

# Human Resource Management and Generative Artificial Intelligence (ChatGPT): Nexus, Perspectives and Praxis

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**ABSTRACT:** *The workplace is changing, ChatGPT and other AI technologies are leading the way. ChatGPT is a cutting-edge chatbot created by OpenAI that uses natural language processing to respond to user requests with "human-like" speech. Businesses all over the world are taking notice of it because of its robust capabilities, which have the possibility of helping automate a multitude of company procedures. The aim of the study is to identify the ChatGPT - Nexus, Perspectives and Praxis and investigate the concept's applicability to generative AI and HRM. This is to underscore and devise remediation strategies with respect to likely difficulties in the broad use of ChatGPT in HRM. To stop unfair behaviors and ensure that employees are treated fairly, ethical issues like algorithmic bias and data privacy must be thoroughly examined. The methodology employed involves the use of qualitative paradigm involving the review of literature such as books, journals, publications, articles, online resources among others. The integrative literature review approach enables the researcher to conduct a critical assessment of AI technology vis-à-vis HRM. The study is anchored by one of the most widely accepted theories in human resource management – The Resource-Based View. The study predicts a significant decline in the likelihood of attaining a long-term competitive advantage through strategic Human Resource Management when considering the effects of widely used ChatGPT. The study's findings indicate that ChatGPT help team members communicate and work together more effectively by simplifying the understanding and tracking of project progress, processing and analyzing large amounts of text-based data, facilitating cross-cultural communication, and giving prompt, accurate answers to frequently asked questions. Hiring and recruiting are two critical HR processes to which generative AI impacts immediate benefits.*

**KEYWORDS:** human resource management, generative artificial intelligence(CHATGPT), nexus, perspectives, praxis

## INTRODUCTION

A range of scholastic viewpoints have been arrayed in Human Resource Management (HRM) writings on how to enhance the field of HRM scholarship, given the swift progress being made in generative AI and its potential impact on workplace practices in general and HRM in particular (Budhwar et al., 2023). The main goals of this are to first give an overview of the developments in the field and then to create a collection of possibilities for research that will enable HRM scholars engage in significant research that will advance the knowledge of generative AI by theorizing in addition to offering real-world proof that exceeds the limits of the field's current knowledge (Mohamed, Png, and Isaac, 2020). Using Figure 1, in 2018, OpenAI released GPT-1. This generative language model gained extensive knowledge on a varied corpus of continuous text and lengthy passages after being trained on a massive BooksCorpus dataset. It

was also able to learn huge range dependencies. GPT-2 was trained on an 8-million web page dataset after being pre-trained on BookCorpus, a dataset of over 7,000 self-published fiction works across multiple genres. The 1.5-billion-parameter model was fully released on November 5, 2019, after being partially disclosed in February 2019. In 2020, OpenAI produced a big language model called Generative Pre-trained Transformer 3 (GPT-3). Similar to GPT-2, it is a transformer model of deep neural networks that is limited to decoding and replaces designs based on recurrence and convolution through a process called "attention." On November 30, 2022, OpenAI released ChatGPT (Chat Generative Pre-Trained Transformer), a chatbot. It allows users to fine-tune and guide a conversation towards a desired duration, format, style, level of detail, and language based on a vast language model. With data going back to April 2023, GPT-4 Turbo—which is presently accessible through an API preview—has been trained, the company revealed on Monday at its inaugural developer conference. The GPT-4 version that was first released in March could only analyze data up to September 2021

