



Gender Bias in Human Resource Management: Tracing Thematic Shifts, Emerging Paradigms, and Future Research Agendas

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Abstract:

This study aims to map the development, thematic structure, and research gaps in gender-bias studies within Human Resource Management (HRM), with particular attention to the representation and characteristics of research related to Indonesia. Using a systematic literature review (SLR) combined with bibliometric analysis, this study examined Scopus-indexed publications from the last ten years. The SLR identified, evaluated, and synthesized relevant scholarly works. At the same time, bibliometric analysis using VOSviewer explored publication trends, keyword co-occurrence, and thematic relationships among studies. The findings reveal a significant increase in gender-bias research in HRM, particularly after 2020, reflecting growing academic attention toward organizational equality and inclusive workplaces. Dominant themes include gender equality, gender bias, diversity and inclusion, leadership, and work-life balance. In contrast, emerging themes include unconscious bias, intersectionality, and the integration of artificial intelligence in HRM practices. However, research from Indonesia remains relatively limited, with most studies adopting descriptive approaches and lacking contextual, multilevel, and policy-oriented perspectives. This study contributes by providing a comprehensive research map and identifying future directions for developing more contextual, interdisciplinary, and evidence-based HRM research and practices to address gender bias.

INTRODUCTION

Gender bias in human resource management (HRM) is a major societal issue because employment systems shape access to work, career advancement, income, recognition, and leadership opportunities. When gendered assumptions become embedded in organizational processes, they can shape how organizations recruit, evaluate, develop, and promote employees. Research shows that gender inequities can be reproduced through interconnected organizational processes and practices rather than through isolated decisions (Hing et al., 2023; Inga et al., 2023). Gender discrimination may also restrict women's professional development and progression within organizations (Ketchiwou, 2023; Galsanjigmed, 2023). Consequently, gender bias in HRM is not only an organizational concern but also a broader social issue, as unequal employment opportunities can affect economic participation and professional mobility (Al-Twal & Al-SunnAA, 2025; Reichel et al., 2023). Examining this issue is therefore important for identifying inequality patterns and understanding how organizational practices may sustain them.

Evidence on women's experiences across different employment contexts further underscores the importance of studying gender bias. Research has documented gender

inequities in organizational processes, unconscious bias in HRM, discriminatory practices, and barriers to women's leadership careers (Hing et al., 2023; Inga et al., 2023). Other studies show that women can encounter barriers when transitioning from higher education into professional employment, while gender roles and cultural influences can shape perceptions of male and female workers (Rana et al., 2024; Roles et al., 2023). Work-family conflict is also an important dimension of women's workplace experiences because competing work and family responsibilities can affect workplace performance (Farida et al., 2024; Cavagnis et al., 2023). These findings demonstrate that gender inequality involves multiple organizational and social dimensions. Therefore, understanding how these dimensions have been studied is necessary to identify knowledge patterns and areas for further investigation.

Despite growing attention to gender equality, ensuring equitable employment opportunities remains a broad challenge for organizations and workers. Gender inequality may emerge through formal practices, informal expectations, organizational cultures, and decision-making processes that appear neutral but produce different experiences or opportunities for women and men (Hing et al., 2023; Ketchiwou, 2023). Unconscious bias can further influence the development and interpretation of HRM practices, making gender inequality difficult to identify when it is not explicitly expressed (Inga et al., 2023; Kubiak et al., 2023). Barriers to leadership and career advancement also demonstrate that women's professional progression can be affected by broader organizational and social conditions (Galsanjigmed, 2023; Naguib & Madeeha, 2023). Although workplace interventions have been examined as mechanisms for promoting gender equity, evidence concerning their scope and effectiveness remains diverse (Tricco et al., 2024; Lau et al., 2023). A systematic research map is therefore needed.

