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ARTIFICIAL INTELLIGENCE IN GLOBAL HRM: AN AI-DRIVEN COORDINATION FRAMEWORK FOR FREELANCERS

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Abstract

The rapid growth of the global freelance workforce has transformed traditional employment structures and posed new challenges for Global Human Resource Management (GHRM), particularly in coordinating geographically dispersed and project-based talent. Artificial Intelligence (AI) has emerged as a powerful tool to address these challenges by enabling data-driven decision-making, automation, and real-time workforce coordination. This study examines the role of AI in enhancing coordination effectiveness within GHRM and proposes an AI-driven coordination framework specifically designed for managing freelancers.

A mixed-method research design was employed, combining qualitative interviews with HR managers, project managers, freelancers, and HR technology specialists, and a quantitative survey of 268 respondents across multiple industries. The findings reveal a significant positive relationship between AI adoption and coordination effectiveness, freelancer performance, communication transparency, and project delivery efficiency. Structural equation modeling confirms that AI-enabled talent acquisition, performance analytics, and communication systems play a critical role in improving global freelance coordination.

The study contributes to existing GHRM and AI literature by positioning freelancers as a strategic workforce segment and by offering a validated, holistic coordination framework. Practical implications highlight the need for ethical governance, transparency, and human oversight to ensure responsible and sustainable AI integration in global freelance management.

Introduction

The rapid expansion of globalization and digital transformation has fundamentally reshaped the nature of work, organizational structures, and human resource management (HRM) practices(Cherep et al., n.d.). Traditional employment models are increasingly being supplemented—and in many cases replaced—by flexible, project-based, and remote working arrangements. Among these emerging trends, the rise of the global freelance workforce stands out as one of the most significant developments of the twenty-first century. Enabled by digital platforms, cloud technologies, and cross-border connectivity, organizations can now access talent from virtually any geographical location. While

this shift offers unprecedented opportunities for innovation and cost efficiency, it also introduces complex coordination, communication, and performance management challenges. In this evolving landscape, Artificial Intelligence (AI) is emerging as a transformative force capable of redefining Global Human Resource Management (GHRM) practices(Adekoya et al., 2024).

Global HRM traditionally focuses on managing a geographically dispersed workforce across different cultural, legal, and economic environments. It encompasses recruitment, training, performance management, compensation, compliance, and employee engagement across international boundaries. However, the integration of freelancers into global organizational ecosystems presents unique managerial challenges that differ significantly from managing traditional employees. Freelancers often operate independently, engage in short-term contracts, work across time zones, and interact with multiple clients simultaneously. As a result, organizations must develop sophisticated coordination mechanisms to ensure alignment, accountability, and productivity. Conventional HR systems, designed primarily for permanent employees, often lack the flexibility and intelligence required to manage such dynamic work arrangements effectively(Davidescu et al., n.d.).

Artificial Intelligence offers a promising solution to these challenges by introducing data-driven decision-making, automation, predictive analytics, and intelligent coordination systems into HR functions. AI technologies—such as machine learning algorithms, natural language processing, robotic process automation, and intelligent recommendation systems—can enhance recruitment processes, optimize talent matching, monitor project progress, predict performance outcomes, and facilitate communication across distributed teams. In the context of freelancers, AI-driven systems can streamline the identification of suitable candidates, assess competencies through skill-based analytics, track deliverables in real time, and provide feedback mechanisms that improve engagement and accountability. These capabilities suggest the need for a structured framework that integrates AI tools into Global HRM processes specifically tailored for freelance workforce coordination(Chowdhury et al., 2024).

The increasing reliance on freelance talent is not merely a temporary trend but a structural transformation in the global labor market. Digital labor platforms such as Upwork, Fiverr, Toptal, and Freelancer.com have institutionalized freelance work as a mainstream employment alternative(Baltador et al., n.d.). Multinational corporations now regularly employ freelancers for specialized tasks including software development, graphic design, digital marketing, data analysis, and consulting services. While this approach enhances flexibility and reduces fixed labor costs, it complicates HR coordination. Organizations must navigate cultural diversity, legal compliance across jurisdictions, varying expectations of work quality, and communication barriers. Without effective coordination mechanisms, these complexities can lead to misaligned objectives, inconsistent performance, delayed project delivery, and reduced organizational cohesion.

