

# A Paradigm Shift in Human Resources through the Integration of ChatGPT in Talent Management and Beyond

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## Abstract

This study examines the integration of generative artificial intelligence (AI), particularly ChatGPT, in human resource (HR) management and its transformative potential in talent management practices. A qualitative research design was adopted, involving in-depth interviews with 15 HR professionals, including frontline staff, managers, and key stakeholders from HR organizations in Krabi, Thailand. The data were analyzed using content analysis supported by NVivo software to identify key themes related to the application of ChatGPT in HR functions. The findings indicate that ChatGPT can streamline recruitment and candidate screening processes, enhance employee onboarding and training, support employee engagement and well-being initiatives, facilitate data-driven decision-making, promote diversity and inclusion, and improve HR self-service operations. To strengthen practical implementation, the study recommends a phased adoption strategy, beginning with administrative tasks and gradually expanding to decision-support functions. Organizations are also advised to establish clear ethical guidelines, continuously monitor AI-generated outputs, and integrate AI tools with human expertise to ensure an appropriate balance between automation and professional judgment. The study offers practical implications for HR practitioners, including the development of AI competency training, refinement of AI-assisted decision-making processes, and the promotion of transparency in AI-supported recruitment and performance evaluation systems. Overall, the findings provide a strategic framework for leveraging ChatGPT to enhance efficiency, fairness, and innovation in HR management. As AI technologies continue to evolve, responsible and ethical implementation will be essential to fostering a more effective and employee-centered HR environment.

**Keywords:** ChatGPT, Generative AI, Human resources (HR), Talent management

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## Introduction

The landscape of organizational operations and strategies has undergone a significant transformation in recent decades, with a pronounced pivot towards technological innovation and digital transformation (Hanelt et al., 2021; Kraus et al., 2022). Organizations across the globe have increasingly acknowledged the pivotal role of technological advancements in bolstering their competitive positioning. A myriad of empirical studies have documented the ways through which technological integration can amplify organizational performance and drive innovation forward. Furthermore, the ascendant role of Artificial Intelligence (AI) in contemporary market dynamics has emerged as a critical area of inquiry, with substantial evidence underscoring its profound impact on the innovation strategies of firms. Economists and industry analysts alike are engaged in a rigorous quest to unravel the nuances of generative AI's influence on innovation processes, advocating for more in-depth exploration into this domain. Academics, particularly those focused on technology-induced innovation, have also ventured into this field of study. The discourse surrounding the deployment of generative AI technologies by consumers across various industries has been predominantly oriented towards elucidating the obstacles that impede optimal utilization and understanding how AI can be leveraged to refine decision-making and operational efficiencies (Haefner et al., 2021; Mariani et al., 2022; Mondal et al., 2023).

The advancements in AI and computing hardware, such as graphics processing units (GPUs) and high-performance computing, have led to substantial advancements in deep neural network learning and natural language processing (NLP) along with their practical applications. One notable area of progress is generative AI, which has significantly enhanced the precision and predictive capabilities of NLP tools in recent times (Khademi, 2023). OpenAI introduced ChatGPT (Generative Pretrained Transformer), a powerful tool that garnered significant attention from influential figures in the business world, including Bill Gates and Elon Musk. They emphasized that ChatGPT had the potential to revolutionize both work and daily life. ChatGPT belongs to the category of generative AI and is capable of producing diverse content formats, including text, code, audio, images, and videos. Its underlying architecture is based on transformer technology, which utilizes neural networks to make predictions based on given inputs (Korzynski et al., 2023).

In the realm of Human Resources (HR), the integration of generative AI technologies marks a transformative era, with ChatGPT emerging as a pivotal tool in this development. This language model, renowned for its ability to process and generate text that mirrors human-like communication, represents a significant leap forward in enhancing HR functionalities (Budhwar et al., 2023; Hancock et al., 2023; Ray, 2023). According to Korzynski et al. (2023), generative AI has the potential to significantly elevate customer service and Human Resource Management (HRM) by enriching interactional capabilities within these domains. The conversational prowess of ChatGPT aligns seamlessly with departments that are inherently reliant on interpersonal communication. In customer service, the exploration of synergies between this technology and human operatives presents a promising avenue for enhancing customer

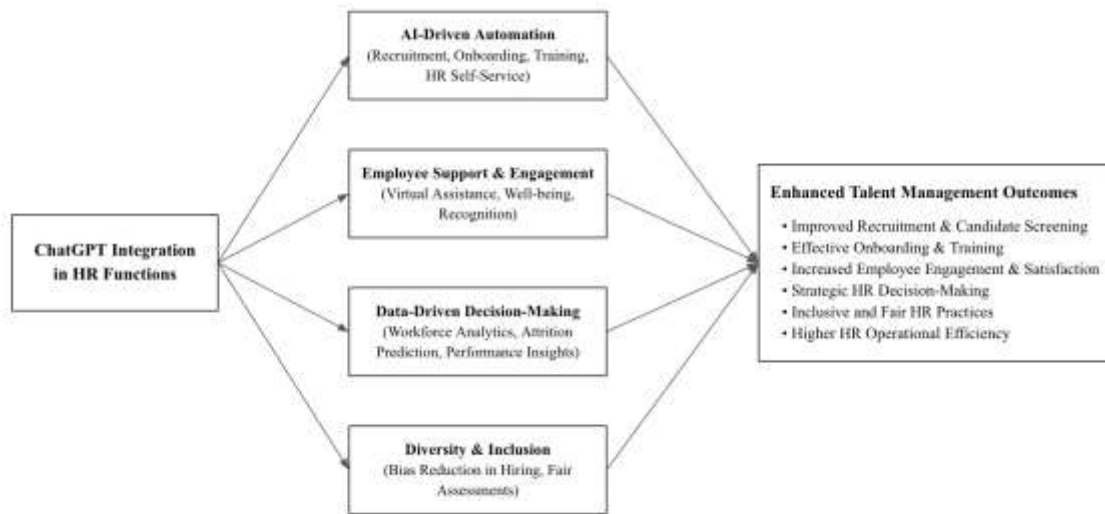
satisfaction, strengthening client relationships, and, by extension, improving organizational effectiveness. Similarly, in the field of HRM, generative AI introduces novel paradigms for managing human relations and advancing HR development, moving beyond the traditional focus on AI for task automation highlighted in previous research (Wheeler & Buckley, 2021). Unlike earlier automation technologies, which required the acquisition of specific software skills for task automation—often characterized by steep learning curves and the need for technical expertise (Silva et al., 2020)—generative AI, exemplified by ChatGPT, offers a more intuitive and accessible approach. The integration of ChatGPT into existing communication infrastructures, such as chatbots or messaging applications, facilitates natural language interactions, enhancing accessibility and user-friendliness for HR professionals (Pavlik, 2023). This advancement underscores a paradigm shift towards more efficient and user-centric HR processes, harnessing the nuanced capabilities of generative AI.

