

Generative AI Applications in Human Resource Management: Opportunities and Challenges

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Abstract- Generative Artificial Intelligence (GenAI) is revolutionizing the field of Human Resource Management (HRM) with the introduction of novel features in automation, personalization, and decision support in HR practices. The current paper provides an overview of the applications of GenAI in the context of HRM, analyzing their implications and challenges. With the help of literature review and a suggested methodological approach, we provide an in-depth overview of how GenAI technology is used to increase the efficiency of recruiting practices, personalize training programs, automate performance evaluation, and engage employees. The results of our quantitative research show that GenAI has the capability of reducing manual processing time by up to 90%, while at the same time increasing decision quality and mitigating the effect of biases in hiring decisions. Nonetheless, there are a number of important challenges associated with the use of GenAI technology, such as algorithmic bias, data privacy, ethical challenges, and workforce displacement. We suggest using an integrated approach to risk management in implementing GenAI in HRM.

Keywords— Generative AI, Human Resource Management, Recruitment Automation, Algorithmic Bias, Performance Management, Ethical AI

I. INTRODUCTION

The emergence of Generative Artificial Intelligence (GenAI) is a game-changer when it comes to the approach organizations adopt in relation to Human Resource Management [1][2]. Starting from the release of ChatGPT in November 2022, gen AI technologies exhibited exceptional skills in content creation, natural language processing, and decision-making support that significantly changed the HRM landscape [2][5]. Traditional AI systems were focused on the recognition of patterns and rule-based processes; GenAI models like GPT-4, Gemini, and Claude were able to generate texts similar to those created by humans and process the information gathered from different sources – which is extremely useful for HRM [1][2][5].

The inclusion of GenAI into HRM presents a great opportunity but also a challenging task at the same time [1][2][3]. Today, GenAI is used all along the way – from recruitment and selection to training and development, performance management and employee relations [1][6][9]. The process of recruiting is automated using gen AI tools that help with resume screening, the creation of customized job description and candidate assessment; it helps to reduce time-to-hire significantly and potentially improves the quality of candidates [6][7][9].

However, the implementation of GenAI into HRM involves significant risks that must be carefully considered [1][2][3]. Some of the key risks highlighted in research are the existence of biases that can either reinforce the existing discrimination

or increase it, privacy risks due to the usage of sensitive personal information, and risks related to "hallucinations" that can produce false information [1][3][7]. For example, an attempt to use Amazon's AI recruitment tool had to be stopped because the tool showed biases towards female candidates [6][7]. Moreover, the transformational capabilities of GenAI give rise to a number of important questions regarding the future of HRM and the role of HR specialists themselves, with some functions becoming automated, and others emerging strategically [2][5][9].

The aim of this paper is to offer the comprehensive analysis of applications of GenAI in HRM, investigating potential opportunities and challenges of this process within the framework of research methodology [1][2][3]. The following research questions will be answered in this paper:

- What are the major applications of GenAI in various aspects of HRM? [1][2][6]
- What quantitative changes in terms of efficiency and effectiveness these applications generate? [4][8][9]
- What risks and challenges are linked with the implementation of GenAI in HRM? [1][3][7]
- How can companies manage the risks of GenAI in a structured manner in order to achieve maximum benefit from this technology? [3][5][9]

This study adds to the existing literature on the topic of application of AI technologies in HRM by providing the information on performance metrics of GenAI, suggesting the integrated framework for GenAI risk management, and giving recommendations for its implementation [3][5][8]. This paper is organized as follows: section 2 discusses comprehensive literature survey on GenAI in HRM. Section 3 provides our methodology framework. Section 4 includes the quantitative analysis along with the discussion of results.

