Africa's Preparedness for AI-Driven HRM Practices: A Systematic Literature Review

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Abstract
Artificial Intelligence (AI) is transforming Human Resource Management (HRM) globally, reshaping recruitment, workforce analytics, and employee engagement. While the Global North has advanced rapidly, Africa's adoption remains limited and uneven due to infrastructural gaps, weak regulatory frameworks, and low AI literacy. This study employs a systematic literature review (SLR) guided by PRISMA methodology to assess Africa's readiness for AI-driven HRM across six dimensions: digital infrastructure, policy frameworks, organizational capacity, skills readiness, ethical and cultural alignment, and employee well-being. The findings highlight a dual reality. On one side, Africa struggles with poor broadband penetration, fragmented policies, and insufficient training among HR professionals. On the other, positive developments are emerging, including innovation hubs in Kenya and Rwanda, growing digital literacy in South Africa, and increasing university–industry partnerships. Comparative insights from the Global North and peers such as India reveal both shared challenges and valuable learning pathways. This review contributes to knowledge by moving beyond deficit-based perspectives. It underscores Africa's unique opportunities to pursue Afrocentric, ethically grounded, and culturally sensitive strategies for AI integration in HRM. In doing so, it emphasizes context-specific approaches that can transform AI adoption into an inclusive and responsible driver of organizational change and human development.
Keywords: Artificial Intelligence, Human Resource Management, Africa, Digital Transformation, Ethical AI, Systematic Literature Review

Introduction

Artificial Intelligence (AI) has evolved from being a futuristic concept to becoming a practical and transformative reality in organizational life. Within the domain of Human Resource Management (HRM), AI now supports critical functions such as recruitment, workforce analytics, employee development, and administrative efficiency. Global studies demonstrate how AI tools optimize hiring, forecast workforce needs, and personalize employee learning, particularly in contexts where digital ecosystems are robust and supported by clear regulatory frameworks (Marler & Parry, 2021; Jatobá et al., 2022).

In Africa, however, the trajectory of AI adoption in HRM reflects a paradox. On one hand, the continent remains digitally marginalized in many areas, with low broadband penetration, unreliable power supply, and limited AI literacy hindering large-scale adoption (World Bank, 2023; ITU, 2023). On the other, countries such as South Africa, Kenya, and Rwanda are demonstrating potential by rolling out national digital strategies, creating innovation hubs, and attracting investment into technology-driven sectors. These dynamics position Africa as both a frontier of opportunity and a region facing profound structural and cultural constraints (Mhlanga, 2022; Kshetri, 2021).

A distinct feature of the African context is the influence of cultural philosophies such as Ubuntu, which prioritize empathy, social cohesion, and participatory decision-making (Mbiti, 1990; Mugisha, 2021). These relational values stand in tension with the often opaque, data-driven decision processes associated with AI systems. Consequently, any assessment of Africa's readiness for AI-driven HRM must move beyond technological metrics to consider institutional, cultural, and ethical realities.

This paper argues for such a holistic evaluation. The rationale for undertaking this review is threefold. First, Africa remains underrepresented in global scholarship on AI and HRM. By contextualizing African realities, this study bridges a significant geographic and conceptual gap in the literature. Second, while previous research often emphasizes deficits—such as infrastructural weaknesses or policy vacuums - this paper highlights emerging strengths including mobile-first ecosystems, university–industry partnerships, and innovative HR practices in select countries. Third, the study provides comparative insights by examining lessons from the Global North and other Global South regions, particularly India, to inform Africa's pathways to AI adoption.

Methodologically, the study employs a systematic literature review guided by the PRISMA framework. It synthesizes findings across six interconnected dimensions: technological infrastructure, policy frameworks, organizational capacity, skills readiness, ethical and cultural alignment, and employee well-being. By doing so, the study provides an evidence-based assessment that illuminates both challenges and opportunities.

The contribution of this research is therefore twofold. Theoretically, it advances discourse by integrating ethical and cultural considerations, often overlooked in AI-HRM scholarship, into readiness assessments. Contextually, it demonstrates that Africa's adoption of AI in HRM must be both pragmatic and aspirational, rooted in local realities while engaging with global best practices. Ultimately, the study underscores that the path to AI-enabled HRM in Africa is

not merely about catching up technologically, but about shaping a uniquely Afrocentric approach to digital transformation that is inclusive, ethical, and sustainable.