In Indonesia, gender bias has also become an important concern in relation to women's professional advancement and organizational participation. Research on Indonesian higher education institutions has documented experiences associated with the glass ceiling and examined its relationship with women's self-efficacy (Syaebani et al., 2023; Tricco et al., 2024). The broader literature indicates that leadership barriers, gender roles, and organizational expectations can shape women's career experiences (Galsanjigmed, 2023; Roles et al., 2023). Gender bias may therefore operate through both organizational mechanisms and socially constructed expectations concerning women's and men's roles (Hing et al., 2023; Inga et al., 2023). However, Indonesian literature on these issues is spread across different subjects, institutional settings, and research approaches. This fragmentation makes it difficult to determine the overall direction, development, and thematic concentration of research on gender bias within HRM practices in Indonesia. A comprehensive mapping is consequently required.

Previous studies have provided valuable evidence regarding gender inequality, but their approaches generally focus on particular mechanisms, populations, or organizational contexts. Research has examined organizational gender inequities, unconscious bias, discriminatory practices, hiring decisions, barriers to women's leadership, and glass-ceiling experiences (Hing et al., 2023; Inga et al., 2023; Ketchiwou, 2023; Syaebani et al., 2023). Other studies have investigated gender equity in recruitment, women's transition into professional life, and interventions designed to address workplace inequality (Kubiak et al., 2023; Rana et al., 2024; Tricco et al., 2024). Although these studies collectively expand understanding of gender bias, they do not provide a comprehensive bibliometric and systematic map focused specifically on research on gender bias in HRM practices in Indonesia (Ekowati et al., 2026; Sironić &

Dabić, 2025). Consequently, the existing evidence remains fragmented, making it difficult to identify dominant themes, emerging research directions, influential studies, and areas that have received limited scholarly attention.

This study's state-of-the-art approach integrates bibliometric analysis and a systematic literature review to map research on gender bias in HRM practices in Indonesia over the last ten years. The study does not merely count publications; it examines the field's intellectual and thematic structure through publication trends, authorship patterns, keywords, citation relationships, and substantive research themes. Bibliometric analysis provides a quantitative representation of how the field has developed, while systematic review enables closer examination of the topics, findings, and research approaches represented in the identified publications. Together, they offer a more integrated understanding of the research landscape. Its novelty lies in linking the literature's structural patterns with the substantive issues investigated by previous researchers. This approach helps reveal research concentrations, identify neglected areas, and establish evidence-based directions for future studies.

The central research problem is the absence of a comprehensive understanding of how research on gender bias in HRM practices in Indonesia has developed, what themes have dominated the field, and which areas remain insufficiently investigated. This study argues that combining bibliometric mapping with a systematic literature review can reveal both the field's structural development and its substantive characteristics. Accordingly, this study examines trends, patterns, and developments in research on gender bias in Indonesian HRM practices during the selected ten-year period. It specifically investigates publication development, authorship, keyword patterns, citation relationships, and major substantive themes. The study is expected to produce an integrated research map that clarifies the current state of knowledge, reveals research gaps, and provides a basis for future research agendas. The findings may also support evidence-informed discussion of gender equity in HRM research and practice.

RESEARCH METHODS

This study employed a Systematic Literature Review (SLR) combined with quantitative bibliometric analysis and descriptive qualitative synthesis. The SLR was selected because the study aims to systematically identify, screen, organize, and synthesize previous research on gender bias in Human Resource Management (HRM) practices in Indonesia. The bibliometric analysis used a quantitative approach to examine publication trends, authorship patterns, keyword relationships, citation structures, and thematic developments within the identified literature (Kumar, 2025; Yan & Zhiping, 2023). The qualitative descriptive synthesis complemented the quantitative mapping by examining the substantive themes, research contexts, and major findings reported in the selected publications (Sahut & Laroche, 2025; Xu et al., 2026). This combined design was appropriate because the research does not involve participants directly but analyzes published scholarly literature as its primary data source. The study therefore provides both a measurable overview and an interpretive understanding of the development of research on gender bias in Indonesian HRM.