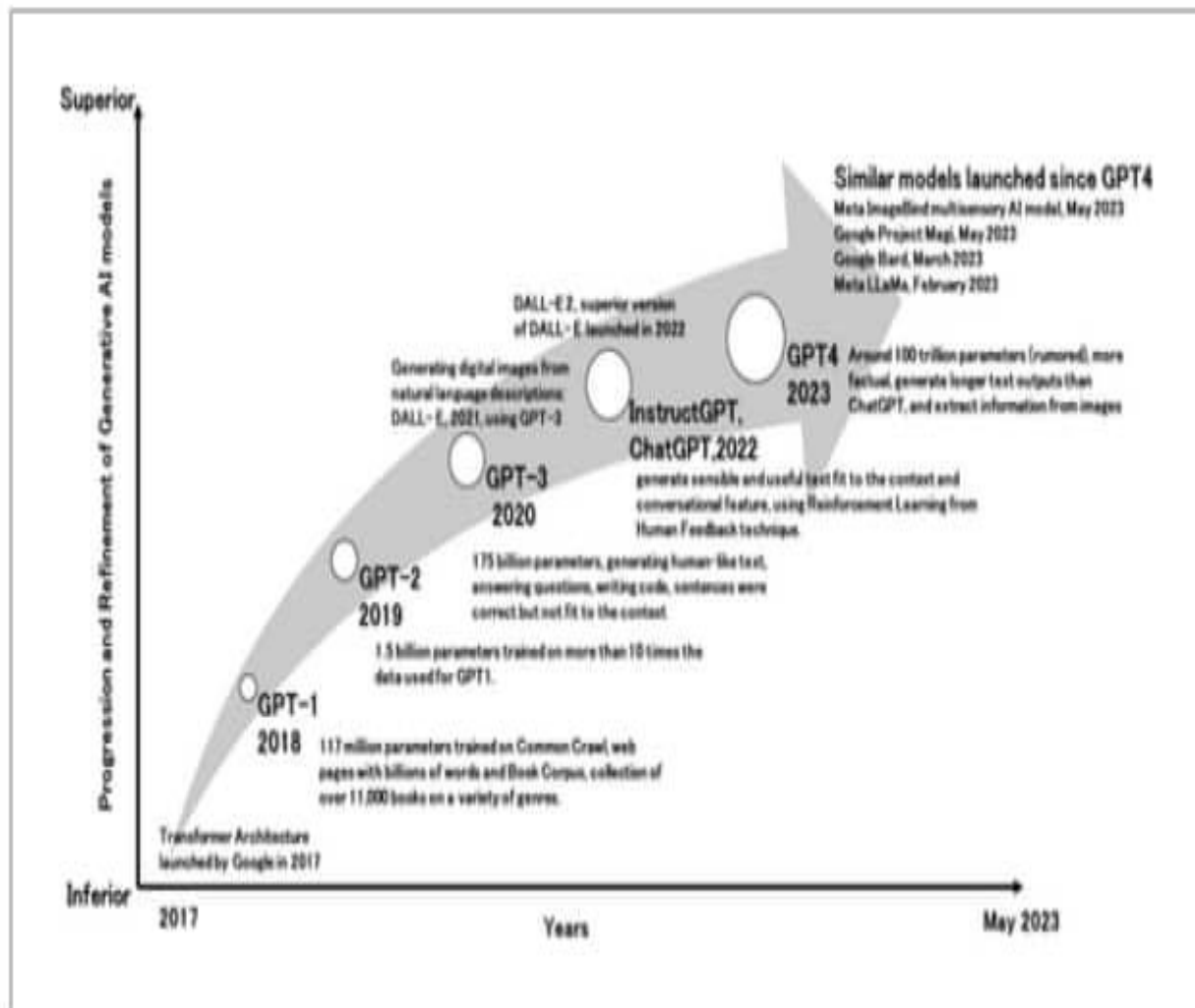


Figure 1: GPT's Evolution (Source: Shackelford, Trautman, and Voss 2023).

Since its introduction, massive datasets, roughly 575 GB of training dataset for GPT-3 and a sizable number of parameters, roughly 175 billion in the case of GPT-3 have been used to train GPT models so they can respond to question prompts (OpenAI Research Blog LM, 2023). Due to absence of safety constraints, GPT-3 would generate inaccurate outputs with false information, also known as hallucinations that might include offensive or dangerous content in addition to potentially irrelevant results. As a result, human feedback was added to the training process by combining supervised and reinforced machine-learning approaches. This produced outputs that were in line with the prompt's context and the user's intent (Ouyang et al., 2023).