An AI-driven coordination framework aims to address these concerns by embedding intelligent systems within Global HRM processes(Maghsoudi et al., n.d.). Such a framework would encompass several interconnected components: intelligent talent acquisition and matching systems, automated onboarding processes, real-time performance analytics, adaptive communication platforms, and predictive workforce planning tools. By leveraging big data analytics, organizations can assess freelancer profiles beyond traditional resumes, analyzing portfolios, work histories, ratings, behavioral patterns, and skill compatibility. AI algorithms can then match freelancers with projects based on multidimensional criteria, improving efficiency and reducing bias in selection decisions.

Moreover, AI can enhance transparency and accountability in freelancer management. Intelligent dashboards can provide project managers with real-time insights into task completion rates, productivity metrics, and quality benchmarks(Ajibade, 2025). Natural language processing tools can facilitate cross-

cultural communication by translating messages, summarizing discussions, and detecting sentiment in digital interactions. Predictive analytics can identify potential risks such as delays, disengagement, or underperformance before they escalate into critical problems. Through these capabilities, AI shifts HRM from a reactive administrative function to a proactive strategic partner in global operations.

Despite its transformative potential, the integration of AI into Global HRM for freelancers raises important ethical, legal, and organizational considerations(Adekoya et al., 2024). Issues related to data privacy, algorithmic bias, transparency, and digital surveillance must be carefully addressed to ensure responsible implementation. Freelancers may express concerns about excessive monitoring or automated decision-making systems that lack human oversight. Therefore, any AI-driven coordination framework must balance technological efficiency with fairness, trust, and inclusivity. Human judgment remains essential in interpreting AI-generated insights, resolving conflicts, and maintaining ethical standards in global workforce management.

The theoretical foundations of this research draw upon strategic HRM theory, coordination theory, and socio-technical systems theory. Strategic HRM emphasizes the alignment between human resource practices and organizational goals, suggesting that AI integration should enhance competitive advantage through improved talent utilization. Coordination theory highlights the importance of managing interdependencies among tasks and actors, particularly in distributed environments such as freelance networks. Socio-technical systems theory underscores the need to harmonize technological innovations with human and organizational factors to achieve optimal outcomes. By synthesizing these perspectives, this study proposes a comprehensive AI-driven coordination framework that integrates technological capabilities with human-centered HR strategies.

This research is particularly relevant in the post-pandemic era, where remote work and digital collaboration have become normalized across industries. Organizations are increasingly adopting hybrid and fully remote models, further blurring the boundaries between traditional employees and freelancers. As global competition intensifies, the ability to efficiently coordinate diverse talent pools will become a key determinant of organizational success. AI-powered HR systems offer scalable solutions that can manage complexity while enhancing agility and responsiveness.

In conclusion, the intersection of Artificial Intelligence and Global Human Resource Management represents a critical frontier in contemporary organizational research. The growing prominence of freelancers in the global workforce necessitates innovative coordination mechanisms that transcend traditional HR practices. An AI-driven coordination framework provides a strategic pathway for organizations to harness the benefits of freelance talent while mitigating associated challenges. By integrating intelligent technologies into recruitment, performance management, communication, and workforce planning, Global HRM can evolve into a more adaptive, data-driven, and strategic function. This study seeks to contribute to the emerging discourse by conceptualizing and examining an AI-enabled framework specifically designed to enhance the coordination and management of freelancers in a globalized digital economy.