A growing body of literature has explored the potential applications of ChatGPT across various sectors. For instance, Cascella et al. (2023) examined its feasibility in clinical settings and research within the healthcare industry, while Rasul et al. (2023) analyzed its benefits and challenges in higher education. Despite these studies, there remains a notable research gap concerning ChatGPT's implications for the HR sector, particularly in Thailand. Addressing this gap, this study explores the role of generative AI, specifically ChatGPT, in transforming HR practices and talent management. HRM plays a pivotal role in organizational success by ensuring effective talent acquisition, development, and retention. In today's dynamic workplace, HR professionals strategically align human capital initiatives with business objectives, foster employee engagement, and promote diversity and inclusion. As organizations increasingly adopt AI-driven solutions, HR functions stand to benefit from enhanced efficiency, data-driven decision-making, and optimized workforce management. Technologies like ChatGPT can streamline recruitment, onboarding, and performance evaluation while facilitating evidence-based strategic planning. Furthermore, AI enhances workplace inclusivity by mitigating biases in hiring and promoting fair assessment mechanisms (Iswahyudi et al., 2023; Khan et al., 2024; Uthman, 2024). This research provides valuable insights into how AI-driven HR functions can be optimized to support long-term organizational growth, improve employee well-being, and foster innovation in talent management.

The significance of this research lies in its exploration of ChatGPT's transformative role in HR practices, particularly in the Thai context, where the integration of generative AI in workforce management is still an emerging trend. As organizations increasingly adopt AI-driven solutions, understanding their impact on HR functions is crucial for both academic research and practical implementation. From an academic perspective, this study contributes to the growing body of knowledge on AI adoption in HR, offering empirical insights into how ChatGPT can optimize talent management, employee engagement, and decision-making. It addresses a research gap by focusing on the Thai HR sector, where limited studies have examined the role of generative AI in other aspects of workforce management. By providing qualitative data from HR professionals, the study enhances theoretical discussions on AI-driven HR strategies, digital transformation, and human-AI collaboration. From a practical standpoint, the study provides actionable recommendations for HR practitioners in Thailand, offering a framework for integrating ChatGPT into key HR functions. The findings highlight how AI can streamline recruitment, improve onboarding and training, support employee engagement, and facilitate data-driven decision-making. Additionally, the research emphasizes the importance of ethical AI use, guiding HR professionals on how to balance automation and human oversight while ensuring fairness, transparency, and inclusivity in AI-driven HR processes. By bridging academic research and real-world HR practices, this study offers a comprehensive roadmap for Thai organizations to harness ChatGPT's capabilities responsibly, ultimately fostering more efficient, equitable, and strategic HR management in the evolving digital landscape.

### **Conceptual Framework**

The conceptual framework (Figure 1) highlights the integration of ChatGPT into HR functions and its impact on enhancing talent management outcomes. ChatGPT serves as a transformative tool in four key areas: AI-driven automation, employee support and engagement, data-driven decision-making, and diversity and inclusion. Through automation, ChatGPT streamlines recruitment, onboarding, and training processes, reducing administrative burdens and improving efficiency. Additionally, it enhances employee engagement by providing virtual assistance, well-being support, and recognition mechanisms, fostering a positive workplace culture. The integration of AI-driven analytics further aids in workforce planning, attrition prediction, and performance insights, leading to more strategic HR decision-making. Furthermore, ChatGPT contributes to diversity and inclusion by minimizing biases in hiring and ensuring fair assessments. These advancements collectively result in improved recruitment and candidate screening, effective onboarding and training, increased employee engagement and satisfaction, and higher operational efficiency in HR practices. The study underscores the advantages of AI-enhanced talent management, emphasizing its role in optimizing workforce strategies, enhancing employee retention, and fostering inclusive and fair HR practices, ultimately driving organizational success in a digital era.



**Figure 1** Conceptual Framework

## Literature Review

The growing digitalization in the workplace has led to an increased focus on utilizing AI and other disruptive technology platforms to enhance the employee experience and employee engagement within HR practices. As workplace digitalization progresses, employees engage with various digital assets present in an organization's ecosystem. AI-assisted HRM applications have the capability to collect continuous and real-time employee data and perceptions across all dimensions of their work environment, encompassing physical, human, and digital aspects. This perspective aligns with the emerging literature on customer engagement platforms and recent conceptualizations of customer experience (Rodgers et al., 2023; Salvadorinho & Teixeira, 2023; Zhang & Chen, 2023). Among AI-driven advancements, generative AI—such as ChatGPT—has gained prominence in HR functions, particularly in automating communication, streamlining recruitment, enhancing onboarding and training, and supporting decision-making through NLP tools and AI-driven chatbots. These technologies allow HR professionals to optimize workflows, reduce administrative burdens, and foster a more data-driven approach to employee engagement. To achieve the desired employee experience and employee engagement outcomes, it is essential to understand how organizations develop a configuration of AI-assisted HRM applications and platforms, integrating them seamlessly into their broader ecosystem. This understanding is crucial in delivering the appropriate set of outcomes. Additionally, strategic choices and knowledge regarding the configuration and quality of AI-assisted HRM applications are necessary within the HRM domain to attain high levels of employee experience and employee engagement. This approach highlights how HR leaders can make strategic choices to establish a digitalized HR ecosystem, ultimately leading to increased levels of employee experience and employee engagement (Budhwar et al., 2023; Malik et al., 2023; Singh et al., 2023).