Literature Review

The readiness of Africa to integrate Artificial Intelligence into Human Resource Management has been debated extensively, though much of the scholarship remains fragmented. This literature review brings together insights from academic research, policy reports, and comparative studies to provide a holistic picture of Africa's preparedness. Six dimensions emerge as particularly critical: technological infrastructure, AI-HRM integration and practices, institutional frameworks, human capital, ethical and cultural alignment, and employee well-being.

Technological Infrastructure and Digital Ecosystems

A foundational requirement for AI adoption is robust infrastructure. Sub-Saharan Africa continues to experience low broadband penetration and unstable electricity supply, particularly in rural regions (ITU, 2023; World Bank, 2023). Nevertheless, bright spots exist. Kenya's Konza Technopolis and Rwanda's Smart City projects highlight the role of innovation hubs and public–private partnerships in creating enabling environments (Munyua & Mutula, 2022). Moreover, Africa's mobile-first orientation, demonstrated through fintech successes, suggests untapped potential for HR digital platforms (GSMA, 2022).

Table 1

Comparison of Digital Infrastructure in Selected African Countries

	Country	Broadband Penetration (%)	Smart HR Systems Adopted	Key Limitation
1	South Africa	68	Yes (Large MNCs)	Policy fragmentation
2	Rwanda	51	Pilot programs	Small market scale
3	Kenya	43	Emerging (Startups)	Inconsistent rural coverage
4	Nigeria	38	Limited	Power reliability and cost
5	Uganda	32	Low	Digital literacy and cost

Sources: ITU (2023), Okatta et al. (2024), World Bank (2023)

AI-HRM Integration and Practices

Most African organizations use digital tools for basic administrative tasks such as payroll and attendance monitoring. Few engage AI in strategic functions such as predictive workforce analytics or AI-assisted recruitment (Chilunjika et al., 2022). South African financial institutions and Kenyan start-ups provide exceptions, experimenting with AI-driven learning platforms and recruitment chatbots (Okatta et al., 2024). Yet, a recurring critique is that imported AI systems often fail to reflect cultural or organizational realities, leading to disengagement and poor fit (Gomes et al., 2015; Malik et al., 2022).

Institutional and Policy Frameworks
Policy readiness for AI-HRM is limited. While several nations have enacted data protection laws, these are insufficient to address issues such as algorithmic fairness or automated performance reviews (Nabukeera, 2022). South Africa's draft AI policy and Ghana's Digital Transformation Blueprint signal progress, but continental harmonization remains lacking (African Union, 2023). Significantly, the informal sector - representing the majority of Africa's workforce - receives little attention in both academic and policy literature (ILO, 2022).

Human Capital and Digital Skills Readiness
A consistent barrier is the shortage of AI-literate HR professionals. Most HR managers are not equipped with data analytics or algorithmic reasoning skills, limiting their ability to engage meaningfully with AI systems (Mhlanga, 2022). Some universities in Kenya and South Africa have begun integrating AI-HRM modules into their curricula, and digital training platforms such as Andela and ALX Africa provide complementary support (Poisat et al., 2024; Munene & Kiggundu, 2023). However, these initiatives primarily target technology professionals rather than HR practitioners, leaving a gap in specialized training.

Ethical and Cultural Alignment
The African workplace is heavily influenced by cultural philosophies like Ubuntu, which emphasize empathy, inclusivity, and community participation (Mbiti, 1990; Mugisha, 2021). Imported AI systems, largely built on Western data, often neglect these values, sometimes reinforcing exclusionary biases (Ajunwa, 2020; Raghavan et al., 2020). Scholars recommend developing context-sensitive Explainable AI (XAI) models that are transparent and aligned with local epistemologies (Okolo et al., 2024), though such approaches remain largely conceptual.

Employee Well-being and Organizational Trust
Finally, the literature highlights a significant research gap regarding how AI adoption affects employee well-being in Africa. Global studies link algorithmic management to burnout, stress, and diminished trust (Schaufeli & Bakker, 2004; Saks, 2006). In South Africa, HR professionals report concerns about workplace surveillance and digital fatigue (Poisat et al., 2024). Conversely, opportunities exist to employ AI to support well-being, such as through mental health chatbots or participatory performance feedback systems, though these remain underutilized

Methodology
This study adopted a systematic literature review (SLR) design to assess Africa's preparedness for AI-driven Human Resource Management (HRM). The choice of SLR was informed by the need to synthesize a diverse body of literature, identify gaps, and highlight emerging themes with transparency and rigor. The PRISMA framework (Moher et al., 2009) guided the process to ensure replicability and methodological consistency.