According to Manyika et al., (2017), there is a growing trend among organizations to implement AI-powered chatbots and conversations with agents, such as ChatGPT, to improve relationships with stakeholders, engagement, and overall well-being. ChatGPT is positioned to significantly change HRM procedures and systems in the majority of organizational settings, even though its effects will differ depending on the environment (Edlich et al., 2018; OpenAI, 2023). As it stands, ChatGPT can be included in work settings as a part of a customized application network (OpenAI, 2023). ChatGPT can offer on-demand individualized support, creative answers to challenging questions, and direction on a variety of subjects, contingent on its use case (Hatzius, 2023).

Also, eminent academics have been challenged to provide insights on important issues that are fundamental to HRM in order to have a thorough understanding of the constantly changing landscape. The perspectives highlight the necessity for HR professionals to comprehend and adjust to the evolving AI ecosystem, notably the transformational and revolutionary possibilities of generative AI on HRM organizing, practices, systems, and performance. Finding the ChatGPT Nexus-Perspectives and Praxis is the goal of this literature review, which also seeks to determine whether or not these concepts are comparable to HRM and generative AI. Also, the study describes the underlying technology limits that workers should be aware of, by providing instances of ChatGPT's applications in the HR industry, and discussing what it implies for HR going forward.

## **Aim and Objectives of the Study**

### **Aim**

The main aim of this review is to identify the ChatGPT - Nexus, Perspectives and Praxis and investigate the concept's applicability to generative AI and HRM.

### **Objectives**

The specific objectives of the research include;

- To examine how ChatGPT enables employees to focus on more challenging tasks
- To examine the ChatGPT's challenges in terms of Automation, Privacy, and Bias.
- To explore the implications of ChatGPT deployment to HRM practice
- To examine the significance and difficulties of ChatGPT and AI-Powered Generative Tools for Workplace Communication.
- To determine the relationship between Generative AI and Sustainable HRM.

As a result, the following are the main research questions that this study addresses:

- To what extent does ChatGPT enable employees focus on more challenging tasks?
- What are the ChatGPT's challenges in terms of Automation, Privacy, and Bias?
- What are the implications of ChatGPT deployment to HRM practice?
- What is the significance and difficulties of ChatGPT and AI-Powered Generative Tools for Workplace Communication?
- What is the relationship between Generative AI and Sustainable HRM?

## LITERATURE REVIEW

### **ChatGPT: An Application to Aid Employees in Concentrating on More Difficult Tasks**

George and George 2023 have advanced that the innovative language framework ChatGPT, created by OpenAI, has an opportunity to completely alter how employees perform their duties (George and George 2023). This tool's ability to streamline time-consuming and routine duties allows employees to concentrate on more complex duties that call for critical and imaginative thinking. This is one of its main advantages. This means that ChatGPT is not a substitute for human employees but rather a cutting-edge technology that could help staff members reach their full capabilities by relieving them of menial jobs and allowing them to concentrate on activities that call for human inventiveness (Nuzula and Amri 2023).

"Generative AI is extremely potent, but like any instrument, it has advantages and disadvantages. Google has acknowledged ChatGPT since its inception and has even contemplated recruiting it as a low-level programmer (Wach et al., 2023). This demonstrates how important this technology is. In the 2020s, we need to figure out how to differentiate ourselves from robots rather than competing with them because humans will always fall short. Since 2013, there have been important technological developments that have had an impact on many different industries. It is significant to remember that these modifications are not exclusive to one particular domain. By way of example, in order to be flexible, human resources specialists must adopt new tools and technologies. There is a big difference in daily work tasks since generative AI was introduced because it frees people up to concentrate on imaginative and strategic operations that call for human expertise, which eventually results in improved innovation and creative work (Fui-Hoon et al., 2023).

It is no secret that many businesses in the era of artificial intelligence are undergoing transformations, and the human resource sector is certainly not an exception. For many years, human resources managers relied on manual procedures and a lot of paper labor, but AI innovations like ChatGPT have revolutionized the industry (Jarrahi, 2018). The Chief Technology Officer of Virtualness asserts that expediting the hiring process is one of the most fundamental ways ChatGPT is transforming HR operations. HR professionals can save time and effort by using the technology to analyze job postings and credentials and match individuals to appropriate vacancies.