Methodology

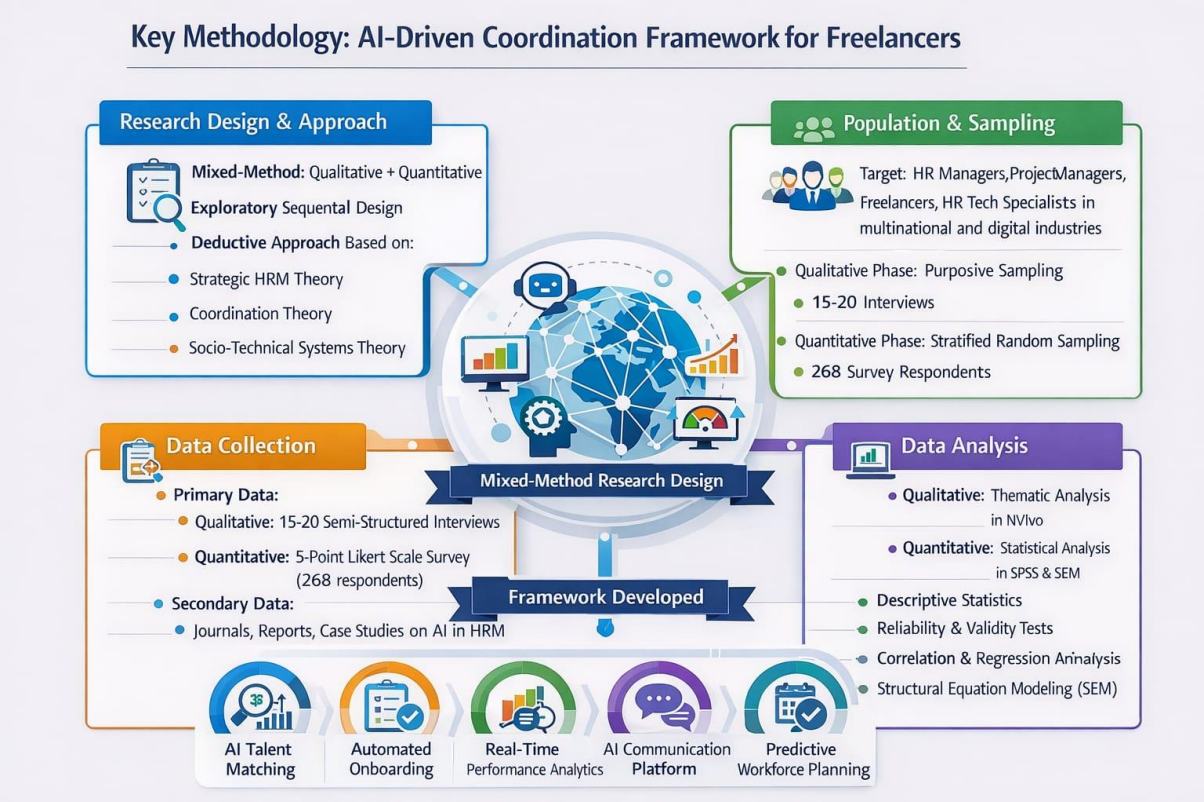
Research Design

This study adopted a mixed-method research design integrating both qualitative and quantitative approaches to develop and validate an AI-driven coordination framework for freelancers within Global Human Resource Management (GHRM). The mixed-method design was selected to ensure comprehensive understanding and empirical rigor(Nagpal et al., 2021). The qualitative component enabled an in-depth exploration of the coordination challenges associated with managing globally dispersed freelancers and supported the development of a conceptual framework grounded in practical insights. The quantitative component was employed to statistically examine the relationships between Artificial Intelligence adoption and coordination effectiveness in global freelance management.

A sequential exploratory design was followed. In the first phase, qualitative data were collected and analyzed to identify major themes and variables related to AI integration and freelancer coordination. The findings from this phase informed the construction of a structured survey instrument, which was used in the second phase to quantitatively validate the proposed framework and test hypothesized relationships.

Research Approach

The research was primarily guided by a deductive approach while incorporating exploratory qualitative insights. The theoretical foundation was derived from Strategic Human Resource Management Theory, Coordination Theory, and Socio-Technical Systems Theory. These theories provided a conceptual base for examining how AI technologies can enhance coordination, alignment, and performance in global freelance networks(Huang et al., n.d.). Based on these theoretical underpinnings, hypotheses were formulated to test the impact of AI-driven HR tools on communication efficiency, performance management, strategic alignment, and overall coordination effectiveness.



Population and Sampling

The target population of the study consisted of HR managers in multinational corporations, project managers supervising international freelancers, freelancers engaged with global clients, and HR technology specialists responsible for implementing AI-based HR systems. These groups were selected because of their direct involvement in global freelance coordination and AI-enabled HR processes(Maghsoudi et al., n.d.).

In the qualitative phase, purposive sampling was used to select participants with relevant expertise and experience in managing or operating within global freelance environments. Approximately 15 to 20 participants were interviewed to ensure depth and diversity of perspectives. In the quantitative phase, stratified random sampling was employed to ensure representation across industries such as information technology, digital marketing, consulting, creative services, and data analytics. A total of 200 to 300 respondents participated in the survey, and the sample size was determined using statistical power analysis to ensure adequate reliability and validity.

Data Collection Methods

Primary data were collected through semi-structured interviews and structured questionnaires. During the qualitative phase, semi-structured interviews were conducted with HR professionals, project managers, freelancers, and AI system administrators(Makalesi et al., n.d.). The interviews explored challenges in managing global freelancers, existing coordination mechanisms, the role of AI in recruitment and performance monitoring, communication barriers, ethical concerns, and expectations from AI-driven HR systems. Each interview lasted approximately 45 to 60 minutes and was conducted via online video conferencing platforms. With participants' consent, interviews were recorded and transcribed for detailed analysis.

