligned AI implementation within the specific context of the Nordic working life model?

Theoretical framework

To analyze the broader ethical frameworks that are used to date in research on AI in working life and relate these ethical arguments in light of the Nordic working life, a theoretical framework is required. Schumann's (2001) framework offers a valuable lens by providing principles rooted in moral philosophy. By addressing ethical decision-making through principles of utilitarianism, rights-based ethics, distributive justice, ethics of care and virtue ethics, this theoretical framework expands the focus of fairness constrictions to the moral integrity of actions and systems. Schumann's idea behind the framework is that when all five of these moral principles, which all examine ethics from a different perspective, are applied to evaluate an action and yield the same conclusion about the ethics of it, there is no conflict about whether it is ethical.

Schumann's framework emphasizes the importance of aligning organizational practices with universal moral principles specifically, as opposed to moral relativism, which posits that different belief systems and cultures influence what is ethical. Schuman (2001) criticizes the latter ostensibly by noting that ethical relativism can lead to paradoxical and often self-defeating consequences and instead argues that societies need to adopt certain universal principles in order to survive. With this motivation in mind, universal moral principles should not only guide ethical reflection but also highlight the responsibilities of organizations to balance efficiency with human dignity. The following section explores how each principle applies to the challenges and opportunities posed by AI in work life decision making.

Utilitarianism as an ethical framework, as its name implies, proposes maximizing overall benefits, while minimizing harm. This is important, as the theory can be misinterpreted that the best course of action is the that does the *most good*. However, one should instead look at it as doing the most net good, taking the amount of harm done also into consideration. This is an outcome-focused principle, as the means to achieve the best

possible outcome matters less than the outcome itself. This is in line with Mill's (1998) understanding of utilitarianism, which is outcome-focused and that both benefits and harms must be carefully weighed. This principle can be applied in our analysis by exploring how different scientific articles use utilitarian arguments by weighing efficiency of AI and overall benefits it presents to employees, organizations, and broader society.

Rights based ethics highlight the protection of individual autonomy and dignity, while prioritizing individuals' fundamental rights over efficiency. This principle draws on Kantian principles, and it focuses on the moral obligations to respect and uphold individual's fundamental rights (Kant 1997). In working life, this can entail ensuring equitable treatment of employees and in general respecting employees' rights. As opposed to utilitarianism, which is concerned with the results of actions, rights-based ethics thus focuses on the *means* by which results are obtained: are they done so in an ethical manner, that is, in a manner that doesn't violate the rights of others? (Schumann 2001). This perspective is particularly relevant in assessing whether AI respects employees' rights, such as privacy, fairness, and due process, even when it enhances efficiency.

Distributive justice focuses on the equitable allocation of resources, opportunities, and rewards. Schumann offers a multidimensional view of this principle by incorporating philosophical perspectives such as Rawlsian fairness, capitalism, and egalitarianism (Schumann 2001). Rawls' theory of justice, particularly his principles of fairness and the difference principle, argues that inequalities in distribution are only justifiable if they benefit the least advantaged members of society (Rawls 1971). The core idea centers on whether resources are distributed fairly across individuals and groups. This principle can be applied to working life by assessing how fairness in resource distribution is maintained in organizational decision-making, including hiring, promotions, and salary structures. With the increasing role of AI in such processes, distributive justice becomes particularly relevant in evaluating whether algorithmic decision-making reinforces or mitigates inequalities in the workplace. Considering this perspective allows for a critical examination of whether AI-driven decisions align with ethical standards of fairness and equitable treatment.

Ethics of care highlight the importance of relationships, compassion, and the moral responsibility to nurture and protect others. Unlike the previous frameworks, this one prioritizes the interpersonal dimensions of ethical decision making. It calls for attentiveness to the needs of others, particularly those who are vulnerable and cannot fend for themselves. In working life, it would entail having a workplace built on empathy, trust, and mutual support, allowing for care of groups that need care or protection (Schumann 2001). Similarly, Alacovska and Bissonnette (2019) argue that care is an essential component of work, challenging the notion of individualistic and competitive labor markets. Their research on contingent labor in the creative industries demonstrates how workers cultivate solidarity and mutual support networks as a response to precarious conditions. Applying this perspective to AI-driven decision-making in working life raises important questions about whether AI systems can account for human relationality and vulnerability. In this literature review, ethics of care is applied by examining how researchers frame and operationalize relational aspects of AI in working life.

Virtue ethics, on the other hand, focuses on the character and moral integrity of individuals and organizations. MacIntyre (1981) emphasizes that virtues are cultivated within social practices and traditions, shaping both individual character and institutional ethics. This principle highlights that virtues such as honesty, fairness, and compassion should guide ethical behavior and decision-making. It shifts the focus from what

actions are right or wrong to what we individuals should strive to be: a morally sound action is one that reflects good moral virtues of a person. In organizational contexts, this principle underscores the importance of leadership integrity and the alignment of decisions with core values (Schumann 2001). From this perspective, the ethical adoption of AI in working life is not just about compliance with rules but about fostering an organizational culture that upholds moral excellence. This literature review applies virtue ethics by analyzing how researchers consider AI's impact on moral character and ethical leadership within organizations, questioning whether AI-driven decision-making aligns with or undermines virtue-driven workplace cultures.

With these five frameworks in mind, Schumann's article offers a lens for mapping the ethical arguments that researchers use in discussions about AI in working life. These arguments are then reflected on in relation to the core features of the Nordic working life model, such as trust-based governance, employee participation and collective bargaining.

Methodology

To address the research questions, this study adopts a scoping literature review methodology. Compared with systematic literature reviews, scoping reviews have less depth but instead allow for broader exploration of concepts, thus enabling a more general question to be studied (Arksey & O'Malley 2005). Following the steps for scoping reviews detailed by Tricco et al. (2018), we chose this form of literature review because it allowed us to explore how the question of ethics has been approached and discussed across the research field of AI in working life. Per the scoping review method, we were not concerned with the quality of the articles selected, but merely considered whether, and how, they addressed the matter of ethics of AI in working life. In the following section, we explicate our search strategy and data analysis.