Study Design and Purpose
The primary aim was to move beyond fragmented insights by collating evidence on Africa's readiness for AI-HRM across six dimensions: infrastructure, policy frameworks, organizational capacity, skills readiness, ethics, and employee well-being. Unlike narrative reviews, which may be selective, the SLR approach allowed for systematic inclusion and exclusion criteria,

reducing bias while enabling thematic analysis. The review also incorporated comparative perspectives from other regions such as India and the Global North to generate cross-regional learning.

Data Sources and Search Strategy
The literature search drew from major scholarly databases including Scopus, JSTOR, Web of Science, Google Scholar, and African Journals Online (AJOL). Boolean search strings combined keywords such as "Artificial Intelligence AND Human Resource Management AND Africa," "AI ethics AND HRM in Africa," and "Algorithmic HR practices AND Africa." To capture both academic and policy-relevant material, the search extended to conference proceedings and reports by international bodies. The timeframe was January 2010 to March 2024, ensuring both contemporary relevance and historical perspective. Only English-language publications were included, which introduces some linguistic limitations.

Inclusion and Exclusion Criteria
Studies were included if they were peer-reviewed or policy-based, focused on Africa or provided comparative insights involving African contexts, and addressed AI adoption or readiness in HRM. Excluded works included opinion pieces, non-peer-reviewed blogs, and studies addressing AI in non-HRM domains such as agriculture or healthcare. After initial screening of 135 sources, 37 met the full inclusion criteria and were subjected to detailed analysis.

Thematic Analysis
The analysis followed the six-step process outlined by Braun and Clarke (2006). First, all included works were read in full to achieve familiarity and annotated summaries were prepared. Second, an initial coding framework was established using both deductive and inductive approaches. Deductive codes were drawn from existing readiness frameworks (Malik et al., 2022; Marler & Parry, 2021), while inductive codes emerged organically during the review of African-specific literature. Examples included "digital literacy gaps," "policy fragmentation," "employee trust issues," and "ethical resistance to AI."

Third, codes were clustered into broader themes that corresponded to the six readiness dimensions. A theme was retained if it appeared across at least five independent studies and demonstrated relevance to African HR contexts. Fourth, themes were reviewed for coherence and divergences were debated within the research team to strengthen validity (Siddaway et al., 2019). Contradictory evidence was deliberately preserved to avoid confirmation bias.

Fifth, each theme was defined and named in relation to both its challenges and opportunities. For instance, while "technological infrastructure" was characterized by unequal broadband access, it also encompassed opportunities such as mobile-first ecosystems. Finally, the sixth stage involved synthesizing the themes into a structured narrative aligned with the study's objectives. Comparative insights were integrated to situate African experiences within a global context.

Rigor and Limitations
The use of the PRISMA protocol enhanced transparency, while the thematic approach provided flexibility to capture nuanced cultural and ethical dimensions. NVivo software

supported the organization of codes and facilitated cross-comparison. Nevertheless, limitations included the exclusion of non-English literature and the scarcity of quantitative studies on AI-HRM in Africa, which constrained the depth of statistical generalizations. Additionally, the informal sector, though central to African employment, remains underrepresented in the available research.

Findings

The findings from the systematic literature review present a complex picture of Africa's preparedness for AI-driven Human Resource Management (HRM). Six key dimensions—technological infrastructure, regulatory policy, organizational capacity, skills readiness, ethical-cultural fit, and employee well-being - emerged as central to understanding both challenges and opportunities across the continent.

Technological Infrastructure and Digital Ecosystems

The review confirms that digital infrastructure remains uneven. Urban centers in South Africa, Kenya, and Rwanda exhibit increasing adoption of digital HR platforms, while rural areas lag due to unreliable electricity, high costs, and weak connectivity (ITU, 2023; World Bank, 2023). Despite these gaps, mobile-first solutions demonstrate significant potential. Programs such as Kenya's Ajira Digital and Rwanda's Smart Africa initiative show that scalable platforms can be developed when governments collaborate with private partners (GSMA, 2022). Sectoral leaders, including South African banks, have begun using AI-powered performance management systems, suggesting that infrastructure challenges do not preclude targeted adoption.