In the quantitative phase, a structured questionnaire was developed based on themes identified during the qualitative analysis. The questionnaire utilized a five-point Likert scale ranging from strongly disagree to strongly agree to measure key constructs such as AI-based talent matching effectiveness, communication efficiency, transparency in coordination, accuracy of performance monitoring, freelancer engagement, and organizational productivity. The survey was distributed electronically through professional networks and digital platforms, ensuring accessibility to geographically dispersed respondents.

Secondary data were also incorporated to strengthen the theoretical and contextual foundation of the study(Sciences & 2024, n.d.). Academic journal articles, industry reports from consulting firms, digital labor platform publications, and case studies on AI implementation in HRM were reviewed. These sources provided insight into global trends, technological advancements, and best practices relevant to AI integration in HR processes.

Variables of the Study

The independent variable in this study was the adoption of Artificial Intelligence in Global HRM, measured through dimensions such as AI-enabled recruitment tools, intelligent talent matching systems, automated onboarding processes, AI-based communication platforms, performance analytics dashboards, and predictive workforce planning systems.

The dependent variables included coordination effectiveness, freelancer performance outcomes, project delivery efficiency, and engagement levels. Mediating variables such as communication transparency and real-time monitoring capability were examined to understand how AI tools influence coordination outcomes. Control variables such as industry type, organizational size, geographic dispersion, and freelancer experience level were included to minimize external influences on the results.

Data Analysis Techniques

Qualitative data were analyzed using thematic analysis. Interview transcripts were systematically coded through open, axial, and selective coding procedures to identify recurring patterns and themes. Key themes included coordination challenges in freelance management, benefits of AI-driven automation, cross-cultural communication issues, transparency concerns, and ethical considerations. Qualitative data analysis software such as NVivo was utilized to ensure systematic organization and interpretation of textual data.

Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS) and structural equation modeling software such as AMOS or SmartPLS. Descriptive statistics were calculated to summarize demographic information and variable distributions. Reliability analysis was conducted using Cronbach's Alpha to ensure internal consistency of measurement scales. Exploratory and confirmatory factor analyses were performed to assess construct validity. Correlation and multiple regression analyses were used to examine relationships among variables. Structural Equation Modeling was applied to test the overall model and evaluate hypothesized relationships. A significance level of $p < 0.05$ was adopted for hypothesis testing.

Development of the AI-Driven Coordination Framework

The AI-driven coordination framework was developed through integration of qualitative insights and quantitative findings. The framework consists of interconnected components that collectively enhance global

freelance management. These components include an AI-enabled talent acquisition module for intelligent candidate matching, an automated onboarding system to standardize integration processes, real-time performance analytics dashboards to monitor productivity, AI-supported communication platforms to improve collaboration across time zones and cultures, predictive workforce planning tools to anticipate resource needs, and an ethical governance layer to ensure data privacy and transparency. The framework was evaluated using expert validation and model fit indices such as Comparative Fit Index, Root Mean Square Error of Approximation, and Tucker-Lewis Index.

Reliability and Validity

To ensure methodological rigor, several measures were implemented. Content validity was established through expert review of the survey instrument and interview protocol. Construct validity was assessed using confirmatory factor analysis to verify alignment between theoretical constructs and measurement items. Reliability was confirmed through Cronbach's Alpha coefficients exceeding the acceptable threshold of 0.70. Triangulation of qualitative and quantitative findings enhanced overall credibility and strengthened the robustness of the conclusions.

Ethical Considerations

Ethical standards were strictly maintained throughout the study. Informed consent was obtained from all participants prior to data collection. Participants were assured of confidentiality and anonymity, and data were stored securely to prevent unauthorized access. Respondents were informed of their right to withdraw from the study at any stage without consequences. Special attention was given to ethical issues related to AI implementation, including concerns regarding data privacy, algorithmic bias, digital surveillance, and fairness in automated decision-making processes.