Search strategy

A comprehensive search was conducted across multiple academic databases, including Web of Science and ProQuest One Business. The search terms combined AI-related keywords with ethical and workplace-related keywords (e.g., 'AI OR artificial intelligence', 'ethics OR transparency OR fairness', and 'working life OR employee OR workplace'). Boolean operators ('and', 'or', 'not') were used to ensure precision and relevance.

Inclusion criteria

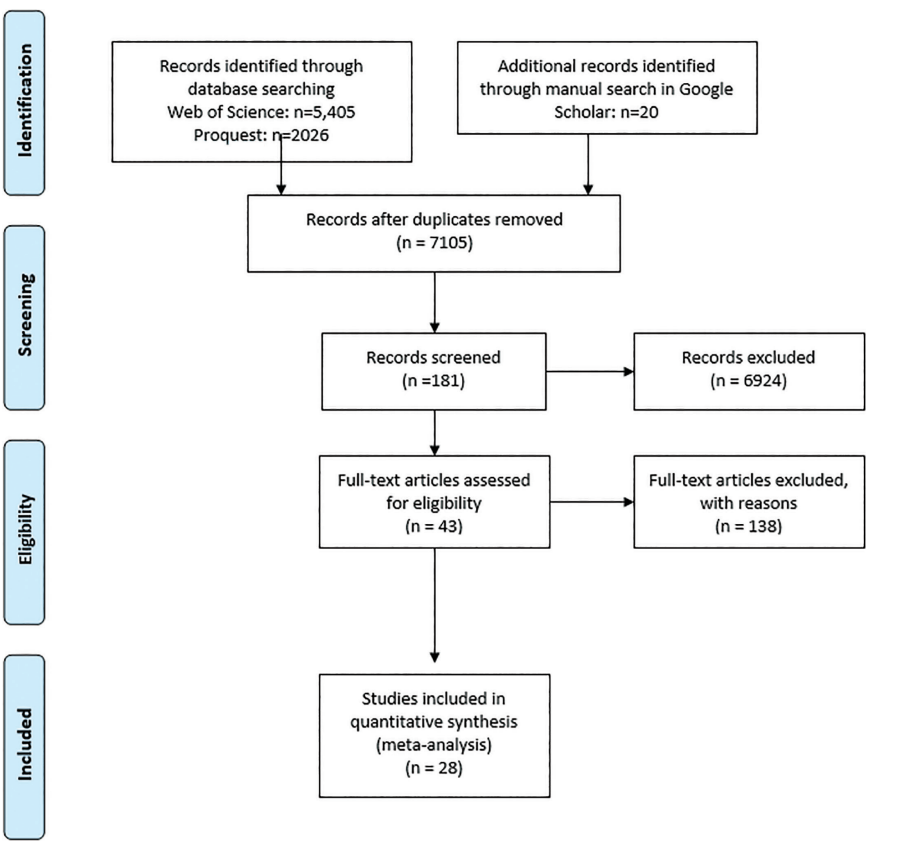
- Peer-reviewed empirical studies focused on **AI implementation in working life**, with particular interest in **how AI is used for people management**, such as recruitment, performance evaluation, decision-making, or organizational development.
- Studies explicitly addressing ethical considerations, either conceptually or in applied contexts.
- Publications from the last 10 years to ensure relevance to current technological advancements.

Exclusion criteria

- Studies focused exclusively on technical aspects of AI without ethical analysis.
- Studies not published in English or lacking accessible full text.
- Theoretical or opinion pieces without empirical data
- Duplicates

The initial search in the databases was carried out on November 7, 2024. The search generated 181 articles. The first author went through the titles and abstracts of these, following the screening criteria listed above, to determine which were relevant to our study, resulting in the selection of 161 articles. By rereading the abstracts and going through the findings of these articles, applying the same screening criteria, the articles of relevance were narrowed down to 43. At this stage, the other two authors studied the selected 43 articles closely, including their introductory and analytical sections, to reach a conclusion about their relevance. This step resulted in the rejection of 15 of the articles, and hence a final selection of 28 articles. The 15 articles were rejected due to them lacking ethical perspectives or ethically informed arguments upon detailed scrutiny, and/or having focused much more on the technical aspects of AI use instead of their relevance for working life. Figure 1 summarizes the procedure we employed.

Figure 1. Prisma diagram



Coding process and data analysis

We employed a deductive thematic coding process where the five moral principles in Schumann's framework (2002) constituted the codes used in the data analysis. The 28 selected articles were uploaded to NVivo (coding software) and divided up between the authors for analysis. To establish a common, coherent analytic procedure (Olesen et al. 2002), and to ensure a shared understanding of the ethical frameworks in relation to the empirical material, the authors, after having coded a few articles individually, met up in person and went through the coding of some of the more challenging articles together, addressing questions that had arisen during coding.

Through discussions, we then established that the sections of interests in the selected articles, considering the research questions of the present work, were the introduction, discussion (including theoretical and/or practical implication sections where applicable), and conclusion. These sections were selected as they are where ethical framing is typically articulated most clearly. This approach enabled us to capture both explicit normative statements and implicit ethical assumptions relevant to our research questions. As such, the unit of coding was not the full article, but these key argumentative sections.

Having determined what sections to focus on, we then divided up the remaining articles to code individually. Subsequently, we once again convened, this time to go through all our coding, reading through each other's extracts and codes from the different articles. Our interest is not only explicitly normative statements and descriptions but also non-normative statements and implicit assumptions relating to ethics, meaning that attention to context was of vital importance. Therefore, in our coding discussions, we went back to the articles from where the coded extracts were taken to make sure, we had accurately grasped the meaning of the extracts given their context. With the systematic and thorough review of everyone's coding, we were able to ensure intercoder reliability.

