

Machine Learning Framework for Human Capital Intelligence in Next-generation Human Resource Management

Susan Jayaseeli Manuel V¹, Tharini RS^{2*}, Mohanraj P¹,
Anto Pravin Singh D¹, Lakshmi S¹, Soundararajan K³

¹Department of MBA, Faculty of Management, SRM Institute of Science and Technology-Ramapuram campus, Chennai, Tamil Nadu, India, ²Department of BBA, Faculty of Management, SRM Institute of Science and Technology-Ramapuram campus, Chennai, Tamil Nadu, India, ³Department of MBA, Tagore Institute of Engineering and Technology, Deviyakurichi, Thalaivasal, Salem, Tamil Nadu, India. *Corresponding Author's Email: bavatharini24@gmail.com

Abstract

Human Resource Management (HRM) has transformed from a purely administrative function into a strategic capability affecting recruitment quality, employee performance, human capital development, workforce retention and organizational growth. At the same time, the practices of HRM remain largely manual, reactive and subjective. The current applications of artificial intelligence (AI) and machine learning (ML) are limited to specific areas, such as screening, selection, performance and attrition analysis. This paper proposes a conceptual seven-layer framework that employs human capital intelligence and responsible algorithmic decision support throughout an employee's lifecycle in an organization. The framework includes Data Acquisition, Data Preprocessing, Feature Engineering, Machine Learning Prediction, Explainable AI, an HR Decision-Support Dashboard and Human Validation. It can be applied to recruitment intelligence, employee performance, attrition prediction, skills gap analysis, training recommendation and sentiment analysis. Unlike existing approaches to AI applications in HRM, the framework connects recruitment, performance, development, engagement, retention and planning areas through a unified system. The framework also addresses data privacy, algorithmic bias, fairness, transparency, explainability and human validation. While the seven-layer model was not implemented and validated experimentally, it can serve as a foundation for subsequent studies that will employ real-world and ethically certified data sets. Finally, while the paper emphasizes the importance of ML in HR decision-making, its application remains limited to supporting and complementing human expertise.

Keywords: Employee Performance Prediction, Explainable Artificial Intelligence, Machine Learning, Recruitment Intelligence, Skill-gap Analysis, Workforce Analytics.

Introduction

Human Resource Management (HRM) is now more than simply an administrative responsibility; it is a strategic asset that affects the quality of recruitment, employee productivity, stability of the workforce, skill development and organizational performance (1). Traditional HRM system practices are usually based on manual screening of resumes, manager appraisal, periodic performance check and experience-based judgement (2). These practices may be helpful, but can become time-consuming, unreliable and subjective when managing large applicant and employee stores (3). Indeed, with the advent of modern HRM, a more analytical and data-driven approach to recruitment, performance management, training and attrition control and workforce planning (4) becomes more critical than ever. Digital HR processes have also created a vast amount of employee information such as resumes, employee

profiles, attendance, appraisals, training, feedback and promotions and attrition patterns (5). But data alone will not have a positive impact on HR decisions unless properly sifted into actionable knowledge (6). Machine learning has the ability to uncover patterns within complex HR data and enable predictive decision-making based on past data (7). AI and machine learning have proven to be useful in resume screening, candidate classification, performance prediction and attrition analysis (8). Many applications, however, solve individual HR issues and not the entire employee lifecycle (9). AI's ability to make shortlist decisions in HRM, based on data from resumes, is one of the first fields where the machine has been put to use (10) and can help classify resumes and eliminate manual screening (11). However, recruitment is just the first step in the employee journey – the next steps are development,

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engagement and retention and workforce planning (12). Thus, recent research focuses on HRM-enabled AI technology and human-centered employee development and organizational uptake (13). Machine learning can also be used to forecast employee performance based on attendance, skills, training, feedback and job role suitability (14) and attrition models can be used to find the signs of attrition and resignation risk (15). However, most current approaches are task specific and fail to provide a systematic linkage between recruitment, performance, training, engagement, attrition and workforce planning (16).