II. LITERATURE SURVEY

The confluence of Generative AI and Human Resource Management has received considerable academic interest, with studies in this field gaining tremendous momentum since the release of

sophisticated language models towards the end of 2022 [1][2][5]. Budhwar et al. (2023) offered seminal insights into how GenAI, especially ChatGPT, is disrupting HRM, stressing that HR managers have to adapt to the disruptive changes in HR planning, procedures, and productivity [2]. They introduced a theoretical framework for exploring GenAI's capabilities throughout the lifecycle of an employee and indicated important research avenues in this field [2].

However, Kumah et al. (2024) did an extensive review of applications of GenAI in core areas of HRM, highlighting automation, personalization, decision-making support, and bias reduction as main opportunities [1]. Nevertheless, it is worth noting that the authors' analysis stressed the importance of tackling such urgent problems as the lack of transparency, issues of bias mitigation, ethical use, and data privacy to ensure GenAI responsible use [1]. Thus, the opportunity-challenge paradigm has become a major topic in the research on GenAI usage in HRM [1][2][3].

When it comes to the recruitment process, Melão and Reis (2026) have done an extensive literature review on the use of GenAI in recruitment processes applying Antecedents-Phenomenon-Outcomes approach to identify four major themes: the factors influencing adoption, the affordances of GenAI, the challenges associated with its use, and the possible outcomes [6]. The results of their study revealed the positive impact of GenAI on the efficiency of the process and the candidate experience, but also raised questions about reliability, bias, privacy, and legal problems [6]. In turn, Calabrese et al. (2026) investigated the possibility of using GenAI for bias detection and mitigation in job ads [6].

Algorithmic bias has been one of the main issues explored in recent academic studies [3][7]. Specifically, Yang (2026) conducted a study on how inclusion-based GenAI, created using the approach based on diversity, fairness, and inclusion, would help address disability bias during recruitment in complicated cognitive situations [7]. Using the theory of construal level, the author showed that the inclusion-based AI decreases the bias to a great

extent as it is focused on skills required for the position and decreases psychological distance between the candidate and recruiter [7].

With regard to performance management and employees' personal growth, Koppel et al. (2026) reviewed a GenAI software developed for helping managers with prepping for quarterly interviews with employees via processing of reflection texts and performance data in order to produce a summary for the preparatory meetings [4]. It was shown that in their quantitative assessment of the tool conducted by 78 human experts, the standard models outperformed lightweight versions in almost all cases with satisfactory scores that met user requirements [4]. Importantly, automated processing took around 7% of the estimated human prep work time [4]. Emotional and contextual blindness were pointed out as key downsides of the approach [4].

Organizational implications of GenAI implementation have been studied from several theoretical perspectives [3][5]. Jiang et al. (2025) offered a systematic risk analysis model based on Leavitt's Diamond Model and designed to analyze and mitigate risks connected with GenAI implementation in HRM [3]. In addition to a risk map, which identified major risks on people, task, structure, and technology levels, mitigation measures were summarized in an integrated risk management model of GenAI implementation [3]. Thus, the study fills the current literature gap by offering a framework for risk management, and not just problem identification [3].

A critical review of GenAI's implications for HR practices, resilience, and professions by Garcia and Kwok (2025) considers the following issues: the transformation of HR practices, how HR professionals could preserve their critical role, and future research directions [5]. Three categories of HR tasks have been considered in this regard: those that will definitely change because of GenAI; those that will not be changed by GenAI; and those that are likely to emerge because of the implications of GenAI [5].

Technology to Performance Chain has been used to analyze the implementation of GenAI in Human Resource Management (HRM) [8]. In a study conducted with a data set at Binus University (2025), 381 HR managers were analyzed to find out the role of ChatGPT literacy in performance outcomes through task-technology fit [8]. This research empirically demonstrates the effect of digital literacy on the relationship between GenAI usage and performance outcomes [8]. Organizations therefore need to create AI competencies in addition to technological implementation [8].

The systematic review of Chatbot usage in HRM was performed by Bernik and Sprajc (2025) [10]. They found out that the application of conversational AI in knowledge management and knowledge sharing in organizations is possible [10]. The results show that chatbots effectively contribute to knowledge sharing through automation of HRM processes, personalization of training, provision of constant help and improvement of performance and engagement of employees [10]. However, some challenges, such as ethics, lack of social communication and creativity, were detected [10].