One limitation of our deductive approach was the conceptual overlap between ethical frameworks. Some excerpts reflected more than one ethical framework. For example, fairness may be interpreted through both rights-based ethics and distributive justice, and human-centered care may intersect with virtue ethics. In these cases, we applied multiple codes to the same passage. This reflects the complexity of ethical reasoning in empirical research and aligns with Schumann's suggestion that ethical evaluations often require the balancing of multiple moral perspectives. Ethical arguments are rarely exclusive, and this complexity is a part of what makes ethical AI implementation contested.

Results

Summary

In this section, we present the findings of our scoping literature review. We categorized the result according to the five ethical frameworks outlined in the theoretical framework section of this article, that is, utilitarianism, rights-based ethics, distributive justice, ethics of care, and virtue ethics. The selected quotes from articles illustrate how AI's integration in working life is framed in academic research.

Table 1. The code distribution of the different ethical frameworks

Ethical framework	Number of articles appeared	Frequency of codes
Rights based	24	93
Ethics of care	21	60
Utilitarism	20	53
Distributive justice	17	43
Virtue ethics	15	32

As evident from the table above, *rights-based ethics* was identified in 24 of the 28 selected articles resulting in a total of 93 codes throughout. Thus, *rights-based* ethical arguments were most frequently employed in the selected articles. This is to be expected, as this ethical framework is most employed when discussing the methods of decision-making processes in the working life (Schumann 2001), and when discussing AI-implementation it is the method used that is often scrutinized in research. The second most frequent principle was *ethics of care*, which highlighted concerns about AI's impact on workplace relationships, employees' emotional and physical wellbeing, and human-centered decision-making. *Utilitarianism* was also employed often, especially in discussions where AI's efficiency and cost-saving benefits were pitted against potential ethical risks, such as diminished trust and discrimination. Arguments related to *distributive justice* were identified 43 times, and it was mostly employed when discussing whether AI-driven decision-making fostered fairness or exacerbated inequalities. While *virtue ethics* related arguments appeared less frequently in our coding of the articles, it invoked discussions about integrity, good leadership, and the role of moral judgment in AI implementation.

In conducting this review, we focused on quotes extracted from the introduction, discussion, and conclusion sections of scientific articles. This approach allowed us to capture how ethical considerations are articulated within research findings and how they shape broader discussions on AI's role in working life. In the following subsections, we dive deeper into how each ethical framework is employed in the reviewed studies and by doing so illustrate how researchers frame AI's ethical implications in working life.

Rights-based ethics

Rights-based ethics concerns the protection of individual autonomy, dignity, and fairness. In the case of AI, when this technology becomes more embedded in decision-making processes, concerns about discrimination and transparency come into play.

An important ethical challenge is ensuring that AI-driven decisions do not unintentionally harm employees' wellbeing. In their quantitative study about investigating the behavioral and social antecedents that produce a highly positive response to AI bias, Asante et al. (2024) write in their practical implication section that: "Although increasing managers' awareness about AI bias consequences on employee wellbeing is crucial, organizations also need to build the capacity of their HR managers to recognize the importance of taking personal responsibility for AI algorithm bias because failing to foster the appropriate attitude to reinforce personal norm among managers, no immediate action will be taken." This quote highlights the necessity of ethical leadership in

AI governance, advocating for decision-makers to ensure mitigation of bias rather than passively relying on algorithmic outputs.

The fairness of AI-driven decision making is not only about just outcomes but also about the extent to which, for example, applicants' rights are protected in the process. Kim and Heo (2021) explored how job seekers' perceptions of AI-based video interviews and found that even though applicants generally appreciated the objectivity and procedural fairness of the algorithms, they also highlight in their discussion section that "job seekers have no right to demand disclosure of the algorithm's working procedure, and developers of AI interviews have no obligation to comply with such disclosure norms because no legal and institutional rules have been defined" (Kim & Heo 2021, p. 873). This statement underscores a key *rights-based* concern, as it emphasizes the absence of transparency and accountability mechanisms that would allow applicants to understand or contest AI-generated decisions. The ethical issue here lies in whether they are granted their rightful entitlements to due process, explanation, and fair treatment. In this sense, the study highlights the importance of embedding disclosure and accountability requirements into AI hiring practices to ensure that applicants' fundamental rights are respected.

While AI is often implemented to improve objectivity in hiring and evaluation processes, it may also sometimes reinforce existing biases as can be seen in the quantitative study by Feldkamp et al. (2024).They note in their practical implications section that: "Therefore, instead of making preselection processes more objective, there is a risk of fostering systematic discrimination instead." (Feldkamp et al. 2024, p. 143). If AI tools rely solely on biased historical data, they may perpetuate rather than eliminate discrimination, posing significant risks to workplace equity and diversity. Although this could also be seen as a *distributive justice* issue (since discrimination affects the fair distribution of opportunities), the salience is *rights-based ethics* because the emphasis is on the process that protect individuals from discrimination and safeguarding their basic rights.

Ethics of care

This principle emphasizes relational aspects, trust, and human-centered values in decision-making in organizations. The selected articles highlight the challenges AI poses to workplace relationships, employee wellbeing, and social cohesion, particularly in career management, job security, and leadership.

One of the primary concerns in AI-driven career management is ensuring that employees feel valued and respected. Köchling et al. (2024) in their quantitative study on career development emphasized the importance of HR professionals mediating AI decisions to reintroduce humanity into these processes, ensuring that employees feel valued and respected. They note in the practical implications section that: "When AI is involved in the career management context, managers should try to explain the career decision to the employees in person and explain the reasons for the decision even if the decision was conducted by an AI. This explanation could decrease the feeling of not being valued when an AI is used and consequently increase satisfaction" (Köchling et al. 2024, p. 24). This highlights the need for transparent communication and human oversight in AI-driven HR processes to prevent employees from feeling disconnected from important career decisions.