This is an important restriction, because HR decisions are inter-related. The outcomes of recruitment can affect performance later on, performance trends can dictate skill and training requirements, training can guide development and engagement can affect retention (17). These functions can be treated in isolation and may result in disjointed findings. To link HR decision areas within a single framework and to shift from uncoordinated HR analytics to coordinated human capital intelligence (18), an employee lifecycle perspective is needed. The growing use of AI in HRM raises concerns regarding transparency, privacy, fairness, accountability and human oversight (19). The automated HR decisions can affect recruitment, promotion, access to training and employee experience (20). Hence, machine learning systems should not be treated as black boxes, but their results should be interpretable and should be checked by humans (21). The research

findings in responsible AI in HRM and AI assisted resume screening indicate that explainable, ethical and human-supervised systems are crucial in HRM and fairness and bias control are important in candidate evaluation (22, 23). Modern HRM systems should, therefore, include predictive intelligence and privacy-enhancing processing, explainability and HITL (human in the loop) validation. Although there has been increasing research on AI in HRM, there has not yet been any effort put into creating a single infrastructure connecting human capital intelligence and machine learning-powered tools throughout the employee lifecycle. While there are task-specific models in the literature, there is a lack of models that consider the incorporation of recruitment intelligence, prediction of performance, assessment of attrition risk, detection of skill gaps, recommending training, measuring sentiment, providing explainable support and human validation of the decisions. To fill this gap, the present study suggests a conceptual framework of machine learning integration between human capital intelligence and responsible algorithmic decision support (24). The framework includes the following seven layers: HR data acquisition, preprocessing, feature engineering, machine learning prediction, explainable AI, decision-support visualization and human validation, as well as fairness and data handling according to privacy regulations, bias minimization and human supervision.

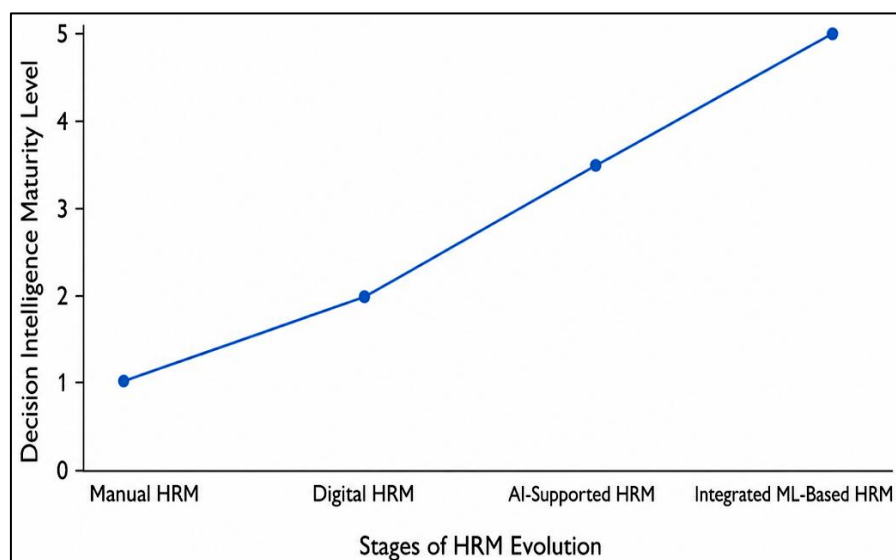


Figure 1: Conceptual Evolution of HRM Decision Intelligence

The uniqueness of this study is the machine lifecycle approach of conceptualizing machine learning in HRM starting from the employee lifecycle. The approach considers recruitment, performance, attrition and training not as separate issues, but as linked with explainable decision support and human validation (25). It assists and does not supplant HR managers with evidence-based insights, while maintaining human judgment (26). The framework can be used to predict staffing needs, understand employee performance, pinpoint skill deficits and anticipate staff turnover (27). It can potentially free up HR workers from routine work, enabling them to engage more with their employees, develop their people, improve engagement, provide counselling and plan their workforce (28-30). But it is not a replacement for HR professionals, it is a tool to help in decision making. The progression of HRM decision intelligence is shown from manual administrative practices to integrated machine-learning-based decision making, as shown in Figure 1 and is a journey of maturity through digitization, predictive analytics, explainability and human oversight.

Methodology

Proposed Machine Learning

Framework for Next-Generation HRM

The suggested framework is a conceptual design of a seven-layer machine-learning-based system that combines various HRM functions into a unified employee-lifecycle decision-making process. The framework described in this article is not an actual software implementation or a predictive model that has been tested experimentally. Instead, it specifies interrelations between data sources, data processing, machine learning, explainability, decision visualization and human validation. Thus, the framework should be considered as a system design that can be implemented and tested in the future.