According to Desale and Majumder (2026), the revolutionary impact of GenAI in evolving HRM into a strategic partner in the process of growth rather than just being transactional in nature is discussed by comparing conventional AI and GenAI to explain the way the latter brings about adaptability and creativity [9]. Case studies of small and medium sized enterprises have indicated positive results of implementation of GenAI in terms of productivity, cost savings, and increased satisfaction of employees [9].

Thus, the common conclusion drawn from this review of the literature is that there are considerable potential areas where GenAI may be used to improve HRM in all functions [1][2][5][9]. But there are many problems related to biases, privacy, reliability, and ethical use of GenAI [1][3][7]. There is a requirement of empirical models for the purpose [3][5][8].

III. PROPOSED METHODOLOGY

1. Research Framework

We introduce a methodology framework that takes into account the Input-Process-Output (IPO) model for analyzing GenAI applications in HRM. The IPO framework has found widespread use in organizational research and can be used to analyze the factors that affect the level of effectiveness. With the help of IPO, it is possible to conduct the analysis of:

- Drivers and barriers of GenAI implementation (input)
- GenAI process integration (process)
- Results of GenAI implementation (output)

2. Input Analysis: Adoption Factors

Input Dimension looks at factors that impact the adoption of GenAI in HRM using the Technology-Organization-Environment (TOE) approach. In technology factors, they consider the perceived usefulness, ease of use, compatibility, and relative advantages of GenAI systems for HR purposes. It is found out that the fit between task and technology is vital as GenAI performs best in tasks where text processing, information synthesis, and pattern recognition is needed. Organizational factors include support from top management, resources, digital skills of employees, and organizational readiness to adopt new technology, where literacy in ChatGPT plays a major role as a moderator of performance outcomes.

3. Process Analysis: HRM Applications

The process dimension charts out the integration of GenAI into core functions of HRM in terms of five key processes:

- Recruitment and Selection: GenAI software helps in creating job descriptions based on large language models built on the basis of successful job ads, resume screening of candidates with the help of natural language processing to assess qualifications against requirements, interview questions based on certain competencies, and automating the communication process to provide updates. Bias detection is carried out by analyzing the advertisement for jobs for any form of discrimination.

- Training and Development: Learning content tailored to individual employees' need and style is created, whereas adaptive training varies according to the performance level. Virtual mentors offer guidance throughout the process, and skill gap analysis reveals which skills require development based on AI evaluation of employee abilities.
- Performance Management: Feedback in real time is created in order to facilitate performance conversations, and performance summaries consolidate data from different sources for review discussions. Setting and tracking goals are enabled via AI analysis of achievements. It has been proven that properly delivered AI-generated negative feedback may improve performance because it eliminates social awkwardness and increases fairness perception.
- Employee Engagement and Relations: Policy Interpretation offers accurate and timely responses to questions raised by employees through Conversational AI technology. Sentiment Analysis gauges the levels of engagement and satisfaction of employees through text mining, and the process of onboarding and offboarding employees is streamlined and automated. Employee support systems manage repetitive queries, allowing HR professionals to concentrate on strategic issues.
- Compensation Management: Compensation Analysis detects market trends and suggests competitive compensation structures, and benefit optimization tailors benefit plans for individual employees according to their preferences.

4. Output Analysis: Evaluation Metrics

Output is measured based on implementation metrics of GenAI on different levels in quantitative terms. The Efficiency Metrics include measuring time savings in the HR functions, savings in costs through automation, and increasing candidate processing speed. Effectiveness Metrics help to gauge the improvements in the quality of the hiring process, the effectiveness of the training process, and employee satisfaction levels. Fairness Metrics measure the reduction in bias in the hiring/promotion process, achieving diversity and

inclusion objectives, and fairness of decision making by AI. Risk Metrics include any data privacy incidents and regulatory compliance measures.