Another issue arises from job security and employees' emotional responses to AI implementation. In their interview study with 32 professionals, Malik et al. (2021) found that there are adverse effects when implementing AI, with technostress being highlighted by the authors. In their discussion section, they argue that: "Automation has a fear of the unknown as well as loss of jobs among employees. Organizations must address these insecurity issues, by a gradual and phase-wise adoption of digital interventions, while upskilling and training the employees" (see Nam 2019; Malik et al. 2021, p. 348). This underscores the importance of organizations taking proactive steps to ease transitions into AI-driven processes, ensuring that employees are adequately trained and supported rather than displaced.

Beyond individual job concerns, ethical AI implementation should also align with broader societal and organizational responsibilities. In their abductive case research of three companies in India at different stages of AI adoption in HR functions, Singh and Pandey (2024) found that there are several barriers to adoption: not embracing AI ethics, the inability to have timely pulse checks with employees' emotions and ineffective collaboration with HR partners. Their study is primarily concerned with how HR leaders can adopt AI in ways that protect employees from harm, ease anxieties, and sustain trust in human-AI collaboration. The authors underline that leaders have the responsibility to respond to employees' expressed fears that AI may deskill jobs, to thoroughly address employees' privacy concerns (Singht & Pandey 2024, pp. 8-9). In their contributions section, the authors advocate that: 'The deployment of AI should not be at the expense of employees. Thus, AI ethics would steer the actions of HR leaders in a direction that serves the interests of all stakeholders of the organization, including society' (Singh & Pandey 2024, p. 10). This quote exemplifies the importance of adopting an AI governance framework that balances efficiency with care, ensuring that AI benefits not only organizations but also employees and the broader community. While one could also interpret this as a *utilitarian* concern (maximizing overall benefit for all stakeholders), in our coding the salience is *ethics of care*, since the authors frame their argument around responsibility to employees and relational obligations of HR leaders.

The *ethics of care* approach demands that AI be implemented with consideration for human relationships, employee wellbeing, and broader social responsibilities.

Utilitarianism

Utilitarianism focuses on maximizing benefits while minimizing harm. The reviewed literature highlights how AI can enhance workplace efficiency, fairness, and safety while also introducing potential risks of bias and reduced trust (Schumann 2001).

In several studies, we found that the *utilitarianism* principle comes into focus when authors balance the potential gains of AI implementation with the ethical issues that can arise with their implementation. In their quantitative survey study about whether workers would feel more comfortable dealing with a harassment case at work with an AI system rather than with people, De Obesso Arias et al. (2023) found that provided there is a good working environment, workers feel more comfortable talking to people rather than AI and vice versa when the working environment is bad. In their limitations sections, the authors note that: 'The positive points of the application of AI to companies are that they could improve the efficiency, fairness and safety of workers' (De Obesso Arias

et al. 2023, p. 11). Similarly, de Motta Veiga et al. (2023), in their quantitative study, found that ethical perceptions of AI in hiring are positively related to organizational attractiveness and innovativeness. In their practical implications section, the authors put forth the following question: 'Specifically, HR departments are faced with important (and ethical) questions about whether and how to best use AI in hiring. For example, to what extent will AI help them save time and money without affecting the ethicality of the process?' (da Motta Veiga et al. 2023, p. 211). These findings suggest that AI's utilitarian value is contingent on balancing efficiency gains with ethical safeguards.

Continuing with AI in hiring, AI is also reshaping recruitment processes through automated tools such as chatbots. While these tools can alleviate administrative burdens, their broader implications for the candidate experience warrants careful examination. In their qualitative study, Paramita et al. (2024) highlight four dimensions describing AI's transformative role in talent acquisition. When discussing their results, they note that: 'While chatbots and automated systems can enhance efficiency and reduce the administrative burden on recruiters, the potential impact on the candidate experience and the quality of interpersonal interactions warrants careful consideration' (Paramita et al. 2024, p. 125). Compared to the quotes above, here, it is not a question of efficiency vs. ethical considerations, but a more specific dilemma choosing between efficiency and personal touch.

Another key concern in AI-driven decision-making is the risk of reinforcing biases. Although AI systems are often seen as neutral, their reliance on historical data can perpetuate existing inequalities. As Feldkamp et al. (2024, p. 143) state in the conclusion section of their quantitative study on moral dilemmas in personnel selection: 'the use of algorithm-based systems will likely increase due to their proposed, perceived, and maybe even actual advantages. To ensure a successful use of such systems in HRM without generating new problems, an extended understanding of how potentially algorithmic bias might influence decision-making processes about humans is crucial, as misinformed or even discriminatory decisions can have negative consequences for individuals and could lead to inequalities in the workplace'. This quote highlights the importance of scrutinizing AI-driven systems not only for their efficiency gains but also for their ethical implications with regards to discrimination.

Ultimately, AI's role in working life is through utilitarian arguments described as a double-edged sword. On the one hand, it offers improved efficiency and fairness in decision-making. On the other, it presents ethical dilemmas surrounding transparency, candidate experience, and the risk of embedding biases into workplace systems.

Distributive justice

Distributive justice deals with the fair allocation of opportunities, resources, and decision-making power within an organization. As AI is becoming increasingly used in hiring, promotions, and performance evaluations, ensuring that such technology contributes to equitable outcomes becomes increasingly important, which is also highlighted in several of the analyzed articles.

A key principle of *distributive justice* is that the decision-making is fair and thus resulting in equitable outcomes. For example, Cai et al. (2024) found that applicants tend to view AI screening resumes as less fair than human screening, noting that

'To achieve organizational goals and enhance sustainability, organizations need to ensure that employees feel they are being treated fairly in the decision-making process' (Cai et al. 2024, p. 1). While this quote could also be read through an *ethics of care* lens—since it references employees' feelings—the primary salience lies in *distributive justice*, as the authors explicitly connect the concept of fairness to sustainable organizational goals.