This conceptual process can be written as:

HR Data Acquisition → Data Preprocessing → Feature Engineering → Machine Learning Prediction → Explainable AI → HR Decision-Support Dashboard → Human Validation

Table 1 summarizes the input data, the machine-learning roles as well as the HRM output expected by each of the functional components involved. It illustrates how a variety of organizational data

sources can help with recruiting, employee performance, retention, training and employee-experience decisions. Explainability and human validation also feature prominently in the table as they are part of responsible HR decision making.

Data Acquisition Layer

The Data Acquisition Layer is the first stage in the proposed framework, in which the data from various human resource sources are consolidated. It aggregates data from resumes, job descriptions, employee data, attendance data, performance evaluations, training, employee feedback, promotions, salary progression, engagement and attrition. The end result of this stage is a stream of raw HR data that can be passed into the next stage, which is the preprocessing layer.

Data Preprocessing Layer

The Data Preprocessing Layer is used to process HR data into an analytical form. It can be used to remove duplicates, handle missing values, perform data standardization, encode categorical data and de-identify data. Privacy-aware processing also features, with an effort to reduce the unnecessary personal data and control sensitive or non-job-related attributes. The result of this layer is a cleaned and structured HR dataset.

Feature Engineering Layer

The Feature Engineering Layer transforms processed HR data into decision-oriented variables. For recruitment intelligence, potential features include qualification relevance, skill match, experience, certification strength and job-role compatibility. Employee-performance-related variables may include attendance trends, training participation, historical appraisal patterns, task completion and role suitability. Attrition-related features may include workload, salary progression, promotion delay, engagement trends and feedback sentiment. The output is a set of structured feature representations associated with specific HR decision functions.

Machine Learning Prediction Layer

The Machine Learning Prediction Layer conceptually supports multiple predictive and analytical HR tasks. Natural Language Processing can be used to extract skills, qualifications and experience from resumes and to analyse employee feedback. Support Vector Machine may support candidate classification, while Random Forest and XGBoost may be applied to performance and attrition-related prediction tasks. Regression-

based approaches may estimate continuous performance values, whereas deep learning methods may support the analysis of long-term or sequential employee behaviour.

The framework does not prescribe a single algorithm for all HR decisions. Instead, model selection is expected to depend on the type, structure and objective of the HR data being analysed. The output of this layer consists of predictions, classifications, risk levels, or recommendations associated with recruitment, performance, attrition, skill development and employee sentiment.

Explainable Artificial Intelligence Layer

The Explainable Artificial Intelligence layer converts machine learning outputs into interpretable decision information. For example, a recruitment output may identify skill match, relevant experience, or missing job requirements as major decision factors. An attrition-risk output may highlight workload trends, delayed promotion, salary stagnation, or declining engagement as influential variables. Similarly, a training recommendation may be explained through identified skill gaps or role requirements. The purpose of this layer is to reduce black-box dependency and provide HR professionals with an understandable basis for reviewing machine learning-supported predictions. Explainability is treated as an integral architectural function rather than an optional post-processing activity.

HR Decision-support Dashboard Layer

The HR Decision-Support Dashboard conceptually presents model outputs and explanations in an organized form for HR professionals. Potential outputs include candidate suitability rankings, employee performance indicators, attrition-risk categories, identified skill gaps, training recommendations, sentiment trends and corresponding explanatory factors. The dashboard is intended to support interpretation and comparison rather than automatically execute HR actions. Thus, prediction outputs are transformed

into structured decision-support information before human review.

Human Validation Layer

The Human Validation Layer represents the final decision stage of the proposed architecture. HR professionals review, interpret, modify, accept, or reject the recommendations generated by the preceding layers. Human validation is particularly important because employment decisions involve contextual, organizational, ethical and interpersonal considerations that cannot be completely represented through historical data. Accordingly, the proposed framework adopts a human-in-the-loop approach in which machine learning provides analytical assistance, while final responsibility remains with authorized HR professionals. The framework therefore positions algorithmic intelligence as a decision-support mechanism rather than an autonomous decision-maker.

The conceptual contribution of the proposed framework lies in connecting these seven processing layers with eight interconnected HR functional components: recruitment intelligence, employee performance prediction, attrition-risk analysis, skill-gap identification, training recommendation, sentiment analysis, explainable decision support and human validation. Recruitment information can conceptually inform subsequent role suitability and development analysis; performance trends can support skill-gap identification; identified skill gaps can guide training recommendations; and engagement or sentiment trends can contribute to attrition-risk analysis. Through these relationships, the framework establishes an employee lifecycle perspective rather than treating each HR function as an isolated machine learning application.

