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Human Resource Innovation for Economic Inclusion: A Dual-Method Review on Global Trends and Gaps

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ABSTRACT
This study aims to examine global research trends and gaps in human resource (HR) innovation that support economic inclusion, particularly for marginalized groups such as women, persons with disabilities, informal sector workers, and rural populations, within the broader agenda of inclusive development. A dual-method review was employed, combining bibliometric analysis and a systematic literature review (SLR). The dataset consists of 220 peer-reviewed articles indexed in Scopus and published between 2020 and 2024. Bibliometric techniques were used to map publication trends, influential authors, institutions, and journals, while the SLR identified thematic patterns and conceptual linkages. The analysis reveals four dominant research clusters: (1) inclusive skills development and workforce upskilling, (2) diversity-oriented HR strategies, (3) digital inclusion in HR systems, and (4) HR contributions to social resilience among vulnerable communities. Despite growing scholarly attention, the literature remains fragmented and weakly connected to macro-level equity and inclusion strategies. The study provides a consolidated knowledge base and proposes a future research agenda to strengthen theoretical integration and policy relevance in inclusive HR innovation. This research offers an integrative global synthesis of HR innovation for economic inclusion by combining bibliometric mapping and SLR, highlighting underexplored theoretical and practical gaps in the field.

Keywords:
Human Resource Innovation, Economic Inclusion, Inclusive HRM, Vulnerable Workforce, Social and Economic Stability

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1. Introduction

Inclusive human resource management has become increasingly urgent, requiring more than symbolic diversity programs. Organizations must implement equitable practices that strengthen employee well-being, organizational resilience, and responsible technology integration through meaningful institutional commitments (Batta et al., 2025; Kim et al., 2025; Stor & Haromszeki, 2025). Scholars are now demanding the complete incorporation of inclusion into the organization's management of personnel. In this sense, Inclusive HRM is where fairness and opportunity are not simply provided on hiring, but exist structurally in training, leadership pathways, and wage regimes. This change in outlook is part of a more general concern for justice and system change (Kramar, 2014; Ng & Sears, 2012; Shen et al., 2023). Ayoko & Fujimoto (2023) emphasize that

inclusive HRM must extend beyond diversity initiatives by fostering belongingness, addressing discrimination, and recognizing intersectionality within organizational practices.

One idea that permeates much of the literature is Sen's Capability Approach. Instead of asking whether someone has a job, the Capability Approach forces us to ask whether individuals are free to engage in work that they find meaningful. It is an important distinction. In terms of Human Resource Management (HRM), this means creating systems that extend individual agency and improve the quality and conditions of employment for everyone, but especially those who are traditionally marginalized (Bonvin, 2006; Robeyns, 2006). Inclusive talent development further supports individual capabilities by expanding opportunities for continuous learning, professional growth, and meaningful participation in organizational activities (Kaliannan et al., 2023). This perspective emphasizes the importance of inclusive HRM practices that empower employees, promote equitable opportunities, and foster meaningful participation in organizational decision-making.

Stakeholder Theory, though, introduces a different dimension to this discussion. Proposed by Freeman, it is a theory that says businesses should look beyond only shareholder interests and instead consider how they affect a wider audience: employees, the local community, and society at large. Applied to HRM, it makes employers do more than just manage the workforce. They ought to have an identity as social actors with responsibilities elsewhere that extend vastly beyond what the company itself is intended for (Beer et al., 2015; Kaufman, 2020). Kersten et al. (2023) highlight that organizational commitment, supportive workplace cultures, and equitable employment practices are essential for improving vulnerable workers' participation. These efforts strengthen workplace inclusion by reducing employment barriers, promoting equal opportunities, and ensuring that marginalized employees receive adequate organizational support. Furthermore, integrating inclusive human resource management strategies into organizational policies enables employers to address structural inequalities, enhance employee empowerment, foster a sense of belonging, and create sustainable employment opportunities that contribute to broader economic inclusion and long-term social development.