Continuing with the key principle of fairness, Rosenthal-von der Pütten and Sach (2024) found in their quantitative online experiment study that algorithmic bias went unnoticed for about 60% of the participants. In their discussion section, they highlight that: 'Thus, our results support the view that the supposed objectivity of algorithms could lead to individuals missing instances of biases or refraining from labeling such observed instances as biased, as it may not fit with algorithms' promise of neutrality. This highlights the need for more transparency in algorithmic-decision making in hiring also because this type of system is considered a "High Risk AI System" according to article 6 paragraph 2 in the EU regulation on harmonized rules on artificial intelligence (EU AI Act) and "High-risk AI systems shall be designed and developed in such a way as to ensure that their operation is sufficiently transparent to enable deployers to interpret a system's output and use it appropriately." according to article 13 paragraph 1'. (Rosenthal-von der Pütten & Sach 2024, p. 14). This passage could theoretically also be interpreted as a *rights-based* concern (protection from discrimination), but given the context, its most relevant ethical dimension is *distributive justice*, because the focus is on the fair distribution of opportunities and the risks of inequity when bias goes undetected.

According to Bankins et al. (2022,) one way to promote fairness in AI-driven decision-making is through education and awareness. The authors argue in their practical implications section that: 'In particular, more education of workers seems to be needed about the presence of algorithmic bias, the sort of data that AI systems use and don't use, the potential for "brittleness" in AI systems (McCarthy, 2007), and the dangers of uncritical reliance on AI. This could also be done in combination with efforts to tackle human bias in decision making, such as by blinding names when assessing CVs and efforts to reduce discrimination in the workplace' (Bankins et al. 2022, p. 872). Ensuring that employees and managers understand how AI systems function—and their potential limitations—can help organizations use AI ethically while ensuring fairness.

Virtue ethics

Virtue ethics focuses on moral character and the ethical responsibilities of decision-makers in the workplace. AI-driven decision-making presents unique challenges that require leaders to cultivate and uphold ethical values such as fairness, integrity, and inclusivity.

One challenge related to this is the responsibility of organizations to integrate ethical values into AI governance. Once again referring to Asante et al. (2024) article, they highlight the importance of companies needing to promote values that are generally seen as 'good' or 'virtuous'. They argue in their practical implications section that: 'Suppose an identity that cultivates diversity, equality, and inclusion can inspire managers to look for deficiencies in AI algorithms. In that case, firms should nurture these values as their identities and subsequently train their managers about the essence of these values and the importance of safeguarding them even in using AI algorithms. As they become well embedded in these ideals, they will ensure that decisions based on AI outcomes align

with their organization's principles' (Asante et al. 2024, p. 17). This suggests that virtue ethics can guide AI implementation by fostering a proactive approach to identifying and addressing biases, ensuring that AI aligns with ethical standards rather than merely regulatory requirements. While these values (diversity, inclusion) could also be read through rights-based ethics or distributive justice, the salience is *virtue ethics*. The authors emphasize cultivating organizational identity and moral character, which are central to *virtue ethics* rather than procedural fairness alone.

Trust and interpersonal relationships in organizations can also play a crucial role when it comes to *virtue ethics*. As Arias et al. (2023, p. 10) advise in their discussions section: 'Managers should try to promote affective relationships between the organization and employees and protect these relationships to ensure an environment of trust among workers and also with the management team'. This quote underscores the importance of ethical leadership in AI adoption which requires maintaining strong human connections and ensuring that AI does not erode the fundamental trust between employers and employees. At first glance, this could also be framed as *ethics of care* (emphasizing relationships), but in context its salience is *virtue ethics*. The point is about leadership cultivating trust and moral responsibility, which aligns with the cultivation of virtuous leadership character.

The willingness of leaders to challenge what may be perceived as wrong or unjust AI-driven decisions is also an essential aspect of ethical AI oversight. Bartosiak and Modlinski (2022) in their exploratory experiment on whether humans oppose biased algorithm recommendations regarding disciplinary actions in an organization found that humans are harsher in evaluating colleagues when an algorithm suggests stricter disciplinary actions. In their introduction section, they write that: 'Ultimately, our research visibly accentuates the need for further research that identifies a profile of artificial systems' supervisors that are (1) willing to go against intelligent decision support systems and (2) sensitive to the injustice of information systems'. This highlights the necessity for leaders who are not only technologically competent but also morally responsible, capable of questioning AI outcomes that may result in unethical consequences.

Such concerns are especially relevant in the Nordic context, where open dialogue (Kjellberg & Nergaard 2022) gives employees diverse channels to question AI implementations they consider invasive or unfair.

Overlapping ethical frameworks

Some findings also revealed gray zones where several ethical frameworks overlapped rather than stood apart. Such overlaps reflect the complexity of ethical frameworks, where moral arguments often draw simultaneously on rights, duties, consequences, and relational concerns rather than neatly aligning with a single perspective. This concurs with Berlin's (1969) concept of *value pluralism* which argues that several moral values are often brought up by individuals, and they are also often seemingly in conflict. For example, we have this quote from Bankins et al. (2022, p. 872) who observe: 'We offer evidence that decisions with positive valence, regardless of the decision maker, will have fewer negative implications for workers' feelings of respectful treatment at work. Organizations also need to be aware that decisions with negative valence, especially negative decisions made by an AI, can generate feelings of disrespectful treatment, and

they should attempt to limit or address those negative outcomes'. This quote could be understood through a *rights-based* lens in its focus on fair treatment, through *ethics of care* in its attention to relational and emotional consequences, with no single framework being more salient than the other. This complexity also sets the stage for the following discussion, where we turn to how such framings can be related to the Nordic working life model.

Discussion

In our review, we found that ethical arguments in the analyzed studies were most frequently framed through *rights-based ethics*, followed by *ethics of care*, *utilitarianism*, *distributive justice*, and finally *virtue ethics*. This skewedness indicates that much of the empirical research prioritizes fair treatment, non-discrimination, and transparency in AI decision-making processes. Such emphasis is not surprising, as algorithmic bias and lack of transparency have been highlighted as major ethical risks in both academic and policy debates on AI (Hagendorff 2020).