The proposed architecture therefore advances existing task-specific AI-HRM approaches by providing a unified, explainable, privacy-aware and human-supervised conceptual structure. Its purpose is to define the functional basis for future system development and empirical validation using organizational HR datasets.



Figure 2: Proposed Machine Learning Framework for Next-generation Human Resource Management

Figure 2 represents the functioning principle of the proposed machine-learning-based human resource management system. It depicts transformation of organizational data into recruitment intelligence, performance prediction model, attrition-risk analysis, skill-gaps detection, training recommendation and sentiment analysis.

The results of explainable AI and dashboard as the elements of the system under consideration are manifested in providing transparent recommendations. Finally, human oversight is required to make ethically and contextually aware professional HR decisions.

Table 1: Functional Components of the Proposed Machine Learning-based HRM Framework

Functional Component	Input Data	Machine Learning Role	HRM Outcome
Recruitment Intelligence	Resumes, job descriptions, qualifications, skills, experience, certifications	Uses NLP and classification models to extract resume features, match candidate profiles with job requirements and rank applicants	Faster candidate shortlisting, improved job-role matching and reduced manual screening burden
Employee Performance Prediction	Attendance records, experience, training history, appraisal scores, feedback, task completion, role suitability	Applies predictive models such as Random Forest, XGBoost, regression and deep learning to estimate future performance trends	Early identification of high performers, employees needing support and promotion-ready employees
Attrition Risk Analysis	Job satisfaction, workload, salary growth, promotion delay, engagement level,	Detects hidden resignation-risk patterns and classifies employees	Proactive retention planning, counselling, workload balancing and

	attendance change, feedback sentiment	into low, medium, or high attrition-risk levels	career-support interventions
Skill-Gap Identification	Employee skill profile, job requirements, training records, future role expectations	Compares existing employee skills with current and future organizational skill requirements	Identification of missing skills, role mismatch and employee development needs
Training Recommendation	Skill-gap results, performance trends, career path, role requirements, organizational priorities	Recommends personalized training programs based on employee needs and future workforce goals	Targeted training, improved employee capability and better workforce readiness
Sentiment Analysis	Employee feedback, appraisal comments, engagement surveys, grievance notes, exit interviews	Uses NLP to identify positive, negative, or neutral sentiment and detect workplace concerns	Better understanding of employee experience, dissatisfaction themes and engagement risks
Explainable AI Support	Model predictions, feature importance, risk factors, recommendation reasons	Generates interpretable explanations for recruitment, performance, attrition and training outputs	Transparent decision-making, improved trust and reduced black-box dependency
Human Validation	Dashboard outputs, AI recommendations, HR manager review, organizational context	Allows HR professionals to review, validate, modify, or reject AI-generated recommendations	Human-supervised, ethical, fair and accountable HR decision-making

Table 1 provides an overview of the proposed framework's functional components, input data, machine learning roles and expected human resource management outcomes. The table explains how recruitment, performance, attrition, skills, training and employee sentiment analysis can be achieved using the described interconnected data sources. In addition, the table demonstrates how explainable AI could make model findings interpretable and actionable by providing reasons and recommendations. The human validation step ensures that algorithmic results are reviewed and approved before taking any action regarding employees.

Functional Architecture of the Proposed Framework

The proposed design of the functional architecture enables the future HRM process to be structured, transparent and supervised by humans. It utilizes a layered design where uncleaned raw HR data from various sources such as résumés, employee

profiles, attendance records, feedback forms, performance reports, is cleaned, transformed, analysed, explained and validated before going through the decision-making process. The architecture comprises seven steps: Data Acquisition, Data Preprocessing, Feature Engineering, Machine Learning Prediction, Explainable AI, HR Decision-Support Dashboard and Human Validation.

Figure 3 below represents the seven-layer functional architecture of the proposed human resource management framework. In this framework, the raw HR data are gradually collected, cleansed, transformed, analysed, explained, visualized and evaluated by the human resource analysts. Indeed, each layer plays a particular role while passing the information to the subsequent stage. Besides, the layered approach ensures transparency, traceability, privacy, bias control and accountability in achieving machine-learning-based decision-making.