AI has the potential to significantly impact numerous domains, including recruitment. AI can be considerably beneficial in processing the enormous amount of candidate data that is currently available, including their replies and résumé. However, human resources professionals will continue to play a crucial role in the hiring process, especially when it comes to interacting with prospects (Dwivedi et al., 2021). Additionally, data on retention and engagement with workers from surveys, discussions, emails, and a variety of sources may be processed and parsed using AI. This can give information about the attitudes of employees, their goals for professional advancement, and the expectations of the organization. This information can be utilized to enhance the employee experience. Although these activities can be automated by AI solutions, HR managers must use the data collected to enhance and improve the working environment of workers.

Orme (2019) pointed out that human resources managers may focus their time and energy on higher-order duties that have a strategic impact on the firm by utilizing ChatGPT's productivity and information production features. The methodology can also help leaders, wherever they are around the globe, support subordinates with performance management difficulties and plan meetings. ChatGPT has a wide range of HR-related apps that promise to improve the efficacy and efficiency of human resources functions for businesses of any dimension. Human resources specialists can boost their game, become collaborators for their enterprises, and maximize the value they offer by integrating AI solutions such as ChatGPT (Budhwar et al., 2023).

### **ChatGPT's challenges: Automation, Privacy, and Bias**

There is a great deal of opportunity for ChatGPT to change how people utilize technology (Gill and Kaur 2023). But such immense power also carries a tremendous deal of risk and difficulty. Such chatbots may be biased, which could strengthen preexisting prejudices and promote negative stereotypes. Furthermore, it is possible for the model to unintentionally pick up repeatedly and repeat derogatory remarks, which could have disastrous results.

AI poses a privacy risk. It is essential to exercise caution when handling data because it is a tool that consumes and uses it (Manheim and Kaplan 2019). Overuse of artificial intelligence (AI), a limited perspective on job substitution, and bias concerns are a few of the problems that have emerged in the past ten years. Assuring accurate and bias-free data input is crucial to keeping AI from spiraling out of control. enormous power carries enormous responsibility, and using this strong instrument needs caution. Businesses and people alike need to tackle it responsibly and cautiously.

### **Implications of ChatGPT**

Equity, diversity, and inclusion (EDI) is affected by the increasing use of ChatGPT by businesses for a growing number of HRM-related tasks and activities (Howlett, 2023). These include employment security, hiring and selection, performance reviews, and compensation. Prior studies suggest that AI can be a productive and useful tool for handling HR tasks to improve equity. Nevertheless, ChatGPT is made to combine data from the accessible database using the training methods. Despite its impartial nature, ChatGPT uses data from a variety of online sources to produce its writings, some of which may contain prejudices and biased ideas, such as language that is sexist or racist. As a result, there are both advantages and disadvantages to using AI for businesses and their staff members.

### **The Significance and Difficulties of ChatGPT and AI-Powered Generative Tools for Workplace Communication**

The majority of researchers studying employment relations (ER) use radical or pluralist frameworks to guide them in their work. Different frameworks should be acknowledged to comprehend the consequences and conflicts of HRM and ER (Budd, Pohler, and Huang 2022; Teicher, Van Gramberg, and Bamber 2023). The field of employment relations (ER) encompasses a wide range of aspects related to individuals at work, including interactions, job regulations, collective bargaining, opposing desires, and conflicts of interest between employers and employees, as well as their representatives, which may include managers, attorneys, employers' groups, and unions. ER also encompasses the functions of "third parties," including government agencies, arbitrators, legislators, and other interested parties (Bamber et al., 2021). In ER, fairness, truth, honesty, and trust are crucial elements.

Innovative ChatGPT-like systems provide human-like conversational interactions through the combination of generative AI and LLM with ML technology. The emergence of research topics and extensive discourse surrounding the consequences for managers and labor representatives, educators, and trainers, has been sparked by these transformative AI-driven tools (Dwivedi et al., 2023). These AI-powered devices have sparked considerable interest in how these disruptions may affect HRM (Korzynski et al., 2023), ER users (Ioakimidis and Maglajlic, 2023), and workplaces (Milanez, 2023).