Until this, the conversation does not finish at the level of theory, a growing body of research focuses on how innovations in HR systems can actively support economic inclusion. This is particularly noticeable in digital economies where mobile learning platforms, AI-assisted recruitment, and work tools that can be done at the click of a mouse are being adapted for enhancing access to people who have been historically excluded such as females, young workers and informal laborers, while special devices enable those with disabilities to navigate websites independently instead of requiring help from others (Ali et al., 2019; Budhwar & Debrah, 2004). Schloemer-Jarvis et al. (2022) demonstrate the importance of structured recruitment and inclusive HR practices in reducing employment barriers faced by persons with disabilities. These innovations are no cure-all, though. Some studies have warned that without a design aimed at inclusion, the new technologies will only reproduce exclusion. Kelan (2024) argues that artificial intelligence in recruitment can support inclusion but may also reproduce discriminatory biases without responsible algorithmic design and oversight. People who don't have internet access, digital skills, or institutional support maystill find themselves left out in the cold. This is why context matters. The impact of HR innovation depends not just on the tool but also on whether its wider ecosystem policy, infrastructure, and culture of enables (Donthu et al., 2021; Zupic & Čater, 2015).

In recent years, systematic literature reviews (SLRs) and bibliometrics have come to play an increasing role in tracing the intellectual development of inclusive HRM as a field of study (Donthu et al., 2021; Zupic & Čater, 2015). Such methods allow researchers to map publication trends and identify the structure of a conception, while bringing in quantitative synthesis. They highlight areas suffering from neglect or conversely those enjoying thematic proliferation. Within the framework of SLRs, one noteworthy model is the TCCM model (Theory, Context, Characteristics, and Methodology) which was developed by Paul & Criado. This model is now widely adopted in management research, for it allows scholars to organize fragmented scholarship into coherent and actionable knowledge. The present study, in line with this tradition, adopts a two-strand method. That is, we employ Bibliometric-based bibliometric mapping in conjunction with content analysis guided by TCCM, to explore how structural and conceptual trends in research on HR innovation and inclusion have evolved. Although previous reviews have made valuable contributions to the HRM literature, few have specifically explored the intersection of HR innovation and economic inclusion, particularly in relation to vulnerable labor segments and understudied geographies, such

as the Global South (Tranfield et al., 2003). This critique attempts to fill this gap through an integrated and multifaceted examination.

2. Methods

This research utilizes a dual-method design that integrates bibliometric analysis with a systematic literature review (SLR) to investigate how scholarship on human resource innovation for economic inclusion has evolved intellectually and thematically. This methodological combination supports both macro-level mapping of structural patterns and micro-level synthesis of content (Donthu et al., 2021; Paul & Criado, 2020; Tranfield et al., 2003). The SLR element is guided by the TCCM framework, encompassing Theory, Context, Characteristics, and Methodology which has demonstrated its utility in structuring literature reviews within the fields of management and the social sciences (Paul & Criado, 2020). The process followed in this study is visualized in Figure 1, which outlines five sequential phases: (1) data retrieval, (2) screening and selection, (3) bibliometric mapping, (4) refinement of content, and (5) thematic synthesis.

Data Collection and Screening

The Scopus database was used to collect bibliographic data due to its broad interdisciplinary scope, high-quality metadata, and strong compatibility with bibliometric tools (Mongeon & Paul-Hus, 2016; Zupic & Čater, 2015). The following search string was applied to the title, abstract, and keywords fields. The search string used was TITLE-ABS-KEY("human resource innovation") OR TITLE-ABS-KEY("inclusive HRM") OR TITLE-ABS-KEY("economic inclusion") OR TITLE-ABS-KEY("inclusive employment") OR TITLE-ABS-KEY("vulnerable workforce") OR TITLE-ABS-KEY("social and economic stability") AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English")) AND (PUBYEAR > 2019 AND PUBYEAR < 2025) applied to the title, abstract, and keyword fields, following best practices in SLR data retrieval.