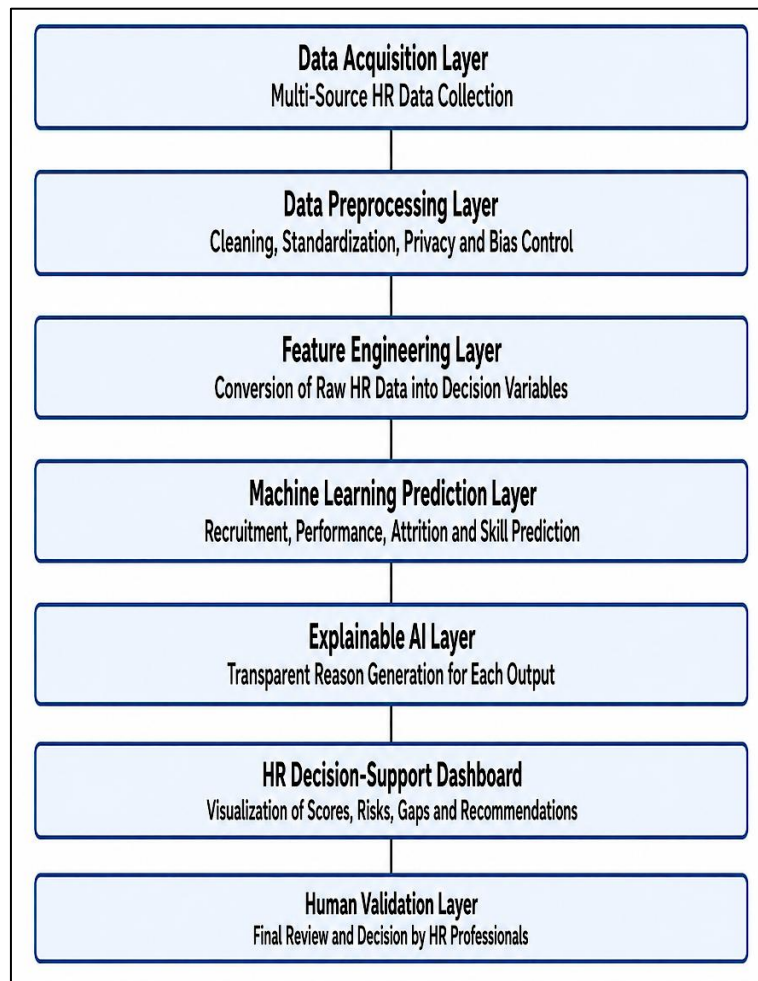


Figure 3: Functional Architecture of the Proposed HRM Framework

Results and Discussion

The present section focuses on conceptual and architectural comparisons rather than presenting experimental results. The proposed framework is discussed in terms of breadth of application, range of covered decision categories, explainability, privacy awareness and level of human involvement. In addition, the framework's conceptual novelty is evaluated against similar works on artificial intelligence and machine learning in human resource management.

Comparative Analysis of Existing and Proposed HRM Systems

Studies on artificial intelligence (AI) in human resource management (HRM) have predominantly focused on recruitment processes such as screening, categorization and candidate selection. More recent works, however, highlight the need to go beyond recruitment and consider employee-related matters such as performance prediction, retention and skill development. The proposed framework builds upon this trend by linking

recruitment intelligence to performance, learning, attitude, retention and workforce planning. Thus, compared to existing solutions, the main conceptual novelty lies in broader coverage of the employee lifecycle.

The broader coverage reflected in Figure 4 is largely aligned with recent studies demonstrating the potential of machine learning in performance prediction, attrition analysis and workforce analytics. Studies on explainable AI in attrition highlight workload, compensation, job satisfaction, promotion prospects, engagement and performance as key contributors to personnel turnover. In a similar vein, attendance, training, feedback and appraisal can be used to predict performance. Unlike existing solutions that focus on one category of decisions, the proposed framework covers recruitment, performance, attrition, skill and training analytics within the same conceptual architecture. Nevertheless, this conceptual coverage needs to be validated using empirical data.