These developments could help some negotiators in collective bargaining with their preparations, research, and claim formulation. Negotiators could, for instance, employ ChatGPT-like innovations to assist them in conducting a more thorough and rapid case investigation than would be possible alternatively, to find and compile precedents, create arguments, and draft speeches. Furthermore, these technologies can help union officials and managers in recruiting, retaining, and communicating with members. There might be drawbacks despite the rhetoric from big internet companies suggesting that these ChatGPT-like developments encourage empowerment and other benefits. These technologies have limitations, possible drawbacks, and other difficulties; they are not miracle cures (van Dis et al., 2023). This is particularly so since, before making significant changes to employment circumstances, companies should confer with employees regarding any moral and/or legal commitments and responsibilities they may have towards them. distinct national and regional circumstances impose distinct requirements and responsibilities (for example, Clayton UTZ, 2023 discusses the Australian context).

As a result, while utilizing these technologies, care should be taken to weigh their possible benefits and drawbacks for various audiences, stakeholders, and situations. Innovations akin to ChatGPT should be subject to human monitoring and intervention through procedures like independent moderation and verification of the information being provided, process technology, and outcome decision bases. Ensuring quality, accuracy, adherence to legal requirements, collective bargaining agreements, contracts, and ethical conduct are vital. If workers believe these algorithms or technologies are managing or representing them,

they may become hostile. As opposed to impersonal technologies or algorithms, the majority of employees are interested in being controlled and controlled by someone with whom they can communicate.

ER stakeholders are encouraged to support employee input in technology usage, as many ChatGPT-like ideas will likely be developed further and impact ER in different ways. Managers should confer with labor unions or other employee representatives, depending on the circumstances. Encouraging co-design and co-regulation among workers and their advocates as stakeholders would help technologies be deployed more effectively, fairly, and sustainably. To resist the temptation of managers, technocrats, multinational large tech companies, and consultants to use these generative AI-driven technologies covertly and unilaterally inside a unified framework, this should be promoted.

Finally, users of ChatGPT and related developments should remember that, while these technologies are becoming more advanced, they also have an opportunity to be very beneficial. However, innovators should also pay attention to the well-known computer science axiom "garbage in, garbage out" (GIGO) and practice prompt engineering and critical thinking. If not, queries and data that are meaningless (trash) could result in meaningless output!

### **Generative AI and Sustainable HRM**

In order to ensure a steady worker supply, sustainable HRM considers the systems, practices, and policies that have an impact on the economy, society, and environment (Aust et al., 2020; Ren et al., 2023). It is a relatively recent idea that comes about as the necessity of coordinating HRM procedures with sustainability objectives and principles becomes more widely acknowledged (Westerman et al., 2020). However, managing the demands of the company, its workers, and the environment creates special problems for sustainable HRM due to the inherent tension involved in incorporating sustainability goals and principles into HRM processes. New technologies, like generative AI, are posing new problems and opening up new opportunities for sustainable HRM as companies continue to negotiate the ambiguities and complexity of sustainable development.

One of the main obstacles to the broad adoption of sustainable HRM is the need for a new, flexible model of organizational effectiveness, which is at odds with the conventional market-oriented paradigm (Ren et al., 2023; Stahl et al., 2020). In their special and significant capacity as institutional entrepreneurs, HRM professionals frequently find it difficult to locate practical advice on how to encourage institutional reforms that will lead to sustainability (Ren and Jackson, 2020). To help with this shift, generative AI offers a promising tool that may provide solutions to the problems that HRM professionals must deal with.

First, HRM professionals alone are not the only ones who can come up with creative ideas thanks to Generative AI. In the face of challenging sustainability problems, Generative AI can provide a variety of scenarios, solutions, and outcomes to birth better results. It can also assist firms in experimenting with various sustainability initiatives in a risk-free setting and selecting which ones to put into practice. Line managers who view their jobs as bottom-line-oriented and minimize other factors frequently oppose sustainable HRM. Generative AI can assist businesses in determining areas that require further support or involvement to guarantee the implementation of sustainable human resource management. This is done by creating scenarios that consider varying degrees of support from various management roles.