In today's rapidly evolving business landscape, organizations face the challenge of staying ahead through continuous innovation and technological advancements. This demands that employees constantly upskill and adapt to changing practices. To address these needs, personalized training has become a critical organizational requirement. Companies seek micro-learning and easily accessible byte-sized training modules, enabling employees to learn as needed. In light of this, the design of training and development programs should prioritize factors such as employee engagement, involvement, and the effectiveness of training transfer. Maity (2019) investigated the potential role of Artificial Intelligence (AI) in shaping training and development processes within organizations. In interviews with 27 HR/training professionals, it was found that 92.6 percent of respondents recognized the importance of knowledge management practices in their organizations. Additionally, 40.7 percent emphasized the need for continuously updated training content for specific employee categories. Personalized learning was also highlighted as a requirement by 63 percent of the respondents. The research indicated a strong consensus among HR/training professionals, with 92.6 percent supporting the incorporation of high employee engagement in training programs. Moreover, 51.9 percent expressed a preference for on-the-go learning tools for their employees, while 33.33 percent saw the value in an intuitive e-learning interface for their organization or department. Overall, the findings served as the foundation for an SIP model (Systematic Instructional Process model), which guides the integration of AI systems in training and development practices, paving the way for more effective and efficient learning experiences within organizations.

The COVID-19 pandemic had a profound impact on organizations, leading to increased job demands characterized by heavier workloads and time pressures. Consequently, employees experienced heightened levels of stress and burnout. As a result, remote work became the prevailing norm in the post-pandemic era. However, remote workers require additional engagement to thrive in this new setting. This shift has brought AI to the forefront as a means of enhancing employee engagement in the new normal. Mer and Srivastava (2023) conducted an investigation and proposed a conceptual framework for understanding employee engagement in the context of AI and its effects on organizations. With many organizations adopting remote work as a long-term solution, there is a growing investment in AI technologies to promote employee engagement in this new work environment. AI facilitates several factors that

contribute to employee engagement, including the quality of work life, diversity and inclusion, and communication. By leveraging AI, organizations can improve the quality of work life by ensuring fair compensation, safe and healthy working conditions, immediate opportunities for skill utilization and development, ongoing growth and security, a balance between work and personal life, and the social relevance of work. The incorporation of AI in these areas has resulted in positive organizational outcomes, including increased productivity, enhanced employee well-being, and reduced attrition rates. Moreover, AI plays a crucial role in measuring employee engagement. Various AI tools, such as wearable technology, digital biomarkers, neural networks, data mining, data analytics, and NLP, have significantly contributed to engaging employees in the new normal.

In the scholarly work of Michailidis (2018), a detailed examination was undertaken to explore the challenges and implications associated with integrating artificial intelligence (AI) and blockchain technologies within HR recruitment strategies. This study underscores the transformative impact that the adoption of AI and blockchain has on business models and HR methodologies, particularly within the recruitment sector. As these technological innovations mature, their contribution to enhancing the efficiency and effectiveness of HR processes is anticipated to escalate, offering substantial benefits in terms of cost reduction, time management, and the elevation of candidate quality. A significant advantage of AI within the recruitment domain is its capability to refine the candidate selection process. Through the deployment of algorithmic assessment platforms, AI enables the identification of a broad and diverse candidate pool, aiming to reduce biases and elevate the objectivity of the selection criteria. These platforms are intricately designed to leverage predictive analytics and neuroscience-based tools, assisting HR professionals in overcoming both explicit and implicit biases. They are instrumental in discerning emotional intelligence, soft skills, and cognitive abilities, critical for identifying candidates who are most aligned with the organizational values and job requirements. Moreover, AI's utility extends to the automation of mundane and repetitive tasks associated with recruitment, including but not limited to, resume screening, scheduling interviews, and delivering feedback to candidates. This automation not only streamlines the recruitment process but also allows HR personnel to allocate more time to strategic decision-making and in-depth evaluations of the current workforce. The insights garnered from these evaluations play a pivotal role in guiding decisions pertaining to new hires, thereby augmenting the overall efficacy of the recruitment strategy.

According to Nuzula and Amri, (2023), since its public release, ChatGPT has garnered global attention, with many speculating on its potential to transform our daily lives. This paper delves into the implications of ChatGPT's application within the HR sector, highlighting a paradigm shift in the industry's approach to artificial intelligence. Traditionally, AI's role in HR was confined to rudimentary tasks; however, ChatGPT's capacity for processing and generating natural language responses heralds new frontiers for automating complex HR functions, such as conducting interviews and facilitating employee onboarding. Furthermore, this study explores ChatGPT's utility for job seekers, including its ability to provide insights into a company's benefits and work culture—though with a cautionary note on the accuracy of its outputs. ChatGPT's functionality extends to drafting cover letters, motivational letters, and application emails, as well as simulating interview scenarios for applicant preparation. This article presents practical examples of ChatGPT's application in HR and reports on a preliminary experiment aimed at evaluating ChatGPT's efficacy in crafting cover letters indistinguishable by HR professionals. The experiment involved five participants who were unable to unequivocally identify the AI-generated documents, with an average detection rate of only 2 out of 4 cover letters, suggesting ChatGPT's sophisticated mimicry of human writing. While discussing the prospective advantages and challenges of integrating ChatGPT in HR practices, this paper posits that ChatGPT signifies a significant shift towards more innovative and efficient HR management techniques, underscoring the transformative potential of AI in revolutionizing the HR landscape.