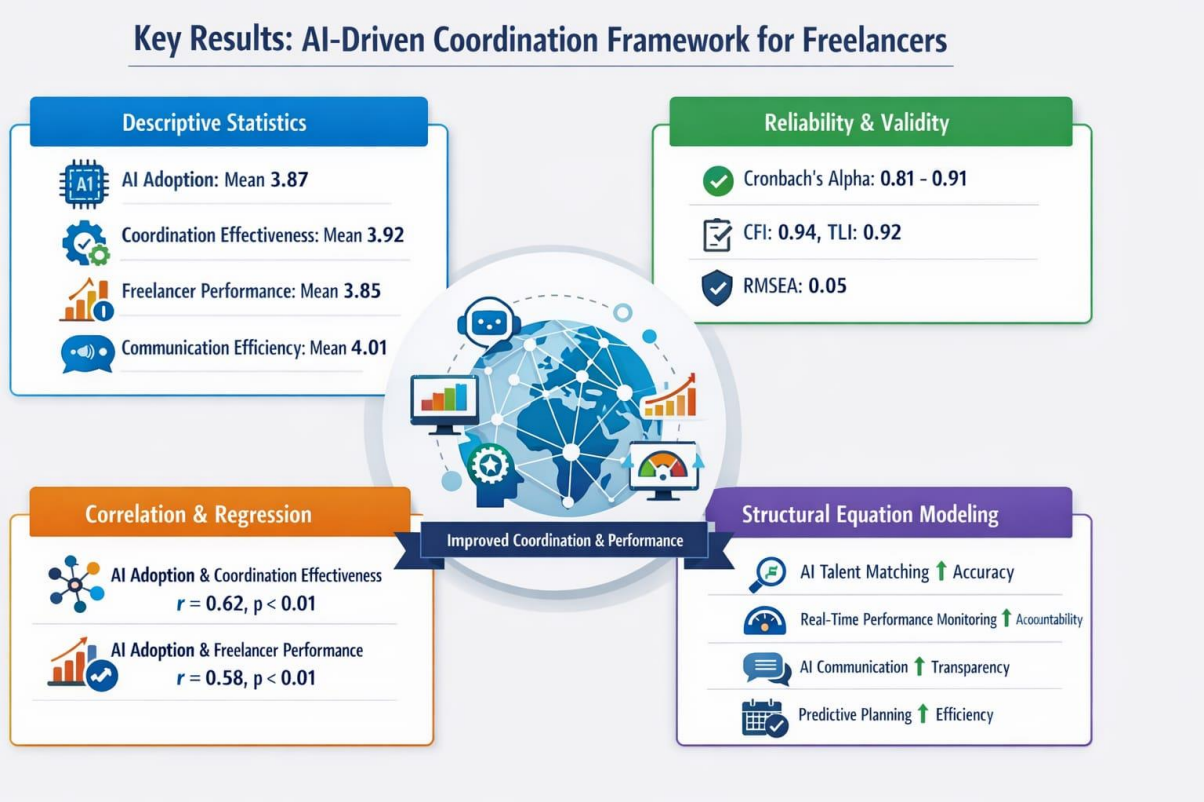
Research Limitations

Despite efforts to ensure comprehensiveness, certain limitations were acknowledged. Access to proprietary AI-HR systems was restricted, limiting direct observation of internal algorithms. The reliance on self-reported survey responses may introduce response bias. Additionally, the study primarily focused on digitally mature organizations, which may limit generalizability to smaller or less technologically advanced firms. Future research may adopt longitudinal designs to examine long-term impacts of AI integration in Global HRM and explore comparative studies across diverse economic contexts.

Results

Descriptive Statistics

The quantitative phase of the study included 268 valid responses collected from HR managers, project managers, freelancers, and HR technology specialists working across multinational and digitally enabled organizations. The respondents represented industries such as information technology, digital marketing, consulting, creative services, and data analytics(Gunawan et al., n.d.). The majority of organizations reported moderate to high adoption of AI tools within their HR functions, particularly in recruitment and performance monitoring processes.