The research was conducted through scholarly literature indexed in the Scopus database rather than at a physical research location. Scopus was selected as the primary source because the study focuses on internationally indexed publications on gender bias and HRM practices in Indonesia. The database provides bibliographic information required for quantitative mapping, including publication years, authors, keywords,

affiliations, citations, and source information (Prahani et al., 2024; Yan & Zhiping, 2023). Selecting Scopus also supports systematic identification of relevant publications within a clearly defined database environment and facilitates reproducibility of the literature-search process (Alazaiza et al., 2025; De León Pérez et al., 2024). The unit of analysis consisted of publications that met the predetermined inclusion and exclusion criteria. The literature-search and screening process followed a structured procedure based on the PRISMA framework, including identification, screening, eligibility assessment, and final inclusion of relevant studies (Agrawal et al., 2024; Ghamrawi et al., 2025). Thus, the research setting was conceptualized as a digital scholarly database rather than a conventional geographical location.

Data were collected through systematic document retrieval from Scopus. The search identified publications using keywords related to gender bias, gender equality, gender discrimination, women, and HRM practices, restricted to research on Indonesia. The retrieved records were then screened against predetermined inclusion and exclusion criteria to retain only publications relevant to the research objectives. The authors collected bibliographic metadata from eligible publications, including publication year, authors, keywords, citation information, journal or source, and other relevant publication characteristics. We then organized the selected records into a research dataset for subsequent analysis. We used VOSviewer to process and visualize bibliometric relationships, including keyword co-occurrence, authorship networks, and citation-related structures. In addition, we reviewed the full content of relevant publications to identify substantive themes, methodological characteristics, and major findings. This procedure allowed us to examine quantitative and qualitative evidence together.

Data analysis consisted of quantitative bibliometric analysis and descriptive qualitative synthesis. We analyzed the bibliometric data in VOSviewer to identify publication trends, keyword frequencies, co-occurrence networks, authorship relationships, citation patterns, and thematic clusters. We interpreted the resulting visualizations to identify dominant, interconnected, and emerging research themes on gender bias in Indonesian HRM. The qualitative component involved reviewing the selected publications and organizing relevant findings by recurring themes, research contexts, and identified gaps. Data reduction, or condensation, involved selecting and focusing on information directly relevant to the research objectives. The authors then presented the reduced information through tables, bibliometric maps, network visualizations, and thematic descriptions. Finally, the authors verified the results by comparing patterns across the selected publications and interpreting the consistency of the emerging findings. This analytical process integrated quantitative mapping with qualitative interpretation to produce a comprehensive view of the research landscape.

RESULTS AND DISCUSSION

Results

Publication Trends

The publication analysis shows a clear increase in research attention to gender bias, diversity and inclusion, and human resource management (HRM) from 2015 to 2024. The three topics demonstrate an upward trajectory, although their publication volumes differ across the observation period. In 2015, HRM recorded the highest estimated publication volume, at approximately 200 publications, while Gender Bias and Diversity & Inclusion recorded approximately 100 and 90 publications, respectively. The gap between the three topics gradually narrowed in subsequent years. From 2020

onward, Gender Bias and Diversity & Inclusion grew particularly strongly, bringing their publication volumes closer to the HRM trend. By 2024, Gender Bias reached about 380 publications, Diversity & Inclusion about 370, and HRM about 360. The convergence of these trajectories indicates that gender-related themes increasingly occupy a substantial position within the broader HRM research landscape.

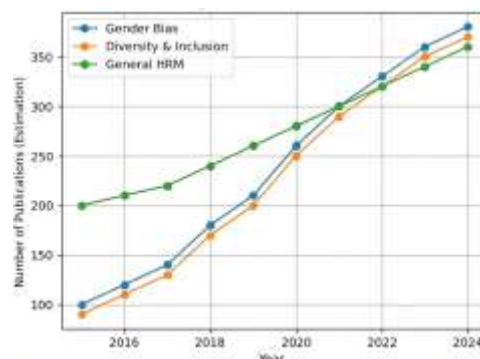


Figure 1. Publication Trends (2015-2024)

The figure illustrates three continuously increasing publication trajectories. HRM has the highest estimated volume early in the period, while Gender Bias and Diversity & Inclusion start from much lower levels. The trajectories converge more closely from 2020 onward. Gender Bias shows the steepest increase toward the end of the period, followed closely by Diversity & Inclusion and HRM. In 2024, the three lines converge within a relatively narrow publication range. This pattern suggests the three research areas developed simultaneously and that research volume specifically associated with Gender Bias expanded substantially during the later observation period.