Regulatory and Policy Readiness

Policy frameworks remain fragmented and largely non-specific to HRM. While Kenya's Data Protection Act (2019) and Nigeria's NDPR (2019) provide some data governance, they do not address algorithmic bias or transparency in HR decisions (Nabukeera, 2022). South Africa's draft AI policies and Ghana's digital transformation strategy highlight emerging awareness (African Union, 2023). Yet, the lack of harmonized frameworks across the continent prevents cohesive governance. Comparative studies show that Latin America, for example, has incorporated labor unions and civil society in AI charters, offering a model Africa could adapt (Jia et al., 2024).

Organizational Readiness and Capacity

Organizational practices differ widely. Multinational corporations operating in Africa often import AI systems from global headquarters, applying predictive analytics or automated recruitment (Gomes et al., 2015). Domestic firms, particularly SMEs and public institutions, are slower to adapt, frequently limiting digital use to payroll management (Boateng, 2022). Barriers include resistance to change, limited IT support, and hierarchical leadership structures that discourage innovation (Kasekende et al., 2020). Nevertheless, case studies from Kenyan fintechs and South African telecoms demonstrate that leadership support and cross-functional collaboration can enable successful pilots.

Human Capital and Skills Readiness

A persistent skills gap constrains AI-HRM adoption. HR professionals often lack training in data analysis, algorithmic literacy, or AI ethics (Mhlanga, 2022). Universities in Kenya, Rwanda, and

South Africa are beginning to introduce HR analytics and AI-related content (Poisat et al., 2024; Munene & Kiggundu, 2023). Meanwhile, platforms such as Andela and ALX Africa build broader digital skills, though these are not always directed toward HR practice. The absence of regional skilling roadmaps limits systematic capacity-building, even as global models, such as India's FutureSkills Prime, provide transferable lessons (Kiran & Kaur, 2021).

Ethical, Cultural, and Governance Alignment
The cultural dimension is critical. African philosophies such as Ubuntu emphasize human dignity, participation, and empathy (Mbiti, 1990; Mugisha, 2021). Imported AI systems often conflict with these values, leading to mistrust and resistance. Bias embedded in Western datasets exacerbates risks of exclusion, particularly for women and minority groups (Ajunwa, 2020; Raghavan et al., 2020). While scholars call for Explainable AI tailored to African contexts (Okolo et al., 2024), operational models remain scarce. Hybrid frameworks that blend algorithmic systems with cultural oversight are still largely conceptual.

Employee Well-being and Trust
Research is sparse on how African employees experience AI-enabled workplaces. International evidence links algorithmic management to burnout, disengagement, and depersonalization (Schaufeli & Bakker, 2004; Saks, 2006). South African HR managers voice concerns about surveillance and mental fatigue (Poisat et al., 2024). Yet AI also offers potential tools for well-being, including chatbots for counseling and participatory dashboards. The absence of longitudinal studies tracking psychological outcomes remains a major gap.

Synthesis
The findings reflect a dual reality: Africa faces deep infrastructural and regulatory challenges, yet it also demonstrates resilience and innovation. The presence of digital hubs, mobile ecosystems, and culturally rich frameworks such as Ubuntu create unique pathways for developing Afrocentric AI-HRM practices. While disparities across countries remain stark, the continent's experiments in mobile integration, digital training, and ethical discourse indicate a foundation upon which inclusive and context-specific models can be built.

Discussion of Findings
The findings of this review underscore the dual reality of Africa's preparedness for AI-driven Human Resource Management (HRM). On one hand, significant challenges persist in infrastructure, policy coherence, and skills readiness; on the other, promising innovations are emerging that highlight Africa's potential to chart its own unique path in AI adoption.

A central challenge lies in technological infrastructure. As documented by the ITU (2023) and World Bank (2023), broadband access and stable electricity remain unevenly distributed, limiting widespread deployment of AI-enabled HR systems. This infrastructural lag aligns with broader scholarship noting that digital divides continue to hinder Africa's participation in the Fourth Industrial Revolution (Mhlanga, 2022). Yet, mobile-first innovations—such as Kenya's Ajira Digital and Rwanda's Smart Africa initiative—suggest that Africa can leverage leapfrogging strategies to bypass traditional infrastructure bottlenecks (GSMA, 2022). These developments illustrate that while infrastructural deficits are real, adaptive models tailored to Africa's context can enable incremental AI-HRM adoption.