Furthermore, by leveraging generative AI, companies can design customized sustainability programs or trainings that cater to the individual requirements of both internal and external stakeholders. For example, using massively aggregated and analyzed data on employee commute patterns and waste management practices, generative AI can recommend tailored campaigns to promote the adoption of more environmentally friendly forms of transportation. By evaluating job duties, training records, and performance data, it may also offer real-time feedback on how tasks can be completed in a more sustainable manner or where sustainability-related skill shortages exist. Consequently, by strengthening the organization's collective capability and promoting a culture of ongoing sustainability learning, these customized activities improve the institutional environment that supports sustainable human resource management.

Third, to guarantee improved sustainability performance, sustainable HRM and generative AI both play significant roles as enablers to change the corporate supply chain to embrace sustainability principles. The supply chain can be mapped, current sustainability performance can be determined, issues and challenges can be identified, targets can be set, enablers can be found (such as generative AI and sustainable HRM practices), business cases can be examined, improvement projects can be planned, carried out, and evaluated (Dey et al., 2022).

Fourth, generative AI can revolutionize sustainable HRM practices by automating repetitive processes, minimizing bias in performance evaluation and selection, and enhancing efficiency when combined with other technologies like Industry 4.0, Metaverse, and the Internet of Things. This has the potential to foster a workplace that is more inclusive, varied, and sustainable. Furthermore, it can help with the analysis of performance, engagement, and happiness connected to sustainability among employees utilizing a lot of data, which can result in data-driven enhancements for the sustainability of the firm as a whole.

## **METHODOLOGY**

The study employs a literature review using the qualitative approach. This involved an integrative approach to literature review involving a critique and synthesis of Generative AI, ChatGPT, and its ramifications and relationships to HRM.

The Research strategy is non-systematic and the sample characteristics include review of books, journals, articles, online resources and other published texts. Literature review is regarded as the most reliable approach for this study because of its integrative nature and its relevance to a relatively contemporary subject matter such as Generative AI and ChatGPT. Researching, reading, assessing, evaluating, and summarizing academic literature; usually journals and articles on a given subject are all part of a literature review. A literature review is a type of academic writing that, when presented in context, demonstrates the author's knowledge and comprehension of the academic literature on a particular subject. In view of the fact that a literature review also involves a critical assessment of the sources, it is referred to as such rather than a literature report (Boell and Cecez-Kecmanovic 2015). After developing the journal title and study objectives, this section covers the research approach and methodologies used at different phases. A detailed analysis of the philosophical foundations of the selected approaches will be included.

The adoption of a literature review approach enables the researcher classify the taxonomy of Generative AI ChatGPT about Human Resources Management. Additionally, the use of integrative literature review for this study is aimed at addressing an emerging global trend involving interactiveness between technology and humans. This also involves an overview of the knowledge base, to review and potentially re-conceptualize, and to expand on the theoretical foundation of AI ChatGPT.

## **FINDINGS**

The first objective examines how ChatGPT enables employees focus on more challenging tasks. The study's findings indicate that ChatGPT can primarily provide new job opportunities by automating monotonous jobs, freeing up human workers to concentrate on more intricate and imaginative tasks. This may result in the development of new professions requiring more sophisticated abilities like data analysis, strategic thinking, and problem-solving. According to McClure (2018), there is a chance that some jobs would become obsolete as a result of technology automating repetitive operations, which would cause job losses and economic instability. This is especially problematic for businesses where employment is already in short supply and where retraining and reskilling possibilities may be few.

The second objective studies ChatGPT's challenges in terms of Automation, Privacy, and Bias. When compared to other customer care automation methods, ChatGPT does have several possible drawbacks. For instance, ChatGPT depends on unreliable natural language processing technologies, which may lead to misunderstandings or misinterpretations. According to its privacy statement, ChatGPT may gather personal data from your communications, any files you upload, and any reviews you provide. Thus, ChatGPT also poses a cybersecurity concern (Kalla and Kuraku 2023). Because ChatGPT is an AI model, it learns from the

data it is trained on. If the training data contains biased or unethical information, ChatGPT may unintentionally produce outputs with content that is comparable to that. It is essential to properly select the training data and aggressively remove biased or immoral cues in order to overcome this difficulty.