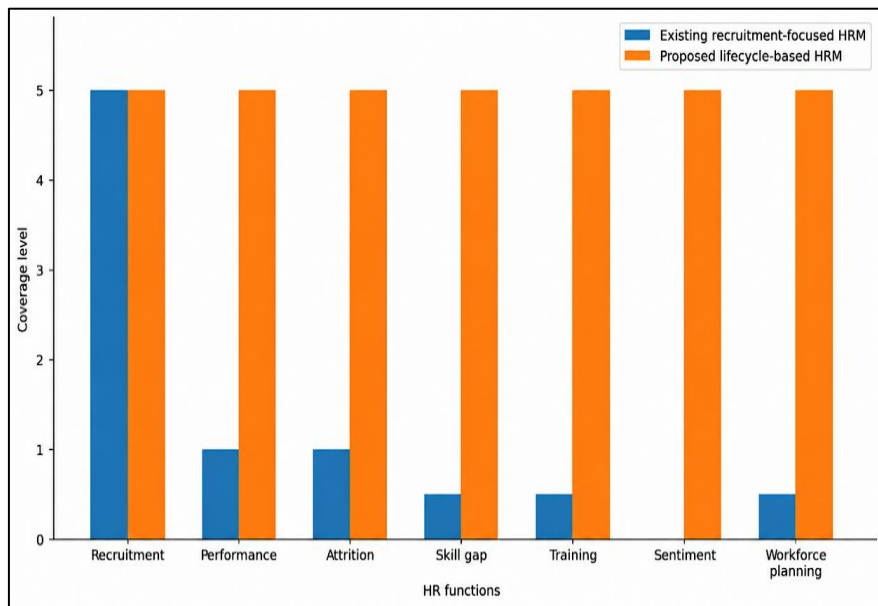


Figure 4: HR Function Coverage: Existing System vs Proposed Framework

Figure 4 compares the functional coverage of an existing recruitment-focused AI system to the proposed employee-lifecycle system. The latter covers not only recruitment but also performance, attrition, skill gaps, training, sentiment and planning and thus, is broader in scope. The figure shows the relative breadth of the proposed architecture, not the depth or the experimental results. The latter would need to be established through testing and evaluation.

Recruitment-driven AI models predominantly utilize candidate-related information such as experience, education, skills and qualifications. This is understandable given the focus on recruitment, but a more comprehensive approach to employee lifecycle management often requires additional information such as attendance, performance, training, promotions, engagement, compensation, workload, feedback and attrition. Thus, the proposed framework was designed to conceptualize multi-source decision support for

both pre-employment and post-employment stages.

The framework extends traditional classification-based outputs beyond candidate screening, rejection and ranking. Instead, it focuses on providing recommendations, assessing performance, identifying attrition risk, retaining workforce, detecting skill gaps, recommending training and planning for the workforce. Explainable AI identifies the principal factors influencing candidate shortlisting, employee-performance prediction, attrition-risk classification and training recommendations. Privacy-preserving preprocessing, proper treatment of sensitive attributes and human monitoring are paramount in training this framework for transparent and responsible HR decision-making. Thus, the architecture puts AI as a tool that supports rather than replaces human decision-making in HR processes.

Table 2: Comparative Analysis of Existing and Proposed HRM Systems

Comparison Criteria	Existing Recruitment-Focused AI Model	Proposed Full HR Lifecycle ML Framework
Main focus	Candidate shortlisting and resume screening	Complete HR lifecycle management
HR coverage	Recruitment stage only	Recruitment, performance, attrition, training, sentiment and workforce planning
Data source	Mainly resume and candidate profile data	Resumes, employee profiles, attendance, performance, feedback, training, salary growth, promotion and attrition data
Prediction type	Candidate suitability prediction	Candidate suitability, employee performance, attrition risk, skill gap, training need and employee sentiment
Decision output	Shortlist or ranking	Prediction, explanation, recommendation and HR action support

Explainability	Limited explanation of model decision	Explainable AI layer showing reasons behind each recommendation
Fairness control	May be affected by historical hiring bias	Bias-aware preprocessing and human validation
Privacy protection	Limited focus on candidate data privacy	Privacy-conscious data handling across HR lifecycle
Human role	HR reviews shortlisted candidates	HR validates all AI-supported recommendations
Strategic value	Improves recruitment efficiency	Supports workforce planning, retention, development and organizational performance

The main difference between the proposed concept and the existing AI model focused on the recruitment process is outlined in Table 2 above. It compares the final employee lifecycle model and the recruiting-centric approach in terms of features, functions, data used, predictions, generated decisions, explainability, fairness, privacy, human role and strategic value. Compared to the recruitment-focused model, the proposed AI concept was expected to address a more comprehensive set of functions and serve as a conceptual basis for both pre-employment and post-employment stages of the human resource lifecycle. Nevertheless, these benefits should be supported by the analysis of the company's data and the trial implementation of the suggested model.

Ethical, Privacy and Fairness Considerations

Ethical, privacy and fairness considerations are particularly important in the context of AI-driven HRM because various aspects of employment such as hiring, promotion, training, compensation, career development and employee wellbeing can be profoundly affected by these technologies. Thus, when evaluating the proposed framework, it is important to go beyond traditional accuracy considerations and analyze ethical implications.