The frequent appearance of *ethics of care* reflects concern with employees' wellbeing and relational aspects of AI use, for instance in career development and job security contexts (Köchling et al. 2024; Malik et al. 2021). These framings resonate with earlier arguments that work environments are not only about efficiency but also about sustaining trust and mutual support (Alacovska & Bissonnette 2019).

Utilitarian framings were often used in discussions of balancing efficiency and cost-saving benefits against potential harms such as diminished trust or bias (da Motta Veiga et al. 2023; De Obesso Arias et al. 2023). While less frequent than rights- or care-based arguments, they are central in debates about organizational adoption of AI, since utilitarian reasoning underpins many business cases for digitalization.

Distributive justice arguments were less common but important, particularly in relation to fairness of hiring and promotion outcomes (Cai et al. 2024; Rosenthal-von der Pütten & Sach 2024). These echo Rawlsian ideas that inequalities are only acceptable if they benefit the least advantaged (Rawls 1971).

Finally, *virtue ethics* appeared least frequently, surfacing mainly in relation to leadership responsibility and moral integrity (Asante et al. 2024; Bartosiak & Modlinski 2022). Although infrequent, these framings are significant because leadership integrity is a known determinant of ethical organizational cultures.

In our review, we observed that many excerpts contained overlaps between frameworks. For example, fairness can simultaneously be read as a rights-based issue (protection from discrimination) and as *distributive justice* (fair allocation of opportunities). Similarly, attention to employee wellbeing can not only be read as ethics of care but also as virtue ethics if framed as a leadership trait. Our coding therefore reflects the salience of the principle in context. This approach aligns with Schumann's (2001) framework, which assumes that ethical evaluation often requires balancing multiple perspectives rather than choosing only one.

With regards to our first research question, the framing patterns suggest that the dominant framing in the literature is *rights-based ethics*, indicating that much of the research evaluates AI in working life primarily through the lens of fairness, transparency, and respect for individuals' rights. While *utilitarian*, *care*, *distributive justice*, and *virtue*

ethics framings also appear, they are less prominent and often emerge in specific contexts (e.g., job security, leadership responsibility).

When relating the identified ethical framings to the Nordic working life model, several connections become visible. The Nordic model is characterized by high union density, collective bargaining, flat organizational structures, and trust-based cooperation (Gustavsen 2011; Heriet 2012; Kjellberg 2023; Smith et al. 2003). These institutional features shape how ethical concerns around AI are likely to be interpreted and acted upon.

The dominance of *rights-based ethics* in the analyzed studies align closely with the Nordic emphasis on transparency and respect for individual dignity in organizational decision-making. In Nordic workplaces, where collective agreements provide employees with strong rights, and where flat organizational structures encourage open questioning of management decisions, rights-based concerns such as non-discrimination and fairness can be expected to be particularly salient in AI implementation.

While *distributive justice* was less prominent in the literature, it is consistent with Nordic traditions of negotiated fairness, though recent challenges to union density may affect how robustly this principle is upheld. Collective bargaining has historically ensured equitable distribution of wages and opportunities (Kjellberg & Nergaard 2022). When applied to AI, this suggests that unions and employee representatives may demand oversight of algorithmic systems to ensure that opportunities such as hiring and promotions are not skewed by historical bias.

Framings that relate to *ethics of care*, which highlight employee wellbeing and relational trust, also connect closely to Nordic values. Nordic workplaces have historically emphasized cooperation and psychological safety, but these values are under pressure in some contexts (Koivunen 2021). Concerns about technostress, job insecurity, or lack of human explanation in AI decisions (Köchling et al. 2024; Malik et al. 2021) may therefore be addressed through collective dialogue and gradual, participatory implementation processes.

On the other hand, *utilitarian* framing, which weighs efficiency gains against potential harms, may face greater resistance and scrutiny in the Nordic context. Since organizational changes are typically subject to negotiations and trust-based dialogue, efficiency (that would in turn benefit organizations as whole, rather than an individual) alone is unlikely to justify AI adoption if employees or unions perceive it to be a risk to fairness or wellbeing (Nielsen et al. 2012).

And lastly, while *virtue ethics* was the least frequent framing in the analyzed literature, it can still inform important reflections on AI implementation in the Nordic working life model. Nordic management traditions are often described as relying on low power distance, participatory decision-making, and trust (Gustavsen 2011; Smith et al. 2003). The articles that framed AI through *virtue ethics* highlight that leaders must be willing to challenge biased or unjust algorithmic outcomes rather than simply deferring to technological authority (Asante et al. 2024; Bartosiak & Modlinski 2022). This expectation aligns closely with the Nordic tradition of co-determination, where managers are held accountable by employees and unions in everyday practice, though not all organizations exhibit these traits equally.

In sum, while the analyzed articles do not directly relate to the Nordic model, their ethical framing can be read against its institutional features. *Rights-based ethics* and *distributive justice* map onto traditions of fairness and collective agreements,

ethics of care aligns with the focus on trust and cooperation, *utilitarian* framings are constrained in practice by collective bargaining and trust-based governance, and *virtue ethics* reinforces expectations of ethical leadership, though these connections should be understood as tendencies rather than guaranteed outcomes. Our findings suggest that ethical AI implementation in the Nordic working life model will not be decided solely on efficiency grounds but will be negotiated in ways that protect fairness, wellbeing, and trust.

Conclusion

In this review, we set out to explore how ethical considerations are framed and applied in studies of AI implementation in working life with a particular focus on how such insights may inform the Nordic working life. By reviewing and analyzing 28 empirical articles through the lens of five ethical frameworks – *utilitarianism*, *rights-based ethics*, *distributive justice*, *ethics of care*, and *virtue ethics* – we found that AI's promise of efficiency often exists in tension with fundamental working life values such as transparency, fairness, and even collective wellbeing. In sum, the findings from our review suggest that successfully navigating the ethical dimensions of AI in working life requires organizations to look beyond narrowly framed cost-benefit evaluations and move to deeper ethical discourse.