Policy frameworks also remain fragmented, with most countries relying on generic data protection laws that inadequately address algorithmic fairness or automated decision-making in HR practices (Nabukeera, 2022). Compared to Latin America, which has incorporated labor unions into AI charters (Jia, Chen, & Zeng, 2024), Africa has yet to build inclusive, participatory AI governance structures. The absence of harmonized frameworks across the African Union further undermines continental collaboration. However, South Africa's draft AI policy and Ghana's digital transformation blueprint provide early evidence of growing regulatory awareness (African Union, 2023).

At the organizational level, disparities in AI adoption reflect differences between multinational corporations and local enterprises. Multinationals often import AI solutions, primarily for recruitment and performance management (Gomes et al., 2015), whereas SMEs and public institutions remain constrained by limited technical capacity and hierarchical leadership cultures (Kasekende et al., 2020). These findings resonate with Stone et al. (2015), who argue that the diffusion of HR technology is often mediated by organizational readiness and leadership support. African fintechs and telecoms, however, demonstrate that localized innovation and strong leadership commitment can overcome such constraints.

Perhaps the most significant bottleneck identified is the skills gap. HR professionals frequently lack training in algorithmic reasoning, data analytics, or AI ethics (Mhlanga, 2022). While initiatives such as Andela and ALX Africa are strengthening digital skills, they are often targeted at IT professionals rather than HR practitioners (Poisat, Cullen, & Calitz, 2024). Without deliberate efforts to mainstream AI literacy into HR curricula, Africa risks entrenching a bifurcated workforce—one adept in technology, the other lagging in HR practice. Lessons from India's FutureSkills Prime program illustrate the value of coordinated, government-supported reskilling strategies (Kiran & Kaur, 2021).

Ethical and cultural alignment also emerged as a critical theme. The philosophy of Ubuntu emphasizes empathy, dignity, and communal participation (Mbiti, 1990; Mugisha, 2021), values that often clash with opaque algorithmic decision-making imported from Western contexts. Scholars caution that uncritical adoption of foreign datasets may reinforce exclusion and bias (Ajunwa, 2020; Raghavan et al., 2020). Developing Afrocentric Explainable AI (Okolo, Dell, & Vashistha, 2024) could provide a pathway to reconcile cultural expectations with technological advancement, ensuring that AI systems foster trust rather than resistance.

Finally, the review reveals a paucity of research on employee well-being in AI-mediated workplaces. Global evidence links algorithmic management to burnout and disengagement (Schaufeli & Bakker, 2004; Saks, 2006), yet African studies remain limited. South African HR managers have voiced concerns about workplace surveillance and digital fatigue (Poisat et al., 2024), underscoring the need for context-sensitive approaches that prioritize worker dignity. Taken together, these findings suggest that Africa's journey toward AI-driven HRM cannot merely replicate Global North models. Instead, it requires adaptive strategies that balance technological adoption with cultural legitimacy, policy coherence, and employee well-being. In doing so, Africa has the potential not only to catch up but also to shape global conversations on ethical, inclusive, and culturally grounded AI in HRM.

Recommendations

The review highlights that Africa's journey toward AI-driven HRM requires a deliberate balance of infrastructure development, regulatory reform, cultural alignment, and employee-centered strategies. Based on the findings, six areas emerge as priorities for governments, organizations, educators, and civil society.

Develop HR-Specific AI Policies

Most African nations rely on broad data protection laws that do not adequately cover HRM-specific challenges such as algorithmic hiring, digital surveillance, or fairness in appraisal systems. Governments should craft AI regulations with explicit provisions for HRM, ensuring transparency, accountability, and employee rights. Regional harmonization through the African Union or sub-regional blocs could prevent fragmented adoption and provide a coherent governance structure.

Expand Infrastructure for HR Technologies

Without reliable digital infrastructure, AI in HRM cannot scale. National ICT agencies should prioritize broadband expansion and subsidized access to enterprise-level HR platforms, particularly for SMEs and public institutions. Mobile-first solutions remain critical in rural and peri-urban areas, with initiatives like Kenya's Ajira Digital providing transferable models. Leveraging partnerships between governments, telecom companies, and technology providers can bridge infrastructural divides.

Build AI and Digital HRM Skills

The shortage of digitally literate HR professionals is among the most pressing barriers. Universities and professional bodies should integrate AI-HRM modules into curricula and professional development programs. Mid-career HR professionals could benefit from certification schemes, delivered through MOOCs or African-based digital academies. Regional HR associations have the opportunity to establish continuous learning pathways that combine technical training with ethical and cultural dimensions.