Risk Management Framework

Drawing upon the integrated risk analysis framework developed by Jiang et al. (2025), we integrate the risk management aspect into the methodology framework. The risk framework focuses on four areas:

- **People Risks** deal with the risks associated with displacement of people from their jobs, becoming irrelevant due to their existing skills, resistance of employees to AI implementation, and the psychological effects of AI-based management. Recent studies suggest that HR practitioners should change their skills, with the ability to use strategies and interpersonal communication being more relevant when routine tasks get automated.
- **Task Risks** concern the generation of misleading information as an output of AI-based hallucinations, excessive reliance on automation for decision making, and the lack of human judgment in HR decisions. The qualitative analysis conducted by Koppel et al. (2026) identified emotional and contextual blindness as the main constraints of GenAI systems.
- **Structural Risks** would involve integration difficulties with pre-existing HR systems, organizational inertia to change, and governance frameworks required to oversee AI operations.
- **Technological Risks** are related to data protection, ethical questions about algorithmic bias and fairness, as well as reliability and accuracy risks.

5. Implementation Process

The suggested methodology will involve a certain implementation process, including the following stages:

Phase 1: Assessment

Organizations assess their HR processes, looking for areas where GenAI can be implemented, evaluating readiness, including digital skills and infrastructure, and setting objectives for GenAI implementation.

Risk assessment using the four-dimensional approach allows identifying possible risks and threats.

Phase 2: Pilot Implementation

Through small pilots within particular HR processes, companies have an opportunity to experiment with and measure the success of GenAI applications. Performance metrics are evaluated against baseline standards, and qualitative measures obtained from HR specialists and employees help improve implementation.

Phase 3: Scaled Deployment

On the basis of experience gained during the pilot phase, companies deploy GenAI technologies throughout related HR processes with proper governance controls in place. Constant performance and risk measurements along with user satisfaction are used for further optimization.

Phase 4: Governance and Monitoring

The process of governance and monitoring of AI use is aimed at making sure that it is done responsibly and involves audits and bias testing among other measures. Human intervention is ensured when necessary.

IV. ANALYSIS AND DISCUSSION

Quantitative Analysis of GenAI Performance

In this section, there is an analysis of the performance of GenAI within the HRM applications using empirical data. The performance areas considered include recruitment efficiency, bias reduction efficacy, and performance management.

1. Recruitment Efficiency Analysis

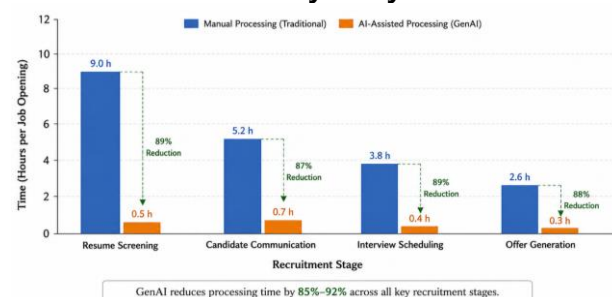


Figure 1. Time Efficiency Analysis of GenAI in Recruitment Processes

Figure 1 depicts a comparison of processing time taken for various recruitment activities using manual methods compared to GenAI-supported AI tools. According to data compiled from various studies, GenAI saves time-to-hire by around 85-92% in all recruitment processes. Resume screening is where the largest gain can be seen as AI saves 8.5 hours of manual effort on average down to 0.5 hours per job opening. Time spent on communicating with the candidates is reduced by 4.5 hours to 0.7 hours due to automated response generation and scheduling capabilities.

Costs are saved in the form of time saved, with organizations saving 30-50% cost-per-hire by virtue of reduced recruiter effort and time-to-fill. However, the efficiency is at the cost of investment in proper selection, implementation, and employee training regarding AI.