In the research conducted by Sebastian (2023), the focus was placed on evaluating the impact of ChatGPT within the Human Resources (HR) domain, with an objective to dissect its capabilities, limitations, and prospective future roles. ChatGPT has rapidly ascended as a pivotal conversational AI instrument, heralding a new era of operational efficiency and innovation in HR practices. This study particularly highlights its utility in revolutionizing recruitment processes. The integration of ChatGPT at the preliminary candidate screening phase allows for the automation of assessment procedures, significantly diminishing the workload and involvement requisite from HR personnel. Additionally, ChatGPT facilitates a tailored and interactive engagement with candidates, adeptly managing common queries, elucidating details about the organization and vacancies, and ensuring fluid communication throughout the recruitment cycle. Beyond recruitment, ChatGPT's value extends to augmenting employee engagement and administrative support. Serving as a digital HR assistant, it adeptly addresses routine questions related to benefits, leave applications, and organizational protocols. This capability not only elevates employee contentment by providing timely and accurate information but also liberates HR professionals to allocate their resources towards more strategic functions. Nevertheless, the exploration of ChatGPT's applications within HR also uncovers inherent constraints, notably its occasional struggles with complex or nuanced inquiries that may lead to misunderstandings or partial answers. This delineation of ChatGPT's strengths and weaknesses underscores the necessity for ongoing evaluation and adaptation in leveraging conversational AI tools in HR, ensuring they complement rather than complicate HR operational dynamics.

## **Research Methodology**

A qualitative research approach was implemented as a research strategy. The qualitative research methodology aims to uncover the specific contexts in which individuals or groups make decisions and exhibit certain behaviors, as well as to provide explanations for the observed phenomena. This approach emphasizes the importance of open

communication during interviews, allowing for the acquisition of additional data and the attainment of in-depth knowledge (Siripipatthanakul et al., 2022). Furthermore, to ensure comprehensive and targeted data collection aligned with the research objectives, semi-structured interviews were conducted. The semi-structured interview is a valuable technique that enables a researcher to incorporate essential questions pertaining to the subject matter. It also provides flexibility for both the interviewer and interviewee to explore specific issues or responses in greater detail. This approach also allows the researcher to offer suggestions or guidance to the interviewee regarding the topics to be discussed, particularly when the conversation veers away from the original subject. Thus, this method proves beneficial in keeping the discussion focused on the relevant domain for both parties involved. By fostering a two-way communication between the interviewer and interviewee, the semi-structured interview facilitates open-ended responses, thereby enabling the interviewer to gather more comprehensive information concerning the research topic or issue at hand (Islam & Aldaihani, 2022).

To explore the integration of ChatGPT in human resources functions, a semi-structured interview protocol was developed. The interview protocol consisted of four main sections: introduction and consent, background information, main interview questions, and conclusion. The introduction section established rapport with participants and explained the purpose of the study, while the background section gathered information about participants' HR roles and experience with AI tools. The main section contained 21 open-ended questions covering six key areas: recruitment and candidate screening, employee onboarding and training, employee engagement and well-being, data-driven decision making, diversity and inclusion, and HR self-service functions. Additional questions addressed challenges, ethical considerations, and future perspectives on AI in HR. Each interview was designed to last approximately 45–60 minutes, with audio recording employed to facilitate accurate data capture and subsequent analysis.

To ensure the quality and validity of the interview protocol, a rigorous validation process was implemented. First, content validity was established through expert review, with 3 subject matter experts in HR and AI integration evaluating each question for relevance, clarity, and alignment with research objectives. Prior to full implementation, pilot testing with 3 participants from the target population was performed to assess question flow, timing, and response quality. Several adjustments were made as a result of the pre-test: technical AI terminology was simplified to ensure comprehension across varying levels of AI familiarity, the sequence of questions was reorganized to improve logical flow, two redundant questions were eliminated to reduce interview duration, and additional probing prompts were added to questions that initially yielded surface-level responses. During the data collection phase, ongoing quality control measures included regular debriefing sessions with interviewers, systematic transcript reviews to assess data quality, and incremental refinements to question wording or probing techniques as needed. Post-implementation evaluation involved participant feedback analysis, data saturation assessment, and comprehensive transcript review. To enhance reliability and validity, inter-rater reliability checks were conducted by having the researchers independently code sample transcripts, member checking was performed with selected participants to verify interpretations, and triangulation with documentary evidence was employed to cross-verify findings across different HR roles and organizational contexts. All protocol development stages and quality control measures were meticulously documented to maintain methodological transparency and create an audit trail for the research process.

The research design incorporated purposive and snowball sampling as strategic approaches to participant selection. Purposive sampling is a well-established method within qualitative research paradigms, characterized by the intentional selection of participants based on the researchers' judgment and the specific needs of the study (Zickar & Keith, 2023). This technique was employed to ensure that participants possessed relevant expertise and direct experience with the research topic, thereby enhancing the depth and contextual relevance of the findings. In addition to purposive sampling, snowball sampling was utilized to expand the participant pool. Snowball sampling is a non-probability sampling method where existing participants recruit future participants from their networks, expanding the sample like a rolling snowball. This approach is particularly useful for reaching hard-to-access populations and individuals who may not be easily identified through conventional recruitment strategies (Geddes et al., 2017).

To achieve data saturation, which qualitative research literature suggests typically requires a minimum sample size of 12 participants (Hennink & Kaiser, 2022), this study aimed to recruit 15 individuals. The target groups included frontline HR employees, HR managers, and key stakeholders involved in human resource functions within organizations in Krabi, Thailand. These participants were selected based on their active engagement in HR practices and their recent experience with ChatGPT, ensuring that their insights would contribute meaningfully to the study. Recruitment was conducted through professional networks, industry associations, and direct outreach within HR departments of organizations operating in Krabi. Additionally, snowball sampling was employed to expand the participant pool by leveraging recommendations from initial respondents. This approach was particularly useful in identifying participants with specialized knowledge or unique perspectives who might not have been accessible through direct outreach alone. Potential participants were identified through referrals and invitations, emphasizing voluntary participation and informed consent. Clear inclusion criteria were established, requiring participants to be at least 18 years old, actively employed in an HR-related role, and possessing recent experience with ChatGPT. The combination of purposive and snowball sampling facilitated the collection of rich, context-specific data, contributing to a more comprehensive understanding of ChatGPT's application in the HR sector.