Across the selected scientific articles, the authors emphasize that, while AI has great potential to streamline operations, optimize decision-making processes, reduce administrative hurdles, and support data-driven insights, it also carries clear risks of perpetuating bias, undermining employee autonomy, and diminishing relational aspects, which are important to healthy workplace cultures. When we map our findings to the Nordic context—which is characterized by strong employee representation, high union density, and an emphasis on trust and collaboration (Kjellberg 2023; Nielsen et al. 2012) — it becomes evident that ethical AI implementation is very likely to require significant dialogue and negotiation in organizations that are connected to collective agreements (which represents the majority of Nordic organizations). The Nordic model's reliance on collective bargaining can help ensure that AI adoption does not simply default to utilitarian concerns such as cost-effectiveness but is also reviewed against broader societal and organizational values. As the literature indicates, such processes demand ethical leadership that is prepared to identify and challenge algorithmic biases (Bartosiak & Modlinski 2022), reintroduce human oversight in automated decisions (Köchling et al. 2024), and uphold the principles of trust and transparency, key concepts in Nordic working life (Robinson 2020).

While collective agreements, flat organizational structures and strong union presence may be one of the reasons for the slower uptake of AI in HR processes in the Nordics (Tengblad & Nord 2024), this slow adoption can also be seen as an opportunity to scrutinize potential risks that come with this technology in advance, and develop robust frameworks and policies that embed social dialogue, employee wellbeing and ethical leadership from the outset. At the same time, as noted earlier, the Nordic model itself is under pressure due to declining union density and the challenges of globalization (Dølvik 2022; Kjellberg 2023; Koivunen 2021). These structural shifts suggest that ethical leadership will be all the more important in ensuring that AI implementation

strengthens, rather than undermines, the collective values of trust, democracy, and fairness that have historically distinguished Nordic working life.

Limitations and future studies

Our study acknowledges that the choice to focus solely on Schumann's five frameworks, exclude alternative frameworks such as ethical relativism (Velasquez 1996), contractarianism (Hobbes 1651/1996), or postmodern ethics (Bauman 1993). While these could provide valuable insights in other contexts, they were deemed less helpful here in making a clear analysis. Future studies may build on our work by applying broader ethical frameworks or comparative approaches.

Another limitation is that our deductive coding analyzed how ethical challenges are framed in research rather than identifying the problems in working life empirically. This focus is intentional and consistent with our research aim, but it means our findings highlight patterns of ethical reasoning rather than exhaustive accounts of all possible risks of AI in working life.

Future research should focus more on the ethical aspects of AI implementation in the working life, as opposed to solely highlighting the benefits of the technology. Moreover, future research would benefit from empirically investigating the specific ways in which collective bargaining, trust-based organizational cultures, and flat organizational structures can be leveraged to implement AI responsibly in the different Nordic countries. This kind of research would allow academics as well as practitioners (such as HR professionals, managers, IT) to better anticipate how emerging AI tools could reinforce or disrupt core workplace values such as fairness, employee wellbeing and inclusivity.

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APPENDIX

Table 2. Overview of articles reviewed in this scoping review

Author(s)	Article Title	Method	Topics	Publication Year	Journal Name
Aldighrir, WM	Impact of AI ethics on school administrators' decision-making: the role of sustainable leadership behaviors and diversity management skills	Quantitative survey of school administrators about AI ethics in education.	AI ethics, education, administrators, quantitative survey	2023	Current Psychology
Arias, MDD; Rivero, CAP; Márquez, OC	Artificial intelligence to manage workplace bullying	Quantitative study exploring AI's role in handling workplace bullying cases.	AI in workplace, bullying, employee well-being, ethics	2023	Journal of Business Reseach
Asante, K; Sarpong, D; Boakye, D	On the consequences of AI bias: when moral values supersede algorithm bias	Quantitative survey study examining managers' perceptions of AI bias and moral values.	AI bias, ethics, HR managers, rights-based ethics	2023	Journal of Managerial Pyychology
Bankins, S; Formosa, P; Griep, Y; Richards, D	AI Decision Making with Dignity? Contrasting Workers' Justice Perceptions of Human and AI Decision Making in a Human Resource Management Context	Mixed methods study comparing workers' justice perceptions of AI vs human decisions.	AI decision-making, fairness, HRM, employee perceptions	2022	Information Systems Frontiers
Bartosiak, ML; Modlinski, A	Fired by an algorithm? Exploration of conformism with biased intelligent decision support systems in the context of workplace discipline	Exploratory experiment on conformity with biased AI decision-support in workplace discipline.	AI bias, workplace discipline, ethical leadership, virtue ethics	2022	Career Development International

Author(s)	Article Title	Method	Topics	Publication Year	Journal Name
Bursell, Moa;Roumbanis, Lambros	After the algorithms: A study of meta-algorithmic judgments and diversity in the hiring process at a large multisite company	Quantitative, drawing upon two large datasets	AI bias, algorithmic judgement, diversity	2024	Big Data & Society
Cai, F; Zhang, JS; Zhang, L	The Impact of Artificial Intelligence Replacing Humans in Making Human Resource Management Decisions on Fairness: A Case of Resume Screening	Quantitative online experimental study testing fairness perceptions of AI vs human resume screening.	AI recruitment, fairness, distributive justice, employee trust	2024	Sustainability
Cebulla, Andreas;Szpak, Zygmunt;Knight, Genevieve	Preparing to work with artificial intelligence: assessing WHS when using AI in the workplace	Qualitative approach using interviews (30 experts in data science).	AI in Workplace, AI Implementation	2023	International Journal of Workplace Health Management
Constantinides, M; Quercia, D	Good Intentions, Bad Inventions: How Employees Judge Pervasive Technologies in the Workplace	Quantitative scenario-based approach with 131 crowd workers	Invasive AI, productivity	2023	IEEE Pervasive Computing
da Motta Veiga, Serge P.; Figueroa-Armijos, Maria;Clark, Brent B.	Seeming Ethical Makes You Attractive: Unraveling How Ethical Perceptions of AI in Hiring Impacts	Quantitative study testing how ethical perceptions of AI in hiring affect attractiveness and innovativeness.	AI hiring, attractiveness, ethics, utilitarianism	2023	Journal of Business Ethics
Dhyana, Paramita; Simon Okwir, Cali Nuur	Artificial intelligence in talent acquisition: exploring organisational and operational dimensions	Qualitative approach using semi-structured interviews with HR professionals.	AI in hiring, talent acquisition	2024	International Journal of Organizational Analysis