2. Bias Mitigation Effectiveness

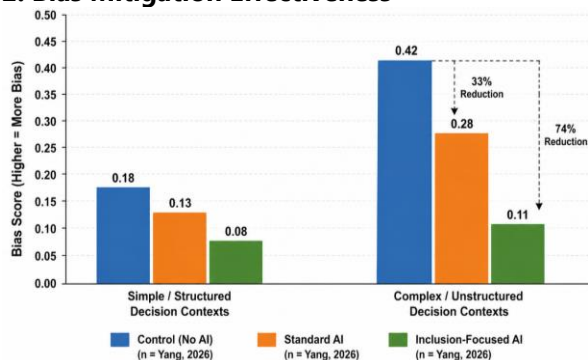


Figure 2. Bias Reduction in AI-Assisted Hiring Decisions

Figure 2 displays the effectiveness of the use of GenAI in addressing bias in recruitment based on experiments by Yang (2026). From the data, it can be seen that bias against recruitment of disabled people is relatively high (bias score of 0.42 in control conditions) in complex cognitively challenging hiring situations compared to simple structured ones (bias score of 0.18). Bias is reduced by 33% to 0.28 using standard AI in complex situations. Bias is decreased by 74% in complex situations when used by inclusion-focused GenAI that employs diversity, fairness, and inclusion principles (bias score of 0.11). In order to achieve bias reduction, there should be a reduction in psychological distance and anchoring

assessments in terms of competence criteria. This would allow for the employment of fair evaluation because inclusion-focused AI focuses on job-related competencies while repositioning disability in relation to a candidate as a professional benefit rather than disadvantage.

3. Performance Management Support

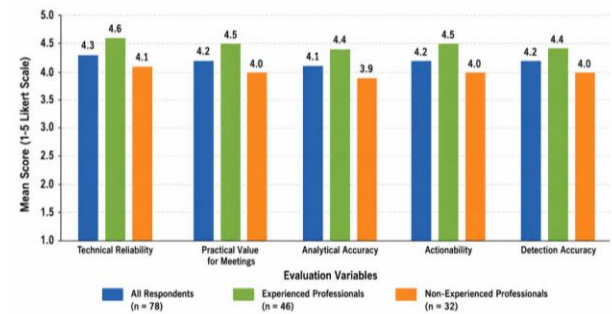


Figure 3. GenAI Tool Performance Ratings in Performance Management Support

Figure 3 illustrates evaluation outcomes of GenAI assistance in performance management, which was assessed by expert evaluation of 78 human professionals. In terms of all variables, the average score was more than 4.0 out of 5, which means that AI-generated outputs satisfy user requirements to help in preparing for meetings. The highest rating was assigned to technical reliability (4.3 out of 5), while analytical accuracy (4.1 out of 5) still requires improvements as far as faithful interpretation of employee data is concerned.

What should be emphasized is that professionals with prior experience in performance evaluation have given significantly higher ratings to the tool in terms of all variables compared to professionals without this experience, especially in relation to the actionability of work performance feedback (experienced: 4.4 out of 5; non-experienced: 4.1 out of 5).

The device used 7% of the estimated time that would have been taken in the manual process, which translates into a 93% reduction in time. The estimation of the manual process was 250 minutes while the automated process took 17 minutes. This huge improvement in time makes it easier for

managers to prepare well before engaging employees.

4. Adoption Factors and Performance Impact

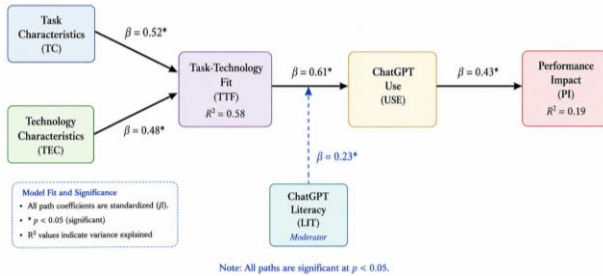


Figure 4. Technology-to-Performance Chain for GenAI in HRM

Figure 4 shows the Structural Equation Model that uses the Technology to Performance Chain (TPC) framework for analyzing 381 HR professionals. According to the model, Task-Technology Fit is

positively predicted by both Task Characteristics ($\beta=0.52$) and Technology Characteristics ($\beta=0.48$), which account for 58% of variation in the fit. ChatGPT Use is highly dependent on Task-Technology Fit ($\beta=0.61$) and positively predicts Performance Impact ($\beta=0.43$).