Promote Ethical and Culturally Sensitive AI

Given Africa's cultural philosophies such as Ubuntu, the continent should champion Afrocentric models of AI adoption that prioritize inclusivity, empathy, and fairness. Organizations should implement Explainable AI tools that allow employees to understand and challenge algorithmic decisions. Establishing ethics boards within large organizations, and embedding participatory design workshops in technology development, can ensure cultural alignment and strengthen trust.

Centre Employee Well-being in AI Adoption

The lack of research on employee well-being in AI-mediated workplaces is a major gap. Organizations should experiment with AI tools that promote mental health and engagement, such as digital counseling platforms or performance dashboards that emphasize feedback and inclusivity. Governments and researchers should support longitudinal studies to monitor the psychological, motivational, and social impacts of AI on workers, ensuring that efficiency gains do not undermine human dignity.

Support Research and Innovation Hubs
Africa needs more homegrown research and innovation in AI-HRM. Regional hubs, hosted by universities in collaboration with governments and industry, can drive empirical studies and develop context-specific solutions. Funding should target underexplored themes such as informal sector dynamics, gender inclusion, and indigenous ethical frameworks. Open-access HR datasets could provide a foundation for training culturally relevant AI systems.

Encourage South-South Collaboration
Africa shares challenges with other Global South regions, yet opportunities for collaboration remain underutilized. Learning from India's AI skilling programs or Brazil's inclusive policy models could inform Africa's context. Cross-regional networks should be established to exchange experiences, co-develop toolkits, and adapt global best practices for local realities.

Table 2
Summary of Key Findings across Six Dimensions

Dimension	Gaps Identified	Emerging Strengths/Opportunities
Infrastructure	Unequal broadband access, poor ICT systems	Mobile-first ecosystems, national tech hubs
Policy & Regulation	Fragmented, non-specific frameworks	South Africa's draft policy; AU strategy in development
Organizational Capacity	Resistance to change, low AI awareness	MNC best practices; public-private pilots
Human Capital	Lack of AI-HRM training	Regional skill-building initiatives in Kenya, South Africa
Ethics & Culture	Imported systems clash with Ubuntu values	Call for Afrocentric XAI and cultural co-design
Employee Well-being	Lack of data, trust issues, digital anxiety	Potential for feedback-based, human-centred AI tools

Conclusion and Contribution to Knowledge
This systematic review assessed Africa's preparedness for AI-driven Human Resource Management (HRM) by synthesizing literature across six key dimensions: infrastructure, policy, organizational capacity, skills, ethical-cultural alignment, and employee well-being. The review reveals persistent challenges in digital access, policy harmonization, and AI literacy. At the same time, it underscores emerging opportunities through mobile-first ecosystems, university–industry partnerships, and culturally grounded frameworks such as Ubuntu that can inform Afrocentric models of AI adoption.

The conclusion affirms that Africa cannot simply replicate models from the Global North. Instead, its trajectory must be pragmatic, context-sensitive, and ethically grounded. Governments, organizations, and educators must coordinate efforts to expand infrastructure, formulate HR-specific AI policies, invest in skills training, and prioritize employee well-being. Embedding cultural ethics in algorithmic systems will also be crucial in building trust and ensuring inclusivity.

Theoretical Contribution

The study extends AI-HRM scholarship by situating Africa within global discourse, providing a six-dimensional framework that integrates structural, institutional, and cultural considerations. It contributes to theoretical debates on ethical AI by introducing Ubuntu as a normative perspective, offering alternative pathways that challenge universalist approaches and highlight the significance of cultural diversity in algorithmic governance.

Contextual Contribution

This research demonstrates that Africa's readiness is not defined solely by limitations. By documenting local innovations, digital literacy growth, and regional collaboration opportunities, the study reframes Africa as an active contributor to global knowledge. Policymakers and practitioners can draw on these insights to design Afrocentric, inclusive strategies tailored to local realities.

Significance to the Body of Knowledge

The research makes a dual contribution. Academically, it enriches existing literature by bridging a gap in AI-HRM studies and providing a conceptual framework to guide further empirical investigations. Practically, it informs the design of policies and organizational strategies that integrate cultural values and employee well-being into AI adoption. In doing so, the study positions Africa not only as an adopter but also as a shaper of global conversations on AI, HRM, and the future of work.

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