Publication Trends in the Indonesian Context

Analysis of publications on gender bias in Indonesia also shows a consistent upward trend. The estimated number of publications increased from about five in 2015 to about 30 in 2024. From 2015 to 2019, the increase was relatively gradual, rising from about five publications to 12. The increase became more pronounced after 2019. Publications increased to approximately 18 in 2020, 22 in 2021, 25 in 2022, 28 in 2023, and 30 in 2024. Thus, Indonesian publication output increased steadily over the ten years, with the most substantial growth in the later years.

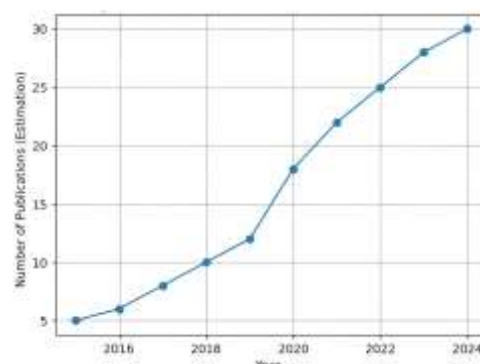


Figure 2. Gender Bias Publications in Indonesia (2015-2024)

The figure shows a steadily rising curve with no decline between consecutive observation years. The number of publications increases at varying rates, with a relatively

gradual progression in the first part of the period and a stronger upward trend beginning around 2019–2020. The increase continues through 2024, when the estimated publication count reaches approximately 30. Compared with the broader publication trend in Figure 1, Indonesian-specific literature has a smaller publication volume but follows the same general direction of continuous growth.

Publishers, Journals, and Research Scope

The publication mapping identifies several major publishers and journals that contribute to research on gender bias and related HRM themes. The identified publication outlets include Elsevier, Springer Nature, Taylor & Francis, Wiley, Emerald Publishing, and SAGE Publications. The journals represented in the mapping cover areas including human resource management, gender and management, organizational studies, labor markets, workplace diversity, employment, and organizational behavior. The distribution of journals shows that gender bias research spans multiple disciplinary and organizational domains rather than being concentrated in a single HRM subfield.

Table 1. Scopus-Based Publishers, Journals, and Research Scopes		
Publisher	Journals	Research Scope
Elsevier	Human Resource Management Review; Journal of Business Research	HRM, organizational behavior, applied management
Springer Nature	Women in Management Review; Gender in Management; Journal of Labor Market Research	Gender studies, management, labor-market issues
Taylor & Francis	The International Journal of Human Resource Management; Gender, Work & Organization	HRM practices, gender, work, and organization
Wiley	Human Resource Management; Strategic HRM journals	HRM and strategic management
Emerald Publishing	Employee Relations; Equality, Diversity and Inclusion	Employee relations, workplace diversity, equality, and inclusion
SAGE Publications	Work, Employment and Society; Organization Studies	Work, employment, organizational, and sociological perspectives

Table 1 shows that gender bias research spans journals covering both specialized gender issues and broader HRM, organizational, employment, and management topics. The presence of multiple publishers and journal categories also shows the literature's multidisciplinary structure. Research outlets encompass organizational practices, leadership, labor relations, workplace diversity, and broader social and organizational processes, indicating that gender bias is examined through several interconnected research domains.

Keyword Distribution and Thematic Structure

The keyword analysis identifies several recurring concepts within the gender bias and HRM literature. The most prominent keywords include gender, gender equality, gender bias, human resource management, diversity and inclusion, glass ceiling, leadership, and work-life balance. Several keywords appear as more recent or emerging themes, including intersectionality, unconscious bias, artificial intelligence, algorithmic bias, and remote work and gender. The distribution of these keywords suggests the field encompasses both established HRM practices and newer issues tied to technological and organizational change.