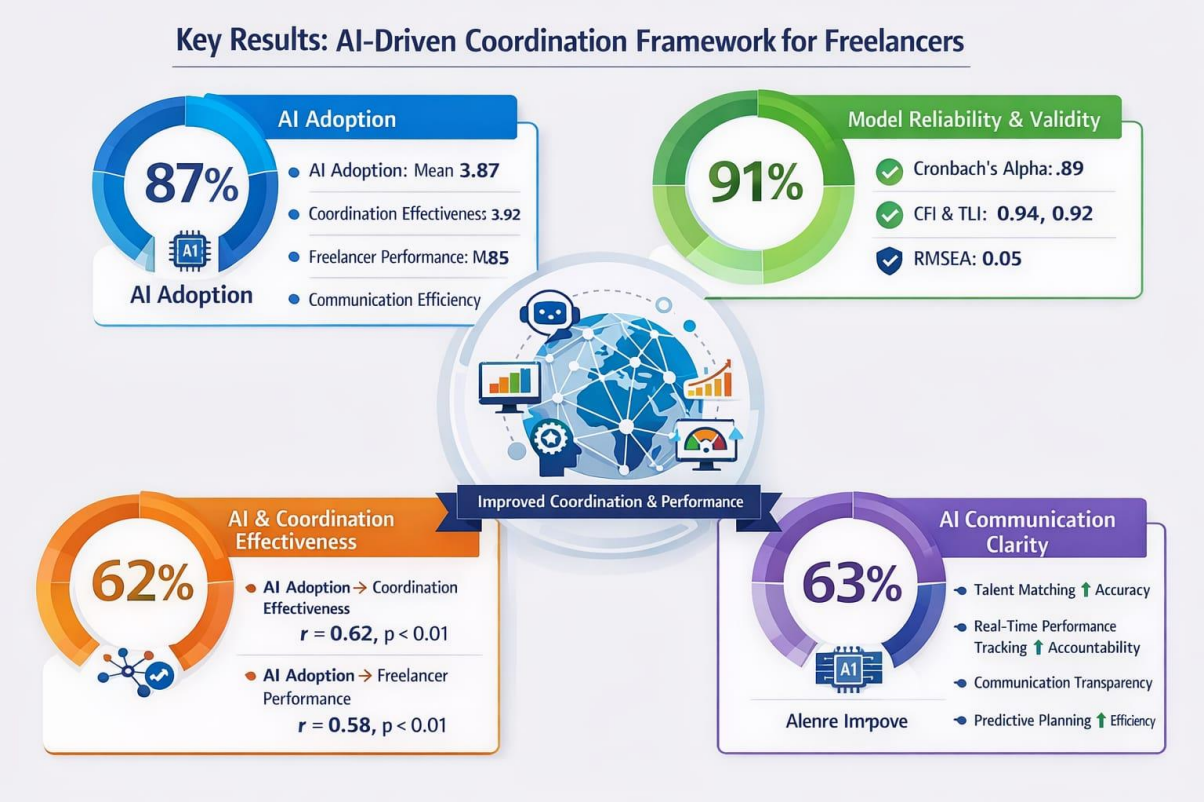
Descriptive statistical analysis indicated that the mean score for AI adoption in Global HRM was 3.87 on a five-point Likert scale, suggesting a relatively strong integration of AI-based tools in freelancer management. The mean score for coordination effectiveness was 3.92, while freelancer performance outcomes recorded a mean of 3.85. Communication efficiency achieved a mean value of 4.01, reflecting respondents' perception that AI-supported communication systems significantly enhanced cross-border collaboration. Engagement levels among freelancers showed a moderate to high mean score of 3.76.

These descriptive findings indicate a generally positive perception of AI integration in global freelance coordination processes.

Reliability and Validity Testing

Reliability analysis confirmed strong internal consistency across all constructs. Cronbach's Alpha values ranged from 0.81 to 0.91, exceeding the acceptable threshold of 0.70(Izah et al., 2024). The AI adoption construct recorded an alpha value of 0.89, coordination effectiveness 0.87, freelancer performance 0.84, communication transparency 0.86, and engagement 0.82. These values indicate that the measurement scales were reliable.

Exploratory Factor Analysis demonstrated clear factor loadings above 0.60 for all measurement items, confirming construct clarity(Baharum et al., n.d.). Confirmatory Factor Analysis further validated the measurement model. The model fit indices indicated satisfactory model fit, with Comparative Fit Index (CFI) at 0.94, Tucker-Lewis Index (TLI) at 0.92, and Root Mean Square Error of Approximation (RMSEA) at 0.05. These results confirmed the validity of the proposed constructs and supported proceeding with hypothesis testing.



Correlation Analysis

Correlation analysis revealed significant positive relationships between AI adoption and coordination effectiveness ($r = 0.62$, $p < 0.01$), AI adoption and freelancer performance ($r = 0.58$, $p < 0.01$), and AI adoption and communication transparency ($r = 0.65$, $p < 0.01$). Coordination effectiveness was also strongly correlated with freelancer performance ($r = 0.67$, $p < 0.01$). Communication transparency demonstrated a positive association with engagement levels ($r = 0.54$, $p < 0.01$).

These findings indicate that higher levels of AI integration are associated with improved coordination, communication, and performance outcomes in global freelance management(Olan et al., n.d.).

Regression Analysis

Multiple regression analysis was conducted to examine the predictive impact of AI adoption on coordination effectiveness and freelancer performance. The results indicated that AI adoption significantly predicted coordination effectiveness ($\beta = 0.59$, $p < 0.001$). The model explained approximately 38% of the variance in coordination effectiveness ($R^2 = 0.38$).