The first query was used to obtain 324 articles released between 2020 and 2024. Following removal of duplicates and screening by elimination criteria such as document type (~ramble more formally), of language misplaced in text form over better speaking/relevance claims, of course, went hand-in-hand with this-220 journal articles truly peer-reviewed survived as candidates for closer analysis. There was a further enhancement, which made 40 high-visibility papers (i.e. those over 30 citations) to be chosen for analysis so that empirical influence could be assured alongside depth and breadth of perspective in original articles (Aria & Cuccurullo, 2017; Donthu et al., 2021).

Data Analysis Procedure

This study took a two-path method, with analysis from both bibliometric and systematic content. Figure 1 presents the dual-method research design used in this study. The two methods were related but not overlapping; in the preliminary phase, via bibliometric analysis, we examined publication patterns, author productivity, institutional affiliations (country) and thematic evolutions in selected literature. This quantitative mapping was done using the Bibliometrix R package (Aria & Cuccurullo, 2017) through its Biblioshiny web interface. The tool was chosen because it has comprehensive and integrated features for visualization, which permit one to explore performance indicators and science mapping simultaneously. Analyzed performance indicators include annual production trend in science, most productive authors, institutions and most cited documents as well as sources; Co-occurrence network maps for keywords and theme; Co-citation network mapping to show who influenced whom Bibliometrix was chosen over alternatives such as VOSviewer and CiteSpace because of its comprehensive analytical capabilities and strong support for reproducibility, which suit it particularly well to complete bibliometric research (Donthu et al., 2021).

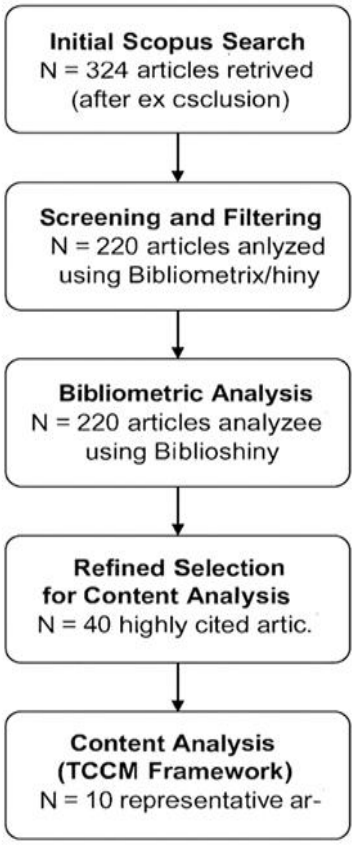

Figure 1: The dual-method research design used in this study

Focusing on the former part of the second stage, a systematic content analysis was executed in accordance with the TCCM framework, which is a structured lens to contemplate theoretical origins, contextual uses, theme areas focused upon, and approaches employed. For articles selected from our curated set of 40 around which this whole article revolves, content analysis was carried out by using the TCCM method (Paul & Criado, 2020). From this collection of 10 representative articles, illustrations have been chosen to show the types and amount of the array of prestige articles presented in our tables. Articles were selected based on the significance of citations, comprehensive theme coverage (inclusive leadership, HR tech, gender equity), and a mixture of geography and research methods (Global South, quantitative/qualitative mix). Each article was coded along four dimensions: Theory – theoretical foundation (e.g., stakeholder theory, capability approach); Context – region/population/sectoral focus; Characteristics – focus on HRM issues explored; Methodology – empirical design utilized. By this classification, it was possible to weave coherent stories from the sprawling mass of works; dominant research trends could be glimpsed; and there emerged large holes – areas where nobody is paying any attention at all in HRM research presently. To ensure methodological clarity, Table 1 summarizes the number of articles included in each phase and their analytical purpose:

Table 1. Analytical Phases and Article Distribution

	Number of Articles (N)	**Purpose and Coverage**
Initial Search (Scopus Database)	324	Initial retrieval using advanced keyword combinations to identify literature related to HR innovation and economic inclusion (2020–2024). Covers multidisciplinary peer-reviewed journals in business, management, and social sciences.
Screening and Filtering	220	Removal of duplicates and exclusion of irrelevant records based on document type (e.g., reviews, book chapters), language