Figure 3. Gender Bias Research Themes in HRM

The network visualization shows two prominent Gender Bias nodes positioned near the center of the network, with connections extending toward several thematic groups. Node size and position indicate the prominence and connectivity of the associated terms within the mapped network. The network contains five identifiable thematic groupings. The first is associated with HR practices, including recruitment, human resource management, promotion, and pay gap. The second centers on leadership, including terms such as glass ceiling, female leadership, glass cliff, and pay gap. The third concerns work-life balance, linked to maternity leave and family- and career-related terms. The fourth contains diversity and inclusion, with emerging concepts such as intersectionality, unconscious bias, and AI/algorithmic bias. The fifth is centered on discrimination, with associated terms including stereotypes, patriarchy, and organizational culture.

The HR practices cluster includes terms related to formal organizational processes, particularly recruitment, promotion, and compensation. The leadership cluster links gender bias to women's advancement, leadership positions, and barriers, represented through concepts such as the glass ceiling and glass cliff. The work-life balance cluster links gender bias with family roles, maternity leave, and the management of work and family responsibilities. The diversity and inclusion cluster contains both established diversity concepts and emerging themes related to intersectionality, unconscious bias, and algorithmic bias. Meanwhile, the discrimination and culture cluster connects gender bias with stereotypes, patriarchy, and organizational culture.

The network also shows different levels of connectivity among the thematic groups. The central Gender Bias nodes link multiple clusters, indicating their role as connecting concepts across the research structure. The Leadership, HR practices, Work-Life Balance, Diversity & Inclusion, and Discrimination/Culture groupings are interconnected rather than completely separated. Emerging terms such as intersectionality, unconscious bias, AI, and algorithmic bias appear in comparatively smaller nodes and peripheral positions, indicating lower occurrence within the mapped dataset than the dominant gender-related and HRM-related keywords. Overall, the visualization shows a research structure of established themes alongside emerging topics.

Research Areas and Methodological Patterns

The thematic mapping reveals that gender bias research in Human Resource Management (HRM) has evolved from examining formal employment practices toward a

broader understanding of organizational, social, and technological inequalities. Traditional research areas, including recruitment, selection, promotion, performance evaluation, compensation, leadership, work-life balance, and organizational culture, demonstrate the persistent relevance of gender disparities across the employee lifecycle. These areas primarily address how organizational policies, managerial decisions, and workplace structures may reproduce unequal opportunities and outcomes. Meanwhile, emerging themes such as diversity and inclusion, unconscious bias, intersectionality, artificial intelligence, algorithmic bias, and changing work arrangements indicate growing scholarly interest in how gender inequality intersects with contemporary organizational transformations. This thematic expansion suggests that gender bias is increasingly conceptualized not merely as an individual-level phenomenon but as a multidimensional issue embedded in institutional practices, organizational norms, and technological systems.