Task-Technology Fit and ChatGPT Use have a significant relationship moderated by ChatGPT Literacy ($\beta=0.23$, $p<0.01$), implying that the predictive power of the fit on usage is higher for HR professionals with higher AI skills. It means that businesses investing in the development of GenAI skills will benefit from its performance more. The model accounts for 51% of variance in Performance Impact and supports the relevance of the TPC framework for analyzing GenAI results.

Comparative Analysis

Table 1. Comparative Analysis of Traditional AI vs. Generative AI in HRM Applications

Application Area	Traditional AI	Generative AI	Key Difference
Resume Screening	Keyword matching, rule-based filtering	Semantic understanding, contextual candidate evaluation	GenAI understands nuanced qualifications, not just keyword presence
Job Description Generation	Template-based with limited variation	Dynamic, tailored content generation	GenAI creates unique descriptions adapted to organizational needs
Candidate Communication	Pre-defined response trees, limited adaptability	Natural conversation, context-aware responses	GenAI provides personalized, human-like interaction
Performance Feedback	Aggregated metrics, limited commentary	Narrative feedback with context and recommendations	GenAI generates qualitative insights, not just quantitative reports
Training Content	Fixed modules with limited personalization	Adaptive content generation based on learner needs	GenAI creates personalized learning experiences in real-time
Bias Detection	Statistical analysis for demographic disparities	Semantic analysis identifying subtle bias in language	GenAI detects nuanced discriminatory patterns in text
Implementation Cost	Lower implementation, limited customization	Higher investment, substantial customization potential	GenAI offers greater flexibility but requires more sophisticated deployment
Explainability	Higher, rule-based transparency	Lower, black-box model complexity	Traditional AI easier to audit and justify decisions

Table 1 presents a comparison of traditional AI and generative AI in various HRM application domains. Traditional AI, including algorithms for keyword matching and rules for filtering, has the advantage of being predictable and explainable but lacks adaptability and context awareness. In turn, GenAI technologies based on transformers have semantic awareness, natural conversation capability, and personalized generation of the content. These features come at the price of higher implementation costs and lack of transparency, which require advanced approaches to risk management and governance.

It becomes clear from the comparison that GenAI is especially effective in solving problems related to language comprehension, content generation, and personalized conversations. At the same time, the use of traditional AI might be beneficial in cases when explainability and regulatory compliance are important and limited resources are available for implementation. The hybrid solution combining both types of AI seem to be the optimal solution for many organizations.

Discussion

Several key insights emerge from the quantitative analysis of the topic. First, GenAI proves itself capable of significant efficiency gains when applied to HR practices – time saved in resume screening and performance review preparation is in the range of 85-93%. These results can be expected theoretically since AI systems are very efficient at dealing with structured data and content generation, thus enabling HR specialists to devote themselves to more important strategic and social activities. For GenAI to be applied in practice, it is important for organizations to choose repetitive tasks with clear patterns as those for which AI automation brings the most advantages.

Second, it is important to note that the ability of GenAI to mitigate bias is highly dependent on design and implementation. Regular AI tools reduce bias in comparison with human decisions only moderately, while inclusion-oriented AI with fairness principles integrated into its design leads to significantly greater bias reduction. Thus, in order to reap GenAI

benefits as a tool of enhanced fairness, it is necessary to pay attention to system development, bias auditing, diverse training data, and fairness metrics. Thirdly, the efficacy of GenAI depends on the skill level of the users, with more skilled professionals benefiting more from the assistance provided by GenAI. Thus, one can say that GenAI is a complement rather than a replacement to human skillset as it allows professionals to perform better. Hence, companies need to develop literacy in AI alongside the deployment of such technologies, which would enable HR professionals to make informed decisions. Lastly, the risk assessment framework highlights many challenges that need to be addressed in order to have responsible GenAI implementation. Such issues include the possibility of AI hallucinations producing erroneous information, bias reinforcement problem, data privacy risks, and psychological effects of AI-based management. Therefore, organizations need to develop appropriate governance frameworks.