Ethical considerations were paramount during the data collection phase, with adherence to several fundamental ethical principles to safeguard participant welfare and privacy. Prior to participation, informed consent was secured from all individuals involved, ensuring they were fully apprised of the study's objectives, methodologies, potential risks, and benefits, thereby fostering an environment of transparency and trust. To preserve anonymity, pseudonyms replaced actual names, and all collected data were securely stored to prevent any possibility of identity disclosure. The

utilization of recorded interviews was strictly confined to the purposes of this research, with stringent measures implemented to thwart unauthorized access, thus reinforcing the confidentiality of the information gathered. Participants were afforded the unequivocal right to disengage from the study at any juncture, without the imposition of any adverse repercussions. The analysis and presentation of data were conducted in a manner that aggregated and anonymized individual contributions, thereby ensuring the protection of personal privacy. This investigation was meticulously aligned with established ethical guidelines and regulatory standards, underscoring a dedicated commitment to upholding the dignity, rights, and welfare of all participants engaged in the study.

For data analysis, content analysis was employed. Content analysis is an approach used to thoroughly and impartially investigate particular phenomena through the analysis of verbal, visual, or written data. It is a qualitative method that enables the extraction of meaningful conclusions and interpretations. In qualitative content analysis, data is condensed into categories or themes through a systematic process that relies on valid inferences. This process employs inductive reasoning, in which themes and categories are derived from the data through the researcher's diligent examination and continuous comparison (Shava et al., 2021; Siripipatthanakul et al., 2022). NVivo is an influential software for qualitative data analysis, offering researchers a wide range of tools for effectively managing, organizing, and analyzing qualitative data (Allsop et al., 2022). Therefore, the researchers also utilized NVivo to effectively organize and analyze the collected data.

## Results

A comprehensive study was conducted to explore the perceptions of 15 individuals involved in the HR field, including frontline employees, managers, and other stakeholders, regarding the utilization of ChatGPT. Table 1 showcases the demographic details of the participants, encompassing their gender, age, major, as well as the date and time of their respective interviews. The sample distribution comprised 7 male and 8 female respondents, with ages ranging from 27 to 49 years old. The participants' roles within the HR domain were diverse, consisting of two recruiters, one HR manager, four HR officers, one recruitment manager, one HR assistant manager, one employee relations manager, one executive HR manager, one training manager, one training supervisor, and two HR supervisors. All individuals involved in the study were based in Krabi, Thailand.

**Table 1** Demographic information on the respondents and interview dates and times

No.	Gender	Age	Areas of HR	Date and time of interview
R1	Male	32	HR supervisor	November 12, 2023 at 09:30 am
R2	Male	38	Recruiter	November 12, 2023 at 10:30 am
R3	Male	29	HR officer	November 13, 2023 at 09:00 am
R4	Male	41	Recruitment manager	November 13, 2023 at 10:00 am
R5	Male	38	HR assistant manager	November 13, 2023 at 11:00 am
R6	Male	33	HR officer	November 14, 2023 at 09:00 am
R7	Male	42	Employee relations manager	November 14, 2023 at 10:00 am
R8	Female	43	HR manager	November 14, 2023 at 11:00 am
R9	Female	27	HR officer	November 15, 2023 at 10:00 am
R10	Female	49	Executive HR manager	November 15, 2023 at 11:00 am
R11	Female	33	Recruiter	November 16, 2023 at 09:30 am
R12	Female	42	Training manager	November 16, 2023 at 10:30 am
R13	Female	31	HR officer	November 17, 2023 at 09:00 am
R14	Female	36	Training supervisor	November 17, 2023 at 10:00 am
R15	Female	35	HR supervisor	November 17, 2023 at 11:00 am

Through the analysis of participants' responses, the study unveiled various prominent themes concerning the application of ChatGPT in the HR domain. These themes encompassed the streamlining of recruitment and candidate screening, the enhancement of employee onboarding and training, the support of employee engagement and well-being, the facilitation of data-driven decision making, the promotion of diversity and inclusion, and the handling of HR inquiries and self-service. The participants affirmed that generative AI, exemplified by ChatGPT, holds immense potential to revolutionize Human Resources (HR) practices in numerous ways. As AI technology continues to advance, its influence on HR processes is progressively becoming more significant.

Content analysis and the NVivo software were utilized to analyze the interview data, ensuring comprehensive examination of the gathered information. To aid comprehension of the findings, a word frequency query was employed, and the most commonly used words during the interviews were visually represented in a word cloud (Figure 2). The process began with collecting and organizing interview transcripts from HR professionals discussing ChatGPT's impact on recruitment, training, employee engagement, and decision-making. A word frequency query was then conducted to identify the most commonly used words, filtering out stop words and merging synonyms to enhance clarity. The resulting word cloud visually displayed the most frequent terms, with larger words indicating higher occurrence. Key terms such as "ChatGPT," "recruitment," "training," "employees," and "AI-driven HR" emerged as dominant themes, reflecting the primary discussion points. This visualization not only summarized the qualitative findings but also highlighted recurring patterns, offering valuable insights into how ChatGPT is perceived within HR functions. The prominence of words like "automation," "decision-making," and "employee engagement" underscored the critical areas



*“I’ve been exploring ways to optimize our recruitment process, and I came across an interesting tool called ChatGPT. It can assist us in automating and streamlining our recruitment efforts. ChatGPT can analyze job descriptions and candidate profiles to generate personalized and engaging job advertisements. It understands the requirements of each role and can create compelling ads that resonate with potential candidates. This way, we can attract the right talent and ensure our job postings stand out from the competition” (a recruitment manager).*