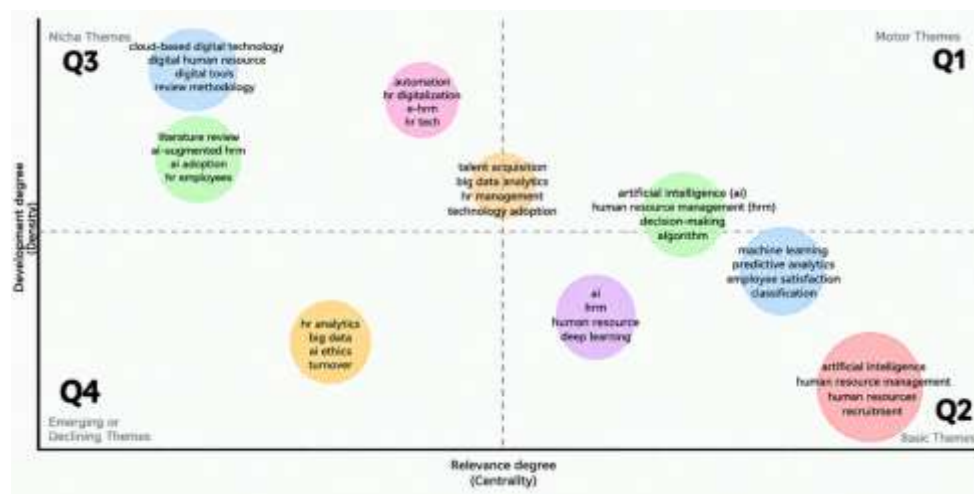


Figure 4. Thematic Evolution of Gender Bias Research in HRM

Figure 4 illustrates a clear thematic expansion in gender bias research within HRM, shifting from established concerns surrounding recruitment, promotion, compensation, performance evaluation, leadership, and organizational culture toward emerging issues such as diversity and inclusion, unconscious bias, intersectionality, artificial intelligence, algorithmic bias, and changing work arrangements. This evolution indicates that gender bias is increasingly understood not only as a consequence of individual decisions but as a multidimensional phenomenon shaped by organizational structures, social identities, and technological systems. The thematic shift also suggests a transition from documenting unequal treatment within conventional HR practices toward examining how contemporary organizational transformations may reproduce, obscure, or potentially mitigate gender inequalities. Thus, the field reflects a broadening analytical scope that connects traditional HRM processes with structural and technology-mediated forms of inequality.

The methodological distribution further illustrates the field's analytical orientation, with quantitative research, particularly cross-sectional surveys and regression-based analyses, remaining prominent. These approaches enable researchers to examine relationships between gender-related factors and HRM outcomes, including recruitment decisions, career advancement, leadership representation, and perceived organizational fairness. Mixed-method and experimental approaches, including audit studies, provide complementary perspectives by examining both measurable disparities

and the mechanisms underlying discriminatory practices. Bibliometric methods help identify intellectual structures, publication trajectories, and thematic development. At the same time, qualitative and interview-based studies offer deeper insights into employees' lived experiences, organizational interactions, and contextual manifestations of gender bias. The coexistence of these methodological approaches reflects the field's complexity, where statistical patterns and contextual explanations are needed to understand the persistence of gender inequality in organizational settings.

Nevertheless, the relatively limited representation of longitudinal approaches raises a methodological concern about examining gender bias over time. Although cross-sectional studies provide valuable evidence of existing disparities and associations, they have limited capacity to explain how gender inequalities emerge, persist, or change through organizational processes. This limitation is particularly relevant to emerging research areas involving algorithmic decision-making, diversity initiatives, and changing employment arrangements, where the consequences of organizational interventions may develop gradually. The methodological mapping therefore suggests opportunities to integrate longitudinal, comparative, experimental, and mixed-method designs to strengthen causal explanations and contextual understanding. Such methodological diversification could advance the field from documenting the presence of gender bias toward explaining its underlying mechanisms, institutional reproduction, and implications for more equitable HRM practices.

Research Gaps Identified from the Mapping

The literature mapping indicates that gender bias research remains uneven across geographical and substantive contexts. The Indonesian context accounts for a relatively smaller proportion of publications than the broader international literature, suggesting that country-specific evidence on gender bias in HRM remains comparatively underdeveloped. More importantly, existing studies tend to concentrate on observable consequences such as promotion, compensation, career advancement, and access to opportunities. In contrast, the organizational and cognitive processes that produce and reproduce bias receive less systematic attention. This imbalance points to the need for research that moves beyond documenting disparities toward examining the mechanisms, decision-making processes, and institutional practices that generate unequal outcomes.

A second gap concerns the limited empirical assessment of gender-equity policies and interventions. Although diversity, inclusion, and equity have become increasingly visible themes, the mapped literature provides relatively limited evidence regarding whether specific organizational policies effectively reduce gender bias in practice. This creates a disconnect between policy formulation and evidence-based evaluation. At the same time, artificial intelligence and algorithmic decision-making are emerging as important areas of inquiry, particularly because HRM increasingly relies on data-driven recruitment, selection, evaluation, and promotion systems. However, their comparatively weaker network density indicates that research on algorithmic gender bias is still developing and needs more empirical attention to transparency, accountability, fairness, and the reproduction of existing inequalities through technological systems.