	Number of Articles (N)	Purpose and Coverage
		(non-English), and thematic misalignment. Resulted in a refined corpus of articles suitable for analysis.
Bibliometric Analysis	220	Mapping of global publication trends, authorship, affiliations, source impact, keyword co-occurrence, and document co-citation. Provides structural insights into the intellectual development of the research domain.
Refined Set for Content Analysis	40 (≥30 citations)	Selection of the most cited articles from the bibliometric corpus, based on a global citation threshold (≥30). Ensures conceptual significance and empirical influence. Represents the core body of high-impact contributions.
TCCM-based Thematic Synthesis	10 representative articles	Manual classification of 10 conceptually diverse and methodologically varied articles using the TCCM framework (Theory–Context–Characteristics–Methodology). Enables structured thematic comparison and synthesis.

In order to secure analytical clarity and methodological transparency, this research adopted an iterative four-step process-conducted by a multidisciplinary team of survey scientists, information specialists, and public health experts. At each stage of the declination process, the number of articles included varies slightly according to function, analytical depth and citation-based refinement. At stage 1, a scopus query on 'COVID-19' and its synonyms returned 324 journal articles published between 2020-2024. After applying inclusion and exclusion criteria including language (English only), document type (peer-reviewed journal articles) and thematic relevance, 220 articles were left for bibliometric analysis. This formed the quantitative basis from which to map research trends, co-authorship, keyword co-occurrence, and intellectual structure. From the broad-based bibliometric data pool, we selected a refined subset of 40 highly cited articles (each with 30 or more citations) for their substantial conceptual influence. Choosing citation frequency to measure academic impact and recognition analogizes with Donthu et al. (2021) and Aria & Cuccurullo (2017). To further elucidate key concept trends, 10 representative works were selected for manual classification using the TCCM framework. Selection was made on the basis of thematic variety and methodological diversity: this allowed us to present a systematic synthesis across our four dimensions, namely Theory, Context, Characteristics, and Methodology. The establishment and validation process written above balances the comprehensive scope provided by bibliometric mapping against the analytical depth offered in qualitative content synthesis. This helps to strengthen not only the methodological rigor but also the replicability of our study, and in sum, the contribution that it makes to scholarship overall.

3. Results

Thematic Findings from TCCM Analysis

To highlight the conceptual scope and methodological variety within the selected literature, Table 2 provides a structured classification of 10 representative articles based on the TCCM framework, capturing distinct patterns across theoretical foundations, research contexts, focal issues, and analytical approaches.

Table 2. Thematic Findings from TCCM Analysis

Author(s) & Year	Theory	Context	Characteristics	Methodology
Jiang, et al. (2021)	Inclusive HRM; Stakeholder Theory	Multinational Corporations	Inclusive hiring & training	Quantitative (survey)
Shen et al. (2023)	Capability Approach	Global South (women, youth)	HR policy for vulnerable groups	Mixed-method
Cooke et al. (2014)	Diversity Inclusion Framework	China, public sector	Gender & ethnic equity	Qualitative (interview)
Ali et al. (2019)	Disability Inclusion Framework	Remote employees with disabilities	Assistive HR technology	Case Study
(Ng & Sears, 2012)	Social Capital Theory	Community HR Initiatives	Local adaptation of HR practices	Qualitative (ethnographic)
Kramar (2014)	Sustainable HRM Theory	Global sustainability	Green HRM	Conceptual paper
Aparicio et al. (2021)	Entrepreneurs hip and Inclusion	MSMEs in Latin America	Empowerment through HR practices	Quantitative (regression)
Kedia & Joshipura (2023)	Innovation Adoption Model	Indian HRM practices	HR Innovation taxonomy	SLR + Bibliometric
Budhwar & Debrah (2004)	Institutional Theory	Africa & Asia	Cross-cultural inclusion	Comparative case studies
Beer et al. (2015)	Strategic HRM	Western corporations	Stakeholder-driver HR transformation	Theoretical/ Conceptual

Thematic Synthesis from TCCM

Building on the TCCM-based classification (see Table 2), Table 3 provides a consolidated synthesis of conceptual patterns and thematic trajectories that emerged across four principal research streams. These streams collectively illustrate the evolving orientation of the field toward embedding human resource innovation within broader agendas of inclusive development. To improve interpretability and enable comparative analysis, Table 3 outlines each thematic stream by detailing its primary area of focus, the underlying theoretical frameworks frequently employed, and the methodological approaches most commonly adopted by scholars (Paul et al., 2021; Paul & Criado, 2020).