*“Instead of spending time crafting job ads ourselves, ChatGPT can do it for us. ChatGPT can generate multiple versions of job advertisements based on the provided information. We can review them and choose the ones that align best with our requirements. This not only saves us time but also ensures that our ads are more effective in attracting suitable candidates.” (a HR supervisor)*

*“ChatGPT can help us with screening and shortlisting candidates. It can conduct initial interviews with candidates and evaluate their responses. Based on predefined criteria and compatibility with job requirements, ChatGPT can assess candidates and provide us with a shortlist of the most promising ones. This allows us to focus our attention on the top candidates and make the selection process more efficient.” (a recruiter)*

*“By leveraging the capabilities of ChatGPT, we can streamline our recruitment process, improve the quality of our job advertisements, and focus on the candidates who are most likely to succeed in our organization. It’s an exciting opportunity for us to leverage AI in a way that enhances our recruitment efforts.” (a recruiter)*

### **Enhancing Employee Onboarding and Training**

Efficient onboarding and continuous training play a vital role in employee success and satisfaction. ChatGPT can contribute to this process by providing interactive and personalized training modules. It can simulate real-life scenarios, answer employee queries, and offer guidance on various topics. Furthermore, ChatGPT can generate training materials and resources, such as employee handbooks or training manuals, customized to specific roles or departments, ensuring consistency and quality in information delivery.

*“ChatGPT can provide interactive and personalized training modules for our employees. It can simulate real-life scenarios, allowing employees to practice and learn in a safe environment. It can also answer their queries and provide guidance on various topics. This interactive approach ensures that our employees receive the hands-on training they need to excel in their roles.” (a training supervisor)*

*“So, instead of relying solely on traditional training methods, ChatGPT can offer a more engaging and practical learning experience for our employees. It can complement our existing training programs by providing a dynamic and interactive learning environment. It can adapt to individual learning styles and pace, making the training process more effective and engaging. Employees can receive personalized guidance and support from ChatGPT, boosting their confidence and performance.” (a HR assistant manager).*

*“ChatGPT can generate training materials and resources, such as employee handbooks, training manuals, or instructional videos. We can provide ChatGPT with the necessary information, and it will create customized content tailored to specific roles or departments. This ensures consistency and quality in information delivery across the organization. With ChatGPT’s assistance, we can streamline the process of creating training materials, saving time and effort for our HR team. The generated content will be relevant and customized, addressing the specific requirements of different roles and departments. This way, we can ensure that our employees receive the most accurate and up-to-date information.” (a training manager)*

### **Supporting Employee Engagement and Well-being**

Maintaining high levels of employee engagement and well-being is crucial for organizational success. ChatGPT can assist HR professionals in this area by acting as a virtual support system. Employees can engage with ChatGPT to seek advice, discuss concerns, and receive confidential guidance on topics like work-life balance, stress management, or career development. Additionally, ChatGPT can generate personalized recognition messages or rewards for employees, fostering a positive work culture.

*“ChatGPT can act as a virtual support system for our employees. It can provide a platform for them to seek advice, discuss concerns, and receive confidential guidance on various topics. Whether it’s about work-life balance, stress management, or career development, employees can engage with ChatGPT and receive personalized support. This ensures that their concerns are addressed promptly and that they feel supported within the organization.” (a HR manager)*

*“While our HR team is always available to support employees, ChatGPT provides an additional avenue for employees to seek assistance whenever they need it. It can offer guidance 24/7, ensuring that employees have access to support even outside regular working hours. This can make a significant difference in their overall well-being and job satisfaction.” (an employee relations manager)*

*“Recognizing and appreciating our employees' efforts are crucial for fostering a positive work culture. ChatGPT can help us in that aspect as well. It can generate personalized recognition messages or rewards for our employees. Whether it's a simple note of appreciation or a virtual badge for achieving milestones, ChatGPT can help us foster a culture of recognition and positivity within the organization. This boosts employee morale and engagement.” (a HR officer)*

### **Enabling Data-Driven Decision Making**

HR departments generate vast amounts of data related to employee performance, feedback, and engagement. ChatGPT can process and analyze this data, providing valuable insights to support data-driven decision making. By identifying trends, predicting attrition risks, or recommending training interventions, ChatGPT empowers HR professionals to make informed choices that optimize workforce management and improve overall organizational performance.

*“Our HR department generates a significant amount of data related to employee performance, feedback, and engagement. ChatGPT has the ability to process and analyze the data we generate. By feeding it with relevant information, it can identify trends, patterns, and correlations within the data. This provides us with valuable insights that can support data-driven decision making. We can uncover factors that contribute to employee performance, identify potential risks of attrition, or even predict future trends.” (an executive HR manager)*

*“ChatGPT acts as a powerful analytical tool. By utilizing its capabilities, we can make data-driven decisions regarding various aspects of workforce management. We can identify areas for improvement, create targeted training interventions, and enhance our overall organizational performance.” (a HR supervisor)*

*“ChatGPT can provide recommendations based on the analyzed data. It can identify potential risks of attrition and suggest strategies to mitigate them. It can also recommend training interventions based on individual performance data, helping us address skill gaps or development opportunities. These recommendations empower us to proactively manage our workforce and optimize their performance.” (a HR officer)*

### **Promoting Diversity and Inclusion**

Diversity and inclusion have become significant priorities for organizations. ChatGPT can contribute to this goal by providing unbiased and fair evaluations during the recruitment process. By removing identifiable information from candidate profiles and assessing qualifications and responses based purely on merit, ChatGPT helps reduce unconscious biases and promotes a more inclusive hiring process.