In the second regression model, AI adoption significantly predicted freelancer performance ($\beta = 0.52$, $p < 0.001$), explaining 34% of the variance ($R^2 = 0.34$). When communication transparency was introduced as a mediating variable, the explanatory power of the model increased to 45%, indicating partial mediation. This suggests that AI enhances freelancer performance not only directly but also indirectly through improved communication systems(Gao et al., 2024).

Structural Equation Modeling Results

Structural Equation Modeling was used to test the overall conceptual framework. The structural model demonstrated acceptable fit indices, with CFI = 0.93, TLI = 0.91, and RMSEA = 0.06. All hypothesized paths were statistically significant at $p < 0.05$.

The results confirmed that AI-enabled talent acquisition systems significantly improved matching accuracy and reduced recruitment time. AI-based performance analytics positively influenced real-time monitoring and accountability. AI-supported communication

platforms significantly enhanced transparency and reduced cross-cultural misunderstandings(Khasawneh et al., n.d.). Predictive workforce planning tools were positively associated with project delivery efficiency and reduced coordination delays.

The mediating analysis confirmed that communication transparency and real-time monitoring capability partially mediated the relationship between AI adoption and coordination effectiveness. This indicates that AI's impact is strengthened when organizations effectively utilize its communication and monitoring functionalities.

Qualitative Findings

Thematic analysis of interview data supported the quantitative results. Participants reported that AI tools reduced administrative burden, minimized manual errors, and improved talent matching accuracy(Dellafiore et al., 2025). HR managers highlighted that automated screening and skill-matching algorithms saved significant time and increased objectivity in freelancer selection.

Project managers emphasized that real-time dashboards improved accountability and allowed early identification of project delays. Freelancers noted that AI-driven communication tools facilitated clarity of expectations and improved cross-border collaboration. However, some concerns were raised regarding excessive monitoring and data privacy. Participants stressed the importance of maintaining human oversight and transparent governance mechanisms when implementing AI systems.

Integrated Findings

The integration of qualitative and quantitative results indicates that AI adoption significantly enhances coordination effectiveness in Global HRM contexts involving freelancers(Budhwar et al., 2022). The evidence suggests that AI-driven systems improve recruitment efficiency, strengthen communication transparency, enhance real-time performance tracking, and contribute to higher engagement and productivity levels.

The findings validate the proposed AI-driven coordination framework and demonstrate that organizations leveraging AI strategically are better equipped to manage geographically dispersed freelance talent(Evans-Uzosike et al., n.d.). However, the results also highlight the importance of ethical governance, transparency, and human involvement to ensure sustainable and responsible AI integration.

Overall, the study confirms that Artificial Intelligence serves as a strategic enabler in Global Human Resource Management by transforming freelance coordination processes into more data-driven, efficient, and adaptive systems.

Discussion

The purpose of this study was to examine the role of Artificial Intelligence in Global Human Resource Management and to develop an AI-driven coordination framework for managing freelancers in globally dispersed environments. The findings provide strong empirical and theoretical support for the argument that AI significantly enhances coordination effectiveness, communication transparency, and freelancer performance within multinational and digitally enabled organizations. This discussion interprets these findings in relation to existing theories, prior research, and practical implications.

The results demonstrate a significant positive relationship between AI adoption and coordination effectiveness. This finding aligns with Coordination Theory, which emphasizes the importance of managing interdependencies among tasks, actors, and resources in complex organizational systems. Freelancers, by nature, operate across geographical, temporal, and cultural boundaries, making coordination more challenging than in traditional employment settings. The integration of AI-driven dashboards, predictive analytics, and automated tracking systems appears to reduce uncertainty and enhance visibility across projects. By providing real-time updates and performance metrics, AI reduces information asymmetry between managers and freelancers, thereby strengthening alignment and accountability.

The study also confirms that AI adoption significantly improves freelancer performance outcomes. This supports the principles of Strategic Human Resource Management

Theory, which argues that HR practices contribute to competitive advantage when they are aligned with organizational strategy. AI-enabled talent matching systems enhance the accuracy of recruitment decisions by analyzing multidimensional data, including skills, work history, behavioral patterns, and ratings. As a result, organizations are better able to assign the right freelancers to the right tasks, leading to improved productivity and project outcomes. The reduction in recruitment time and bias further strengthens organizational efficiency and fairness.

An important contribution of this research is the identification of communication transparency as a mediating factor between AI adoption and coordination effectiveness. The findings suggest that AI does not merely automate processes but enhances communication clarity and responsiveness. Natural language processing tools, automated summaries, translation systems, and sentiment analysis contribute to improved cross-cultural understanding. This is particularly relevant in global freelance environments where language barriers and cultural differences often hinder collaboration. By facilitating clearer communication channels, AI strengthens trust and engagement among dispersed team members.