Biases can be embedded in historical records of recruitment, appraisal, promotions, compensation and retention decisions. Thus, certain sensitive categories such as religion, caste, marital status, photographs and residential address should either be removed, anonymized or carefully governed when developing AI-driven models. At the same time, age, gender and other protected categories should be handled with care and subjected to fairness considerations rather than being used as proxies for predicting performance or other characteristics. In terms of model features, the focus should be on employee-related and job-

related variables such as qualifications, skills, experience, training, role suitability, performance and feedback.

Employee records often contain various types of sensitive information such as résumés, salary, appraisal results, attendance, grievances, feedback and exit interviews. Thus, it is important to minimize the inclusion of sensitive and identifiable information, apply strict data access control, ensure data encryption and implement secure storage and data retention policies. In addition, workers and applicants should be made aware of what information is collected and how it is used in AI-driven HRM.

Explainability is a critical consideration in the context of AI-driven HRM because employees and applicants should understand how their performance, suitability for employment and other aspects are predicted. Thus, while the framework utilizes machine learning algorithms for decision support, it also incorporates human supervision to ensure that employee-related decisions follow ethical guidelines and regulatory requirements. Human involvement is particularly important in training and testing AI systems, reviewing suggested decisions and ensuring that context, situational factors, employee needs and other considerations are taken into account.

Various recent works highlight the importance of ethical considerations, fairness and privacy in AI-driven HRM. Studies on AI-driven résumé screening and candidate selection highlight the risk of reinforcing existing biases in hiring practices. Reviews of responsible AI in HRM also highlight the importance of transparency, accountability, explainability and human oversight in organizational decision-making. Similarly, the fairness of AI-driven personnel decisions and employee attitudes toward such decisions are important considerations. Thus, human-centered approaches are often needed to ensure that AI-driven HRM promotes sustainable employee

relations and achieves long-term business objectives.

Practical Implications

The proposed framework can help organizations implement AI-driven decision support for recruitment, performance management, employee retention, learning and development and workforce planning. First, it allows considering different aspects of candidate recruitment such as analyzing applications, identifying required skills, comparing candidates' qualifications and recommending suitable applicants. It may help reduce manual screening of applications and allow focusing on more involved stages of candidate selection. The framework can also facilitate employee performance management, identify drivers of engagement and retention and recommend training and other forms of professional development.

The actual impact of the framework is difficult to estimate because it will depend on various factors such as data quality, technological capabilities, organizational and employee readiness, domain-specific expertise and ethical considerations. Thus, before implementing the framework in practice, it is important to conduct pilot studies and identify factors that will affect its application in a specific organization or industry. The framework should also be tailored to the specific ethical, legal and workforce development considerations in a particular context. All users should be trained to understand how the framework works and how its recommendations should be integrated into existing decision-making processes.

Limitations and Future Research

The proposed framework has several limitations that should be acknowledged. First, the present study is conceptual and architectural in nature and does not report a complete software implementation or experimental evaluation using a real-world organizational HR dataset. Therefore, the practical effectiveness, predictive accuracy, scalability and computational performance of the proposed framework remain to be empirically established. Second, the quality of machine learning-supported HR decisions may depend heavily on the completeness, consistency and representativeness of organizational HR data. Missing records, inconsistent appraisal practices, historical decision bias and differences in data

collection procedures may influence future model performance.

Third, HR policies, organizational cultures, workforce structures and legal requirements differ across industries and geographical regions. Consequently, the proposed framework may require organizational and contextual adaptation before practical deployment. Fourth, although privacy-aware preprocessing, explainability, bias minimization and human validation are included as conceptual design principles, the present study does not quantitatively evaluate fairness metrics, privacy guarantees, or bias-mitigation techniques. The framework also does not prescribe a single machine learning algorithm for every HR function because model suitability may vary according to the data structure, decision objective and organizational context.

Future research should implement and empirically validate the proposed framework using real-world and ethically governed HR datasets. Comparative experiments may evaluate Support Vector Machine, Random Forest, XGBoost, regression-based approaches, deep learning and Natural Language Processing methods for different HR decision tasks. Future studies should assess model performance using suitable metrics such as accuracy, precision, recall, F1-score, area under the receiver operating characteristic curve and task-specific regression measures where appropriate.

Further research should also investigate fairness-aware machine learning, bias detection, privacy-preserving analytics and explainable artificial intelligence techniques in sensitive HR decision environments. Longitudinal studies may examine how integrated machine learning-supported HR decision-making influences employee performance, retention, training effectiveness, workforce readiness and organizational sustainability over time. In addition, future implementations should evaluate HR manager acceptance, employee trust, system usability and the effectiveness of human-in-the-loop validation. These directions can support the transition of the proposed conceptual architecture into an experimentally validated, responsible and organization-ready HRM decision-support system.