The mapping also reveals gaps in the diversity of research subjects and analytical levels. Women remain the dominant focus of gender-bias studies, whereas men, masculinity, and the relational dynamics between gender groups receive comparatively limited attention. In addition, individual experiences are not consistently integrated with organizational structures and wider cultural or institutional conditions, resulting in

fragmented explanations of gender inequality. The coexistence of highly connected established themes and smaller, weakly connected emerging nodes suggests that the field is still characterized by thematic compartmentalization. Future research could therefore strengthen the field by connecting individual, organizational, technological, and institutional perspectives and by developing more multidimensional explanations of how gender bias is sustained, challenged, and transformed within contemporary HRM. The identified research gaps are synthesized in Figure 5, which illustrates the geographical, substantive, policy, technological, subject-related, and analytical dimensions that remain underdeveloped in gender bias research within HRM.

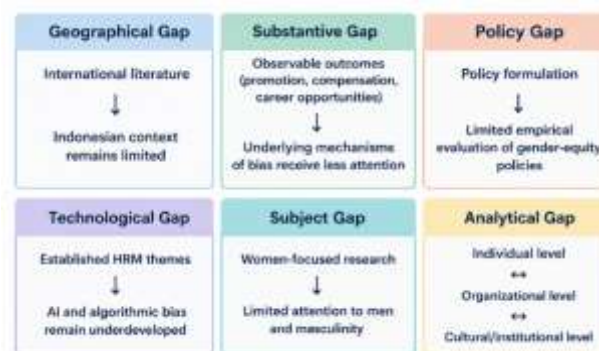


Figure 5. Research Gap Landscape in Gender Bias and HRM

Figure 5 illustrates six interconnected research gaps in gender bias and HRM, encompassing geographical representation, underlying bias mechanisms, policy evaluation, technological transformation, research subjects, and analytical integration. The limited Indonesian literature, insufficient examination of bias-producing processes, and weak empirical evaluation of gender-equity policies point to areas that require further investigation. Emerging concerns surrounding algorithmic bias, men and masculinity, and the integration of individual, organizational, and institutional perspectives further reveal the fragmented nature of existing scholarship. Collectively, these gaps highlight the need for context-sensitive, multidimensional, and integrated research that advances understanding of how gender inequality emerges, persists, and can be addressed within contemporary HRM.

Discussion

The publication trend indicates that gender bias research has become an increasingly visible component of HRM scholarship. Figure 1 shows convergence among Gender Bias, Diversity & Inclusion, and HRM publications, while Figure 2 shows growth in Indonesia from approximately five publications in 2015 to 30 in 2024. This pattern suggests that researchers increasingly examine gender inequality as an organizational issue rather than solely as an individual experience. The literature similarly presents gender inequality as embedded across organizational processes, including recruitment, promotion, evaluation, and workplace practices (Hing et al., 2023; Inga et al., 2023). The Indonesian trend, however, remains smaller than the broader publication landscape, indicating that Indonesia represents an expanding but comparatively limited research context. This finding strengthens the need for contextualized investigation of gender bias within Indonesian organizational and HRM settings.

The thematic network provides deeper evidence that gender bias is multidimensional. Figure 3 connects Gender Bias with HR practices, leadership, work-life balance, diversity and inclusion, discrimination, and organizational culture. The HR-practice cluster demonstrates that recruitment, promotion, and compensation remain important areas for examining gender-related inequality. These findings are consistent with research showing that organizational processes and discriminatory practices can shape women's opportunities for development and progression (Hing et al., 2023; Ketchiwou, 2023). At the same time, the leadership cluster indicates that gender bias extends beyond operational HR decisions toward career advancement and managerial positions. Research on women's leadership careers similarly identifies barriers affecting progression into higher organizational positions (Galsanjigmed, 2023; Syaebani et al., 2023). The findings therefore support an integrated understanding of gender bias across formal HR processes and career structures.

The work-life balance cluster adds another dimension by connecting gender bias with maternity leave, family roles, and work-life balance. This pattern indicates that gender-related inequality is also associated with the interaction between employment responsibilities and family expectations. This finding is consistent with evidence on work-family conflict and its relationship to women's workplace experiences and performance (Farida et al., 2024; Hing et al., 2023). It also corresponds with research identifying barriers that women may encounter when transitioning from education into professional life (Rana et al., 2024; Galsanjigmed, 2023). Nevertheless, the bibliometric network identifies conceptual relationships rather than causal effects. The theoretical implication is that HRM explanations of gender inequality need to consider organizational arrangements together with social and family-role expectations. Practically, the finding encourages organizations to examine workplace flexibility, career continuity, and support mechanisms alongside conventional HR policies.