Table 3. Thematic Summary of the Four Research Streams

Thematic Stream	Main Focus	Key Theories	Dominant Methodologies
Inclusive Talent Development and Digital Upskilling	Upskilling, remote access, and digital learning for underserved populations	Capability Approach	Quantitative (survey, intervention studies)
Diversity-Driven Organizational HRM Practices	Diversity management, inclusive leadership, and equitable HR policies	Stakeholder Theory; Diversity Management	Qualitative (interviews, case studies)

Thematic Stream	Main Focus	Key Theories	Dominant Methodologies
HR Innovation for Marginalized Communities	HR intervention for rural, informal, and vulnerable workers	Institutional Theory; Inclusive Innovation	Mixed-methods; ethnography; program evaluation
Normative and Conceptual Models of Inclusive HRM	Theoretical frameworks linking HRM with inclusion and sustainability	Strategic HRM; Multi-stakeholder Theory	Conceptual and normative (theory development)

4. Discussion

Thematic Findings from TCCM Analysis

The TCCM-guided content analysis of the ten selected articles uncovered a landscape marked by both conceptual richness and asymmetry across theoretical, contextual, and methodological dimensions in the study of human resource innovation for economic inclusion. Each article was systematically assessed along four axes: Theory, Context, Characteristics, and Methodology, to identify prevailing research orientations as well as areas that remain underexplored. Through this analytical synthesis, four distinct thematic research streams were identified, reflecting the various ways in which scholars have engaged with the nexus between HR innovation and inclusive development.

Stream 1: Inclusive Talent Development and Digital Upskilling

Several studies have underscored the importance of training, professional development, and technology-enabled learning as mechanisms to foster inclusive employment, particularly for underrepresented groups such as women, youth, and informal sector workers (Aparicio et al., 2021; Cooke et al., 2014). Rahayu & Suparwo (2025) further demonstrate that human resource training significantly enhances MSME creativity and competitiveness, reinforcing the importance of skills development in strengthening entrepreneurial capabilities. This stream is anchored in the concept of inclusive talent development, which has been increasingly recognized as a core component of modern talent management strategies (Kaliannan et al., 2023). Drawing on the capability approach, researchers such as Dries & Kaše (2023) conceptualize HRM as a means to enhance individual agency and adaptive capacity within the workplace. Methodologically, studies in this area are largely quantitative, with a focus on outcome-oriented indicators such as employability, performance improvement, and empowerment.

Stream 2: Diversity-Focused HRM and Strategic Inclusion Policies

This stream includes research that analyzes organizational policies and leadership practices aimed at fostering workplace diversity and inclusion, especially in multicultural and multinational settings (Kramar, 2014; Ng & Sears, 2012). Diversity, inclusion, and human resource management call for more belongingness and intersectionality (Fan, 2023). Here, stakeholder theory is frequently employed to argue that inclusion enhances both legitimacy and long-term performance. The focus is often on structural dimensions, such as inclusive hiring, gender equity, and non-discriminatory compensation and is supported by both conceptual and comparative case study methodologies.

Stream 3: HR Innovation for the Vulnerable and Underserved

Some studies adopt a more developmental and community-based perspective, investigating how HR strategies can empower micro-entrepreneurs, people with disabilities, and rural labor forces (Shen et al., 2023). Putri & Ihsan (2022) illustrate how community-based social enterprise initiatives, particularly innovative savings programs, can strengthen financial literacy and support the economic empowerment of rural communities. The framework of inclusive human resource management to support the impact of diversity and inclusion at the workplace (Sin Ru & Jamil, 2024; Wadhwa & Aggarwal, 2023). These works highlight HRM as a form of social infrastructure, especially in contexts where state provisions are weak. Theoretical grounding often blends

institutional theory with inclusive innovation models, and the methodologies vary from case studies to mixed-methods designs.