*“Creating a diverse and inclusive workforce is a priority for our HR department. ChatGPT can contribute to this goal by providing unbiased and fair evaluations during the recruitment process. It can help us reduce unconscious biases that may arise from human evaluations. By removing identifiable information from candidate profiles, such as names, gender, or ethnicity, ChatGPT can assess qualifications and responses based purely on merit. This promotes a more inclusive hiring process where candidates are evaluated solely on their skills and qualifications.” (a recruitment manager)*

*“ChatGPT's objective nature helps create a level playing field for all candidates. It ensures that decisions are based solely on the qualifications and responses presented, rather than any personal or demographic information. This approach helps us foster diversity and inclusion within our workforce.” (a HR supervisor)*

*“ChatGPT evaluates candidates based on the information provided in their resumes, application materials, and responses to interview questions. It focuses on the qualifications, skills, and experiences outlined by the candidates. By removing identifiable information, ChatGPT helps us assess candidates solely on their merits, reducing the potential impact of biases that may arise from demographic or personal characteristics.” (a recruiter)*

### **Handling HR Inquiries and Self-Service**

HR departments often receive numerous inquiries from employees related to policies, benefits, and procedures. ChatGPT can act as a virtual HR assistant, responding to common queries, providing relevant information, and directing

employees to appropriate resources. This self-service approach not only improves efficiency by reducing the HR team's workload but also enables employees to access information quickly, enhancing their overall experience.

*“We often receive numerous inquiries from employees regarding policies, benefits, and procedures. ChatGPT can help us address these queries and provide a seamless self-service experience for our employees. ChatGPT can act as a virtual HR assistant, responding to common queries and providing relevant information to employees. By training ChatGPT with our organization's policies, benefits, and procedures, it can accurately answer questions and provide guidance to employees. This enables them to access information quickly and conveniently without having to wait for a response from the HR team.”* (an executive HR manager)

*“By implementing ChatGPT as a virtual HR assistant, we empower our employees to find answers to their questions independently. ChatGPT can provide them with accurate and up-to-date information, direct them to relevant resources, and even assist with completing specific HR processes. This self-service approach improves efficiency by reducing the workload on our HR team and allows employees to access information at their convenience.”* (a HR manager)

*“ChatGPT can reduce the HR team's workload while enabling employees to get the information they need quickly and easily. With ChatGPT handling common inquiries, our HR team can focus on more strategic and complex tasks. This improves our overall efficiency and allows us to dedicate more time to value-added activities. Moreover, employees benefit from the convenience of accessing information instantly, enhancing their overall experience with HR services.”* (a HR officer)

Overall, generative AI, particularly ChatGPT, significantly enhances HR management by streamlining key talent management processes. It optimizes recruitment by automating job advertisements, conducting initial screenings, and assisting in interview evaluations. In employee onboarding and training, it provides interactive learning modules, generates customized materials, and simulates real-life scenarios, ensuring effective knowledge transfer. Additionally, ChatGPT supports employee engagement and well-being by acting as a virtual HR assistant, offering 24/7 support, personalized guidance, and recognition messages. It also enables data-driven decision-making by analyzing workforce trends, predicting attrition risks, and supporting strategic HR planning. Furthermore, it promotes diversity and inclusion by reducing unconscious biases in hiring and ensuring fair candidate evaluations. Lastly, ChatGPT enhances HR efficiency by handling routine inquiries, providing instant access to policies and benefits, and reducing administrative workload, allowing HR professionals to focus on strategic initiatives. These benefits demonstrate the transformative role of Generative AI in creating a more efficient, data-driven, and inclusive HR ecosystem.

## **Discussion**

The findings of this study highlight the transformative role of ChatGPT in HR management, particularly in streamlining recruitment, enhancing employee onboarding and training, improving engagement, enabling data-driven decision-making, promoting diversity and inclusion, and handling HR inquiries efficiently. These insights address the research problem concerning the integration of AI in HR practices and its implications for workforce management.

The study reveals that ChatGPT significantly optimizes recruitment and candidate screening by automating job advertisement creation, conducting initial screenings, and assisting in interview evaluations. This finding aligns with prior research suggesting that AI-driven recruitment can improve efficiency and reduce biases in hiring (Votto et al., 2021). Sebastian (2023) also highlighted that ChatGPT has gained recognition as a robust conversational AI tool, offering organizations transformative opportunities within the field of HR in streamlining the recruitment process. By leveraging ChatGPT, HR teams can save time while ensuring a more structured and data-driven approach to candidate selection, thereby addressing the inefficiencies in traditional recruitment processes.

Additionally, employee onboarding and training benefit from AI-driven solutions, as ChatGPT provides interactive learning modules, simulates real-life scenarios, and generates customized training materials. This aligns with Michailidis (2018), who emphasized AI's potential in improving employee development. The ability to offer tailored training materials enhances learning outcomes and ensures consistency in knowledge dissemination across the organization.

The findings also demonstrate that ChatGPT supports employee engagement and well-being by acting as a virtual HR assistant, providing confidential support, and generating personalized recognition messages. This capability addresses the research problem regarding employee satisfaction and retention by offering 24/7 support, improving communication, and fostering a positive workplace culture. These results support the conclusions of Malik et al. (2023), who found that AI-assisted HR applications enhance employee experience and engagement.

Furthermore, data-driven decision-making is a key advantage of integrating ChatGPT into HR functions, as it enables HR professionals to analyze workforce trends, predict attrition risks, and make informed strategic decisions. These insights align with Iswahyudi et al. (2023), who established that AI-powered decision support systems enhance HR efficiency and transparency. This addresses the challenge of HR professionals lacking real-time analytics to guide workforce planning.

Moreover, the role of ChatGPT in promoting diversity and inclusion is evident, as it helps reduce unconscious biases by assessing candidates based solely on merit and qualifications. This finding supports Altemeyer (2019), who

noted that AI can enhance fairness in hiring by eliminating demographic biases. By ensuring that recruitment decisions are made objectively, organizations can create a more inclusive work environment.

ChatGPT streamlines HR inquiries and self-service functions, reducing the administrative burden on HR teams while providing employees with quick access to policies and benefits. This automation allows HR professionals to focus on strategic initiatives, addressing the problem of excessive administrative tasks limiting HR's ability to contribute to higher-level workforce planning. Korzynski et al. (2023) demonstrated that ChatGPT can be trained using HR-related data such as job descriptions, resumes, and HR guidelines.