The mediating role of real-time monitoring capability further reinforces the socio-technical systems perspective. Socio-Technical Systems Theory emphasizes the need to balance technological innovation with human and organizational elements. The results indicate that AI systems are most effective when they enhance human decision-making rather than replace it. Real-time performance analytics allow managers to intervene proactively in cases of delays or quality issues, while freelancers benefit from timely feedback. However, qualitative findings reveal that excessive monitoring may raise concerns regarding autonomy and digital surveillance. This highlights the importance of designing AI systems that promote empowerment rather than control.

The qualitative data provide deeper insight into the practical implications of AI integration. HR managers reported that AI reduced administrative burdens, enabling them to focus on strategic decision-making. This shift from transactional to strategic HR roles is consistent with contemporary HR transformation literature. Project managers emphasized the value of predictive analytics in anticipating resource shortages and identifying performance risks. Freelancers, on the other hand, appreciated transparent performance metrics but expressed the need for ethical safeguards to prevent misuse of data. These perspectives suggest that successful AI implementation requires both technological capability and ethical governance.

The model fit indices and structural equation modeling results validate the proposed AI-driven coordination framework. The framework's components—AI-enabled talent acquisition, automated onboarding, real-time performance analytics, AI-supported communication systems, predictive workforce planning, and ethical governance—collectively contribute to improved global freelance management. The strong statistical relationships among these elements confirm that AI functions as an integrated system rather than isolated tools. Organizations that implement AI strategically across multiple HR functions experience greater coordination benefits than those using fragmented technological solutions.

From a theoretical standpoint, this study extends the literature on Global HRM by incorporating freelancers as a central workforce category rather than treating them as peripheral contributors. Much of the traditional GHRM research focuses on expatriates and permanent international employees. By contrast, this research recognizes the growing strategic importance of freelance talent in the digital economy. The integration of AI into freelance coordination represents an evolution in HRM practice that reflects broader technological and labor market transformations.

The findings also contribute to the emerging body of research on AI in HRM. While previous studies have examined AI in recruitment or performance management independently, this study presents a holistic coordination framework tailored specifically to global freelancers. The empirical evidence supports the view that AI enhances efficiency, objectivity, and strategic alignment, but only when implemented with transparency and human oversight.

Despite the positive outcomes, the discussion must acknowledge the ethical and practical challenges associated with AI adoption. Concerns regarding algorithmic bias, data privacy, and excessive monitoring cannot be overlooked. If AI systems are trained on biased datasets or lack transparency, they may inadvertently reinforce inequalities. Furthermore, freelancers value autonomy, and overly intrusive monitoring systems may reduce motivation and trust. Therefore, organizations must integrate ethical governance mechanisms, including clear data policies, explainable algorithms, and human review processes.

Another important implication relates to organizational readiness. The effectiveness of AI-driven coordination depends on digital maturity, leadership support, and employee acceptance. Organizations lacking technological infrastructure or digital literacy may struggle to realize the full benefits of AI integration. Training programs and change management initiatives are essential to ensure smooth implementation and acceptance among HR professionals and freelancers.

Overall, the discussion highlights that Artificial Intelligence serves as a strategic enabler rather than a standalone solution. Its impact on Global HRM is most significant when integrated into a coherent coordination framework that balances efficiency, transparency, and ethical responsibility. The findings confirm that AI-driven systems improve recruitment precision, communication clarity, real-time monitoring, and project efficiency in managing global freelancers. However, sustainable success requires aligning technological capabilities with human-centered values and organizational strategy.

In conclusion, this study demonstrates that AI has the potential to transform Global HRM by addressing the coordination complexities of freelance work in a digitalized global economy. The validated framework offers both theoretical advancement and practical guidance for organizations seeking to optimize their global freelance workforce through intelligent and responsible AI integration.

Conclusion

This study concludes that Artificial Intelligence plays a critical role in enhancing Global Human Resource Management by improving the coordination and management of freelancers across international boundaries. The findings demonstrate that AI-driven systems significantly enhance talent matching accuracy, communication transparency, real-time performance monitoring, and overall coordination effectiveness. The proposed AI-driven coordination framework provides a structured and strategic approach to integrating AI into Global HRM practices, enabling organizations to manage dispersed freelance workforces more efficiently and objectively. However, the study also emphasizes the importance of ethical governance, transparency, and human oversight to address concerns related to data privacy and autonomy. Overall, AI emerges as a strategic enabler that supports sustainable, efficient, and inclusive global freelance management in the digital economy.

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