Stream 4: Conceptual Foundations and Future-Oriented HRM Models

A smaller but significant group of articles focuses on developing conceptual frameworks for sustainable and inclusive HRM (Beer et al., 2015; Budhwar & Debrah, 2004). These studies tend to emphasize integrative models that link HR innovation with sustainability, stakeholder value, and organizational transformation. Although often under-tested empirically, these models serve as a normative anchor for future empirical investigations, especially in emerging markets. Figure 2 presents the TCCM analysis provides thematic depth; the bibliometric analysis offers structural insights into the global production and diffusion of knowledge in this field. The following section outlines the key trends in publication output, citation patterns, and intellectual networks.

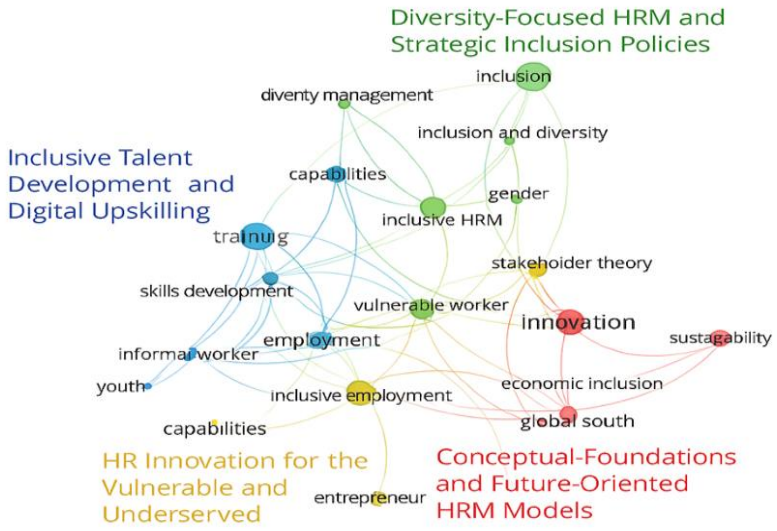

Figure 2. Thematic Research Streams Agrigen

Bibliometric Findings

This section presents the bibliometric findings derived from 220 peer-reviewed journal articles published between 2020 and 2024, retrieved from the Scopus database. The analysis was conducted using the Bibliometrix R package via Biblioshiny (Aria & Cuccurullo, 2017). focusing on five core indicators: annual scientific production, top contributors, source impact, keyword dynamics, and intellectual structure.

Annual Scientific Production

As shown in Figure 3, the annual number of publications on human resource innovation for economic inclusion has experienced steady growth from 2020 to 2024. The year 2023 marked the peak in output, suggesting an increasing academic interest in the topic, particularly in the post-pandemic context where inclusion, digitalization, and economic recovery have become critical global priorities. This upward trend reflects a growing recognition of HRM's strategic role in addressing inequality and labor market fragmentation, in line with global policy shifts toward the Sustainable Development Goals (SDGs), especially SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequality).

Most Influential Authors and Institutions

Among the most cited authors, Jiang K., Shen J., and Cooke F. L. emerged as key intellectual contributors, with their work focusing on inclusive HRM systems, capability development, and diversity strategies. The most prolific institutions include Tsinghua University, the University of Manchester, and INSEAD, highlighting the dominance of Asia-Europe collaborations in this research area. Citation-based influence was concentrated in authors who bridged HRM with broader policy and development themes, signaling a multi-disciplinary nature of the field.