(*Continued*)

Table 2. (*Continued*)

Author(s)	Article Title	Method	Topics	Publication Year	Journal Name
Feldkamp, T; Langer, M; Wies, L; König, CJ	Justice, trust, and moral judgements when personnel selection is supported by algorithms	Quantitative study on moral dilemmas and fairness perceptions in algorithm-based personnel selection.	AI personnel selection, fairness, distributive justice	2024	European Journal of Work and Organizational Psychology
Figueroa-Armijos, Maria;Clark, Brent B.;da Motta Veiga, Serge P.	Ethical Perceptions of AI in Hiring and Organizational Trust: The Role of Performance Expectancy and Social Influence: JBE	Quantitative analysis with 300 job seekers	AI in hiring, organizational trust	2023	Journal of Business Ethics
Hasija, A; Esper, TL	In artificial intelligence (AI) we trust: A qualitative investigation of AI technology acceptance	Qualitative with document studies and interviews	AI acceptance, trust, organizational attractiveness	2022	Journal of Business Logistics
Hoddinghaus, M; Sondern, D; Hertel, G	The automation of leadership functions: Would people trust decision algorithms?	Quantitative experiment with 333 workers	Automated leadership, trust in AI	2021	Computers in Human Behavior
Jackson, S; Panteli, N	AI-Based Digital Assistants in the Workplace: An Idiomatic Analysis	Qualitative with in-depth interviews and language analysis	AI assistants, AI in the workplace	2024	Communications of the Association for Information Systems
Kerr, JI; Naegelin, M; Benk, M; Wangenheim, F; Meins, E; Vigano, E; Ferrario, A	Investigating Employees' Concerns and Wishes Regarding Digital Stress Management Interventions With Value Sensitive Design: Mixed Methods Study	Qualitative and Quantitative analysis of surveys	Work stress, digital stress intervention	2023	Journal of Medical Internet Research

Author(s)	Article Title	Method	Topics	Publication Year	Journal Name
Kim, Jin-Young; Heo, Wangyu	Artificial intelligence video interviewing for employment: perspectives from applicants, companies, developer and academicians	Focus group and in-depth interviews	AI in hiring	2022	Information Technology & People
Köchling et al.	Can I show my skills? Affective responses to artificial intelligence in the recruitment process	Scenario-based between-subject design with German employee n=160	AI in recruitment	2022	Review of Managerial Science
Malik, Nishta Shalini Nath Tripathi, Arpan Kumar Kar, Shivam Gupta	Impact of artificial intelligence on employees working in industry 4.0 led organizations	Qualitative with semi-structured interviews	Technostress	2021	Industrial Journal of Manpower
Malin, Christine Dagmar;Fleiß, Jürgen;Seeber, Isabella;Kubicek, Bettina;Kupfer, Cordula; Thalmann, Stefan	The application of AI in digital HRM – an experiment on human decision-making in personnel selection	Experimental study with vignettes	AI in HRM, human vs AI decision-making	2024	Business Process Management Journal
Xi, Yu; Yijie Huang, Jiahe Wang, Dong Zhou	How do employees form initial trust in artificial intelligence: hard to explain but leaders help	Online survey with 426 participants	Trust in AI	2024	Asia Pacific Journal of Human Resources
Qin, SJ; Jia, N; Luo, XM; Liao, CC; Huang, ZY	Perceived Fairness of Human Managers Compared with Artificial Intelligence in Employee Performance Evaluation	Field experiment with managers	AI and performance management	2023	Journal of Management Information Systems
Sattu, R; Das, S; Jena, LK	Should I adopt AI during talent acquisition? Evidence from HR professionals of Indian IT organisations	Quantitative structured questionnaire with HR professionals and talent acquisition specialists	AI in recruitment	2024	Journal of Organizational Effectiveness - People and Performance

(*Continued*)

Table 2. (*Continued*)

Author(s)	Article Title	Method	Topics	Publication Year	Journal Name
Singh, A; Pandey, J	Artificial intelligence adoption in extended HR ecosystems: enablers and barriers. An abductive case research	Abductive case research of three companies in India at different stages of AI adoption.	AI adoption, HRM, ethics of care, organizational barriers	2024	Frontiers in Psychology
Varzaru, AA	Assessing the Impact of AI Solutions' Ethical Issues on Performance in Managerial Accounting	Quantitative questionnaire with 396 accountants	AI and Ethics	2022	Electronics
von der Pütten, AM; Sach, A	Michael is better than Mehmet: exploring the perils of algorithmic biases and selective adherence to advice from automated decision support systems in hiring	Quantitative online experiment on algorithmic bias and selective adherence to automated hiring advice.	AI hiring, bias, discrimination, distributive justice	2024	Frontiers in Psychology
Zhang, Hong	Exploring the Impact of AI on Human Resource Management: A Case Study of Organizational Adaptation and Employee Dynamics	Quantitative data analysis from 285 employees and 144 HR professionals from 7 organizations	AI organizational benefits, AI in HRM	2024	IEEE Transactions on Engineering Management