These findings highlight the growing importance of AI in HR management and its ability to address key operational inefficiencies. While ChatGPT offers significant benefits, its implementation must be carefully managed to uphold ethical principles such as transparency, fairness, and human oversight in AI-driven HR processes. Generative AI, including ChatGPT, provides valuable opportunities to streamline HR functions and enhance decision-making; however, it should be seen as a tool to augment human expertise rather than replace it. This perspective aligns with the insights of Abdelhay et al. (2024), Khan et al. (2024), and Porkodi and Cedro (2025), who emphasize the need for responsible AI integration to support HR professionals while maintaining a balanced and human-centered approach to workforce management. Organizations that adopt AI responsibly can achieve a balance between automation and human oversight, ensuring that HR remains both efficient and people-centric in the evolving digital landscape (Benabou et al., 2024).

### **Suggestions**

This study highlights the transformative effects that generative intelligence, specifically AI language models like ChatGPT, can have on talent management and related areas, ultimately shaping the future of the HR field. ChatGPT has the potential to revolutionize talent management and reshape HR practices. From recruitment and onboarding to employee engagement and decision making, AI systems can significantly enhance HR operations. However, it is essential to approach these advancements with caution, ensuring ethical use and striking a balance between automation and human involvement. By embracing generative intelligence responsibly, HR professionals can unlock new possibilities and drive positive outcomes in the future of talent management.

In the long term, the integration of AI tools such as ChatGPT into HR processes promises significant advancements in efficiency, accuracy, and fairness. By automating routine tasks such as candidate screening and query management, HR professionals can devote more time to strategic, value-added activities. AI-powered systems can assist in eliminating biases in decision-making, promoting inclusivity in hiring practices, and providing insights that drive more informed and data-backed HR decisions. Furthermore, AI can enhance employee engagement through tailored feedback, personalized development plans, and continuous learning opportunities, contributing to improved job satisfaction and organizational loyalty.

However, these advancements must be approached with caution. While AI offers the potential to automate and optimize HR processes, it cannot replace the essential human elements of empathy, judgment, and interpersonal communication. In areas such as conflict resolution, leadership development, and performance management, human involvement remains critical. Striking a balance between automation and human interaction will be key to ensuring that AI serves as a complementary tool, rather than a substitute, for human decision-making in HR. Furthermore, ethical considerations are also central to the future application of AI in HR. As AI systems like ChatGPT become more integrated into organizational practices, it is crucial to address potential biases in algorithms and ensure transparency in AI-driven decisions. Organizations must prioritize data privacy, fairness, and inclusivity when deploying AI technologies, particularly in sensitive areas such as recruitment, promotion, and employee evaluation. Ongoing monitoring and audits of AI systems will be necessary to mitigate risks and ensure ethical use.

Based on the research findings, the following suggestions are offered for the successful integration of ChatGPT into HR practices:

1. Organizations should begin by incorporating AI in less sensitive HR functions, such as administrative tasks or candidate screening. This allows HR teams to familiarize themselves with the technology before scaling it to more complex areas.
2. Feedback loops should be established to assess the effectiveness of AI in HR practices. Regular monitoring and gathering input from employees and HR professionals will help identify any issues early on, ensuring that AI systems continue to meet organizational needs.
3. HR teams should receive comprehensive training not only in the technical aspects of AI but also in understanding its ethical implications. This training will equip HR professionals to make informed decisions about when and how to integrate AI into their practices.
4. AI tools like ChatGPT can play a significant role in improving employee engagement by offering personalized feedback, career development suggestions, and continuous learning opportunities. Organizations should explore the potential of AI to foster stronger communication and deeper engagement with employees.
5. Organizations must ensure that AI systems are used ethically, addressing potential biases, ensuring transparency, and safeguarding employee data privacy. Moreover, it is essential for organizations to establish clear policies and guidelines regarding the use of AI in HR. These guidelines should define the boundaries of AI's involvement and ensure that all stakeholders understand its role in decision-making processes.

As AI technologies like ChatGPT continue to evolve, HR professionals must adapt to these changes by embracing them thoughtfully and ethically. When used responsibly, AI has the potential to drive significant improvements in HR practices, creating more efficient, fair, and supportive work environments. By adopting a

balanced, human-centered approach to AI integration, organizations can unlock the full potential of generative intelligence while safeguarding the well-being of their workforce and fostering sustainable growth in the future of talent management.

While this study provides valuable insights into the potential applications of ChatGPT in the HR field, certain limitations must be acknowledged, along with recommendations for future research. Firstly, the study focused on a specific group of HR professionals in Krabi, Thailand, which may limit the generalizability of the findings to other contexts. Expanding future research to include a more diverse sample from different regions or industries would help capture a broader range of perspectives and experiences. Secondly, the qualitative approach relied on in-depth interviews, which, while effective for exploring participants' experiences in depth, is inherently subject to researcher interpretation, potentially introducing bias in data analysis. Additionally, qualitative research typically involves a relatively small sample size, which may not fully capture the complexity and diversity of viewpoints. A mixed-methods approach, integrating quantitative techniques such as surveys or observational studies, could enhance the reliability and generalizability of future findings. Furthermore, this study primarily examined the perceived benefits and potential applications of ChatGPT in HR. Future research should also explore potential challenges, limitations, and ethical considerations related to AI implementation in HR practices. Investigating aspects such as algorithmic bias, data privacy concerns, and employee perceptions of AI-driven decision-making would contribute to a more balanced and comprehensive understanding of ChatGPT's role in HR. Lastly, given the rapid advancement of AI technology, future studies should examine the long-term effects and sustainability of integrating ChatGPT and other generative AI tools into HR workflows. Understanding the evolving nature of HR roles, potential disruptions to traditional practices, and broader implications for workforce dynamics would provide deeper insights into AI's transformative impact in this field. By acknowledging these limitations and addressing them in future research, a more critical and comprehensive discourse on the role of ChatGPT in HR can be developed, ultimately supporting its responsible and effective implementation.

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