The emerging cluster involving intersectionality, unconscious bias, and AI or algorithmic bias indicates a developing direction within the research landscape. These themes appear as smaller, more peripheral nodes than established topics, suggesting lower representation in the mapped literature while remaining connected to the broader gender-bias structure. This pattern corresponds with research emphasizing critical reflection on unconscious bias in HRM and research examining gender equity in algorithm-supported hiring (Inga et al., 2023; Kubiak et al., 2023). Evidence concerning generative AI also demonstrates that gender bias can occur in technological representations of professional roles (Inga et al., 2023; Gorska & Jemielniak, 2023). The theoretical implication is that gender-bias research increasingly needs to address technological and intersecting forms of inequality. Practically, organizations should examine whether digital HR systems reproduce existing gendered patterns.

The methodological pattern identified in the results also provides an important direction for the development of gender-bias research. Quantitative cross-sectional studies remain prominent, while mixed-method, experimental, and longitudinal approaches appear less frequently in the mapped literature. This distribution suggests the field has generated substantial evidence on associations and experiences but comparatively fewer studies capturing change over time or evaluating interventions. Research on workplace gender-equity interventions demonstrates the importance of examining organizational responses rather than documenting inequality alone (Tricco et al., 2024; Ryan, 2023). The present study contributes at the literature-mapping level by

integrating systematic review and bibliometric analysis to identify publication development and thematic relationships (Kumari & Kumar, 2026; Seow, 2026). In practice, organizations can use these themes to identify areas that require closer evaluation.

The state of the art emerging from this study integrates established gender-bias themes with emerging technological, intersectional, and organizational dimensions, while giving specific visibility to the Indonesian context. The mapped structure connects formal HR practices with leadership, work-life balance, organizational culture, diversity and inclusion, and algorithmic issues rather than treating gender bias as a single organizational outcome. This integrated perspective extends existing literature that separately examines workplace inequities, leadership barriers, discriminatory practices, and emerging forms of bias (Hing et al., 2023; Galsanjigmed, 2023). The principal contribution is therefore a structured map of how these themes coexist and connect within the research landscape. The findings also provide a basis for developing future research agendas focused on Indonesia, organizational interventions, and digital HR practices (Tricco et al., 2024; Kubiak et al., 2023). These implications remain descriptive rather than causal.

CONCLUSION

This study shows that gender bias in Human Resource Management (HRM) is a multidimensional, evolving phenomenon shaped by the interaction of HR practices, leadership, work-life balance, organizational culture, intersectionality, unconscious bias, and technological developments. The central lesson is that addressing gender bias requires an integrated approach that considers organizational practices alongside broader social, cultural, and technological contexts rather than treating gender inequality as an isolated workplace issue. The study's principal scholarly contribution is an integrated research map, derived from a systematic literature review and bibliometric analysis, that identifies dominant themes, emerging research directions, and knowledge gaps, particularly in the Indonesian context. The research implications include providing researchers with an evidence-based agenda for further investigation and guiding HR practitioners in developing inclusive, context-sensitive policies and practices. Nevertheless, the study is limited by its reliance on Scopus-indexed publications and the limited representation of Indonesian research, which may restrict the comprehensiveness and contextual depth of the findings. Future research should expand database coverage, incorporate empirical and longitudinal designs, and adopt multidisciplinary and context-sensitive approaches to examine how gender bias develops across organizational settings and how inclusive HRM interventions can reduce persistent inequalities.

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CONFLICTS OF INTEREST

The authors declare no conflict of interest.

USE OF ARTIFICIAL INTELLIGENCE (AI)-ASSISTED TECHNOLOGY

The authors used AI-assisted tools solely for language and editorial support. ChatGPT assisted with English translation, grammar, sentence refinement, and academic style, while Gemini supported title refinement. The authors remained fully responsible for the research design, analysis, interpretation, and final manuscript content.

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