Designing a Strategic Human Resource Management Model in the Era of Digital Transformation with Emphasis on Artificial Intelligence Applications: A Mixed-Methods Study

Abbas. Babaeinejad[1]*, Seyed Hossein. Shoghi[1], Seyed Hasan. Shoghi[2]

[1] Department of Public Administration, Ke.C., Islamic Azad University, Kerman, Iran
[2] Department of Public Administration, Raf.C., Islamic Azad University, Kerman, Iran

* Corresponding author email address: abbasbabaei@iau.ac.ir

Editor	Reviewers
Parthasarathy Karthikeyan Associate Professor, School of Management Studies, Kongu Engineering College, Tamil Nadu, India ptp_karthi@proton.me	**Reviewer 1:** Ali Sargolzaie Assistant Professor, Department of Management, Zahedan Branch, Islamic Azad University, Zahedan, Iran. Email: a.sargolzaie@iauzah.ac.ir **Reviewer 2:** Alireza Rajabipoor Meybodi Associate Professor, Department of Business Administration, Yazd University, Yazd, Iran Email: Rajabipoor@yazd.ac.ir

1. Round 1

1.1. Reviewer 1

Reviewer:

In the first paragraph of the Introduction, the statement "HRM has undergone one of the most profound transformations…" is strong rhetorically but requires sharper positioning. Please clarify what specific theoretical gap existing HR digital transformation literature fails to address.

The paragraph beginning "Human resource management historically relied on experience-based judgment…" summarizes prior work effectively but reads descriptively. The authors should synthesize studies into competing perspectives (automation vs augmentation, human-centered vs algorithmic management).

In the Methods section, the paragraph "The present study employed a Sequential Exploratory Mixed Methods design…" describes procedures clearly but does not provide philosophical grounding. Please clarify whether the design follows pragmatism, critical realism, or interpretivism–positivism integration.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

In the paragraph stating "Artificial intelligence applications in HRM span multiple functional domains…", empirical claims about recruitment efficiency are made without methodological comparison. Please indicate whether cited studies are experimental, survey-based, or case studies.

The paragraph beginning "Despite the transformative potential of AI…" introduces ethical challenges appropriately. However, the manuscript should clarify whether ethics functions as:

The paragraph "From a theoretical perspective, modern HRM frameworks emphasize…" lacks explicit theory naming. Please anchor arguments within identifiable frameworks (e.g., Resource-Based View, Dynamic Capabilities, Sociotechnical Systems Theory).

Immediately before the aim statement, the authors note that "existing studies often examine isolated HR functions…". This is an important claim but requires stronger evidence (e.g., citation clustering or systematic comparison).

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.
Editor in Chief's decision: Accepted.