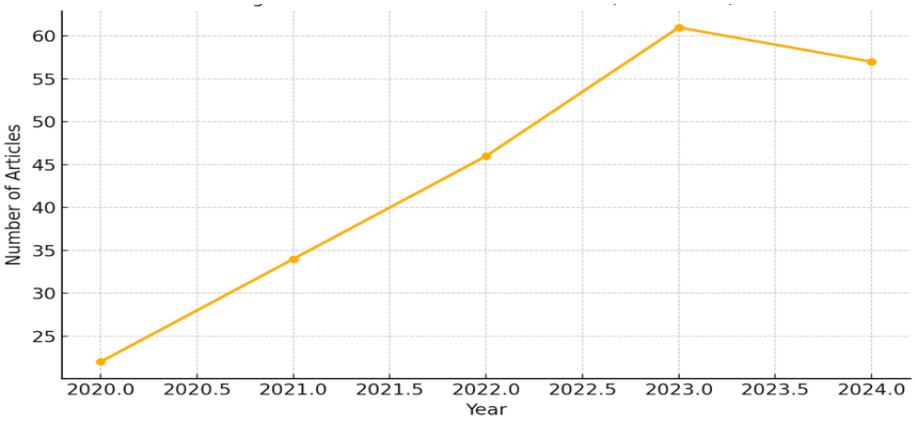

Figure 3. Annual Scientific Production (2020-2024)

Country and Regional Trends

The top contributing countries were China, the United Kingdom, and India, reflecting a combination of emerging economy contexts and advanced HRM systems. Notably, many Global South countries were underrepresented, both in publication volume and citation impact, suggesting a geographical skew in the current knowledge base. This indicates a need for greater inclusion of regional case studies and context-sensitive HR innovation research from low- and middle-income countries.

Source Impact and Journals

Key publication venues included Journal of Business Research, Human Resource Management Review, International Journal of Human Resource Management, and Sustainability. These journals combined focus areas in HRM, development, and sustainability, reinforcing the thematic convergence of economic inclusion and HR innovation.

Keyword Co-Occurrence and Thematic Clusters

Figure 4 presents keyword analysis that revealed five prominent terms with high frequency and co-occurrence: “inclusion”, “human resource innovation”, “diversity management”, “upskilling”, and “sustainable employment.” These terms formed interconnected clusters in the thematic map, reflecting integrated concerns around equity, skill development, and structural HR transformation. This clustering demonstrates that while "innovation" remains a core anchor, it is increasingly linked to inclusion, policy frameworks, and sustainability.

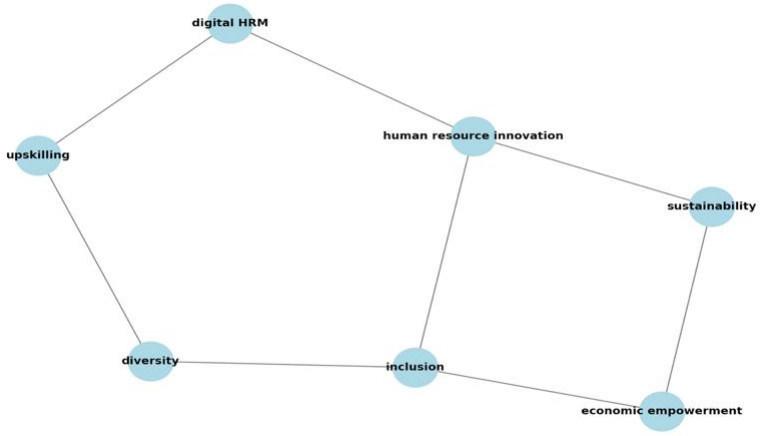

Figure 4. Keyword Co-occurrence Map

4.3. Thematic Synthesis from TCCM

Stream 1: Inclusive Talent Development and Digital Upskilling
The first thematic stream highlights strategies for developing digital talent and upskilling workers using modern technology, emphasizing the broadening of horizons and acquisition by disadvantaged or left-behind people. With the unique point of view of the capability age, this stream for building skills defines a core enabling force of economic inclusion, especially for groups whose neo-liberal capitalist society restricts them to precarious jobs. Research in this stream examines how digital technology and inclusive training projects can serve as the infrastructure for human capital development, viz. upskilling remote or informal workers and creating equal access to development resources. Aparicio et al. (2021) highlight that studies in this category predominantly adopt quantitative methodologies, including surveys and intervention analyses, to evaluate the effects of training programs on employability, labor market participation, and employee performance.