The third objective looks at ChatGPT's consequences. ChatGPT provides a straightforward channel for questions and grievances, which facilitates better contact between HR and workers. This could increase employee engagement and strengthen HR trust. The excellent customer service provided by ChatGPT helps to improve the working atmosphere for staff members. Furthermore, the implementation of ChatGPT and related language models may result in job losses or shifts within specific industries (Rane, 2023).

The fourth objective identifies the significance and difficulties of ChatGPT and AI-Powered Generative Tools for Workplace Communication. One major significance of ChatGPT is that it can help team members communicate and work together more effectively by simplifying the understanding and tracking of project progress, processing and analyzing large amounts of text-based data, facilitating cross-cultural communication, and giving prompt, accurate answers to frequently asked questions. In the end, this may result in more productive and successful teamwork. Although ChatGPT has many potential advantages in the workplace, there are a number of difficulties that need to be considered before deployment. These consist of staff training, data quality, and technical restrictions. Real-time collaboration, chatbots, and virtual assistants for improved communication and seamless platform integration are all made possible by generative AI tools, which can also improve teamwork, information sharing, and general workplace collaboration (George, George and Martin 2023). One of the main issues with AI-based generative models is the possibility of data breaches and improper use of private company information, particularly when it comes to employee communications. This is especially important because the information relates to internal affairs that are best kept private.

Finally, the study seeks to determine the relationship between Generative AI and Sustainable HRM. Hiring and recruiting are two critical HR processes from which generative AI helps to derive immediate benefits. HR executives typically need to write more insightful job descriptions that efficiently drive cost-efficiency for recruiting drives across several job portals while also effectively communicating the proper message to applicants. The potential for generative AI to improve sustainable HRM practices was examined in *Balancing Progress and Responsibility*, which brings both opportunities and environmental challenges (Budhwar et al., 2023). The study emphasizes the necessity for ethical resource utilization even though AI can increase efficiency.

## **CONCLUSION**

The recent rapid development of AI technology has created new opportunities and threats for HRM study and practice. The way businesses handle their workforces, from hiring and selection to performance reviews and employee engagement, might be completely transformed by generative artificial intelligence. Although generative AI in HRM has an opportunity to improve productivity, accuracy, and effectiveness, there are also significant moral, legal, ethical, and societal issues that need to be carefully considered. The whole effect will not be felt right away, as is the case with any new technology. Uncertainty also surrounds its current developmental stage, making it difficult to determine how much of it is really a sophisticated set of algorithms implemented mechanically and how much represents true, independent intelligence. Organizations introduce recurring ideas from the previously discussed viewpoints to propose a number of research themes in this part on research agenda setting. The objective is to increase the comprehension of the benefits and drawbacks of applying generative AI to HRM. In particular, organizations want to investigate how generative AI could enhance HRM procedures while simultaneously addressing concerns about prejudice, discrimination, privacy, and openness.

## **Recommendations**

This study recommends as follows:

1. To set objectives, monitor group and individual performance, stay informed about advancements and modifications, and save time on tasks, HR professionals should make use of AI. Positive effects and higher productivity are the results of this.



2. The application of generative artificial intelligence in HRM has the great potential to completely transform work, produce productivity and efficiency that is off the charts, reduce expenses, and lead to very few, if any, errors made on the job. It is therefore advisable for HR practitioners to identify the potentials in Generative AI ChatGPT deployment for higher productivity, interoperability and effective service delivery.
3. In view of its relative newness, AI technology adoption should be a subject of more detailed research in terms its major effect on the Human Resources in organisations. As it appears presently, the effect of Generative AI on the workforce in different organisations still appears as speculative conjectures. The immediate and long-term effect on job loss and job enhancement still remain controversial and blurred.

### Suggestion Areas for Further Studies

Human Resources Management and Generative Artificial Intelligence have been evaluated in line with ChatGPT Nexus-Perspectives, and Praxis. As a result, the author suggests that other disciplines should replicate the study by evaluating additional relevant methodologies that were not used in the original analysis. Additionally, the researcher suggests the synthesis of qualitative and quantitative data analysis to study AI technology. Specifically, researchers in the future can carry out a study of a similar nature among Nigeria's financial institutions.

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