Conclusion

This study proposed a conceptual seven-layer machine-learning framework for human capital intelligence and next-generation Human Resource

Management (HRM). The framework attempts to address the shortcomings of existing approaches to screening and shortlisting candidates, analyzing performance or attrition-related issues and utilizing isolated aspects of artificial intelligence in recruitment, performance management and other areas of HRM. The proposed machine-learning framework comprises Data Acquisition, Data Preprocessing, Feature Engineering, Machine Learning Prediction, Explainable Artificial Intelligence, an HR Decision-Support Dashboard and Human Validation layers, which together enable the end-to-end processing of data relevant to various aspects of the employee lifecycle in order to obtain interpretable results useful in people analytics and evidence-based decision-making. The study's main contribution consists in conceptually linking together processes associated with pre-employment and post-employment stages of the staff member lifecycle and proposing a comprehensive approach to analysing recruitment, performance, attrition, skill-gap, training, engagement and planning data with the aid of modern technologies while accounting for privacy, bias and human validation issues.

The framework designed in this study can potentially facilitate numerous aspects of evidence-based HR decision-making, including, but not limited to, candidate-screening and selection, analysis of training-related needs, attrition forecasting and mitigation, performance evaluation and prediction, as well as workforce planning and management. In each case, the ability of the described framework to produce interpretable results may contribute to contextualizing machine-learning (ML) assisted findings and facilitating their incorporation into the existing HR strategies. At the same time, it is important to recognize the limitations of this conceptual framework, which includes no actual implementation of the proposed approach as a working prototype. Furthermore, while this framework highlights the importance of considering employee-related issues both before and after recruitment, there is no data to support the claims regarding the usefulness of this approach. Thus, further research is needed to actually test the validity of this framework by implementing it as an ML-driven application and assessing its performance in terms of fairness, bias,

privacy, performance, organizational impact, scalability and other relevant factors.

There is a need for future research to build upon this conceptual framework by developing an actual working prototype and testing its performance on relevant data using the necessary fairness, accountability and transparency provisions. In particular, future studies can compare the performance of various ML methods, including but not limited to Support Vector Machine, Random Forest, XGBoost, regression models, deep learning architectures and natural-language-processing-based algorithms, for different tasks related to employee analysis and management. More research is needed to understand how effective the various aspects of this framework, as applied to different business settings, would be in terms of predictive performance, privacy, fairness, interpretability, bias-mitigation and other relevant factors. In addition, it may be valuable to engage with actual HR managers and employees in an extended study in order to explore this framework's potential utility in practice. This study hopefully serves as a foundation for further research into building comprehensive ML-based systems for addressing diverse issues related to people analytics and human capital intelligence.

Abbreviations

AI: Artificial Intelligence, DL: Deep Learning, EDA: Exploratory Data Analysis, HCM: Human Capital Management, HRM: Human Resource Management, ML: Machine Learning, NLP: Natural Language Processing, SVM: Support Vector Machine, RF: Random Forest, XAI: Explainable Artificial Intelligence.

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Author Contributions

Susan Jayaseeli Manuel V: Conceptualization, Manuscript Preparation, Tharini RS: Framework

Development, Methodology, Review, Mohanraj P: Literature Analysis, Manuscript Editing, Anto Pravin Singh D: Conceptual Analysis, Technical Review, Lakshmi S: Writing, Revision of the Manuscript, Soundararajan K: Supervision, Critical Review, Final Manuscript Validation. All authors reviewed and approved the final manuscript.

Conflict of Interest

The authors declare that they have no conflict of interest.

Data Availability

No empirical dataset was generated or analyzed in the present study because the proposed framework is conceptual and architectural in nature. The study is based on the conceptual integration and analysis of existing research literature.

Declaration of Artificial Intelligence (AI) Assistance

The authors acknowledge the use of generative AI solely to assist in the paraphrasing and language refinement of certain parts of the manuscript. All AI-assisted content was critically reviewed, edited and verified by the authors to ensure accuracy, originality and compliance with academic standards. No generative AI tool was used to create, modify, or enhance any figure in this manuscript. All figures were independently developed by the authors and were not reproduced or adapted from previously published material. The authors take full responsibility for the integrity and validity of the manuscript.

Ethics Approval

Not applicable.

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