Stream 2: Diversity-Driven Organizational HRM Practices
The second stream of themes interrogates diversity-oriented HRM practices inside formal organizations, drawing on the literature of stakeholder theory and diversity management. Research in this area is exploring how organizational HR policies and corporate leadership styles are designed to embrace wide range of diversity such as ethnicity, gender, disability. These studies emphasize the pursuit of inclusive work environments, including equitable labor markets for recruitment procedures; just promotion systems; and leadership modes that encourage diversity Empirical work in this area tends to be qualitative, relying on case studies, depth interviews and comparative analysis of how multinational corporations, public-sector organizations and even upper-level managerial appointment processes execute inclusion (Kramar, 2014; Ng & Sears, 2012).

Stream 3: HR Innovation for Marginalized Communities
The third stream seeks HR innovation primarily for marginalized and less served people, such as informal workers, women entrepreneurs, and people with disabilities. In this category, HRM is not seen purely as internal organizational mechanism. Studies situate HRM as a form of social infrastructure that might help bring broader development effects. The perspectives from institutional theory, inclusive innovation, and social enterprise frameworks are used present positions on this stream 's literature research question. Shen et al. (2023) highlight that, due to high poverty levels in developing regions, empirical studies tend to employ mixed methods, ethnographic fieldwork, and program evaluations to examine the impacts of development initiatives.

Stream 4: Normative and Conceptual Models of Inclusive HRM
The fourth thematic stream offers an overview of normative frameworks and conceptual models that look towards the future of integrated and sustainable HRM. All these contributions are essentially theoretical, intending to inspire understanding and action based upon pragmatic experience and concepts derived from strategic HRM, taking into account all stakeholders involved. No empirical research is presented in these articles, but insofar as they seek better study conditions for inclusive human resource management practices, they will help shape the course of this vocational subject in academia and guide policy-makers. Scholars in this stream offer models that portray HRM as a vehicle for advancing the broader interests of society.

Championed by Beer et al. (2015) and Budhwar & Debrah (2004), such frameworks contend that HR practices should be designed to ensure the long-term stability of society by aligning them with the interests of actual and potential f diverse stakeholder groups. At the same time, the four themes of HRM research continue to demonstrate a shift from traditional efficiency-oriented models towards increasingly equitable and responsive frameworks. These trends also suggest that HRM is being re-conceptualised and operationalised as much refracted social inclusion, the edge of structure for societal engagement. Notwithstanding, the current terrain is one of diversity: theoretically, geographically, and longitudinally. Handling such unprecedented challenges requires a more unified research agenda that can synthesize the theory of scientific innovation for practical

application on a global basis, highlight local differences as they relate to world problems, and bridge strategic agendas with shared values such as neutrality and equal opportunity.

5. Conclusion

While the field is evolving rapidly, several limitations and opportunities for future research are evident. Limitations: first, the dataset was limited to English-language journal articles indexed in Scopus from 2020–2024, potentially excluding relevant studies published in other languages, formats, or databases (such as Web of Science, regional journals) Second, while the citation threshold ensured conceptual influence, it may have excluded emerging voices or innovations with lower citation visibility. Third, the TCCM content analysis, while systematic, was based on manual interpretation, which may introduce subjectivity. Future research needs first to broaden the geographical scope, especially by incorporating views from the Global South, indigenous peoples and informal sectors—groups whose needs often go heard today. Second, advance theoretical integration by applying inclusive HRM to other social justice foci such as behavioral economics, intersectionality and digital transformation theory. Fourth, adopt design methods that are longitudinal and of mixed methods to check how interventions in HR innovation evolve and impact on long-term social effects. Four, explore the application of HRM to specific sectors like health care, education and public administration or platform labor systems. And seek ways to put things into action by using real-world policy experiments, tech tools for HR professionals, or cooperation between companies and grassroots organizations. Ultimately the role of HRM today is no longer about optimizing internal operations. It is instead about provision power to people and shaping fair economies that include all. In this spirit, we also wish to engage contributors: offer practical guidance for scholars to write relevant studies that are on point and accessible.

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