V. CONCLUSION

This paper has offered an elaborate examination of the applications of Generative AI in Human Resource Management, highlighting the opportunities and challenges created by this technology for organizations. Using literature review and quantitative analysis, the paper has shown that GenAI is useful in almost all core HR practices, with specific strengths in efficiency during recruitment process (time saving of 85-92%), mitigation of biases in hiring decisions (saving 74% of time in complicated hiring situations) and performance management (93% saving of preparation time). This paper contributes to the literature on both theoretical and practical aspects of Generative AI.

There are three main theoretical contributions of the paper.

- Firstly, the paper has proposed and tested an IPO model for the analysis of GenAI adoption in HRM. The model takes into consideration the TOE factors affecting adoption of the technology, processes of its integration within HRM practice and outcomes of its implementation on multiple levels. The

proposed model advances previous studies of GenAI in organizations by taking into account risk management as an essential aspect of responsible implementation of Generative AI.

- Secondly, we have established through our quantitative research analysis that design decisions matter greatly in terms of GenAI effectiveness, where inclusion-oriented AI performs better in terms of bias reductions compared to regular tools. This adds to the literature on algorithmic fairness in that the conscious design of fairness principles has been found to overcome the inherent bias in training data. In theory, this is because design decisions serve to lessen psychological distance and ground the evaluation process in reality via competency-based assessment criteria.
- Thirdly, we have highlighted the significance of human skills and expertise in the successful adoption of GenAI technology, where experienced professionals get more out of the use of AI. This finding goes against the common narrative of AI replacing human intelligence with one of AI augmenting human intelligence. Through the Technology-to-Performance Chain model, we have reaffirmed that the fit between task and technology, and AI literacy are key mediators.
- There are many implications for organizations that arise from these recommendations.
- Firstly, organizations need to consider the use of GenAI in cases of HR-related activities that require structuring and processing vast amounts of information, such as resume evaluation, communication with candidates, and performance data analysis.
- Secondly, attention should be paid to the use of inclusion-focused approaches to the development of AI systems, meaning that diversity, fairness, and inclusion considerations should be integrated in the process of building a system. Organizations need to perform audit of bias regularly and ensure the involvement of humans in decision-making in important cases.
- Thirdly, the development of skills of AI literacy is important for HR professionals as well.
- Fourthly, risk management frameworks need to be developed, which would include people-,

task-, structure-, and technology-oriented aspects.

- The current research is constrained by certain limitations that can help inform future research efforts.
- Firstly, the quantitative part of this research relies on literature from studies conducted using different methodologies within different contexts, thus reducing the possibility of comparability. Future research efforts should aim at conducting longitudinal studies aimed at measuring the effect of GenAI on various HRM metrics over time.
- Secondly, there is a lack of discussion regarding the effect of the use of generative AI in HRM activities such as compensation management, employee relations and workforce planning.
- Thirdly, there is the need for studies to assess cross-cultural and cross-national differences in terms of the use of GenAI in HRM.

In summary, Generative AI is a paradigm-changing technology for Human Resource Management because of its unique potentials for automation, personalization, and decision making, but it is a serious challenge in terms of bias, privacy, and appropriate use. Those organizations which adopt an effective strategy for the implementation of GenAI systems focusing on human control, monitoring, and ethical governance will benefit from it and keep employees protected from adverse outcomes. It is obvious that further development of GenAI technologies requires constant consideration of their advantages and disadvantages.

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