

# Transformative Impact of Generative Artificial Intelligence on Human Resource Management: Empowerment, Engagement, Value Capture, and DEI Initiatives.

## Abstract

This paper examines generative AI's (GAI) impact on human resource management (HRM) processes and activities. It argues that whereas AI has traditionally served employers, GAI empowers employees and job seekers. GAI expedites writing job ads and descriptions, provides interview preparation support, and generates data-driven insights to inform hiring and promotion decisions. For employees, GAI enables personalized training recommendations, career guidance, and salary negotiations. However, human oversight remains essential to ensure quality and address biases. The emergence of GAI alters existing workplace power dynamics, potentially shifting influence toward employees. Through the lens of service logic, employees act as coproducers and value creators of HRM services, with GAI facilitating their empowerment. Simultaneously, GAI assists organizations in capturing more value, realizing efficiencies and cost reductions. While promising, responsible GAI deployment requires mitigating risks like job losses. The paper emphasizes HR's strategic role in directing GAI adoption to mutually benefit employers and employees.

Keywords: generative AI; performance evaluation; service logic; TalentGPT; value capture; value creation

## 1. Introduction

Artificial intelligence (AI) serves as a crucial factor in achieving human resource management (HRM) goals, playing a key role in attracting top talents and enhancing their retention and commitment (Budhwar et al., 2023; Kshetri, 2021). Generative AI (GAI) possesses the capability to perform certain HR functions that traditional AI systems cannot, and in some cases, it can execute these functions more effectively. Unsurprisingly, the use of generative AI in HR management is expanding rapidly, with 26% of HR professionals now working in departments that leverage AI, up from 15% in 2022, and an additional 28% planning to adopt AI soon, according to a 2024 study by SHRM and The Burning Glass Institute. (Zielinski, 2024).

Perhaps the most transformative impact of GAI lies in its shift towards empowering job seekers and employees, contrasting with the historical focus of AI recruitment tools on catering to employers and hiring managers (Chamorro-Premuzic, 2024). Graphic design platform Canva collaborated with marketing research company Sago to survey 5,000 hiring managers and 5,000 job seekers across the U.S., U.K., India, Germany, Spain, France, Mexico, and Brazil. The findings revealed that approximately 45% of job seekers globally utilized GAI to create, update, or enhance their resumes (Ward, 2024). The transformative roles of GAI recruitment tools need to be understood against the backdrop of employers typically wielding greater influence and power compared to workers, resulting in an inherent power imbalance within the employment relationship (Levesque et al., 2015).

Recent research has found that GAI has a positive effect on human capital value creation. Note that the process of human capital value creation aims to enhance the value derived from human capital, utilizing a blend of coercive and cooperative methods to benefit both the organization and its employees (Chadwick and Flinchbaugh, 2021).

The notion of "employees as active consumers" of HRM (Meijerink et al., 2016) services provides further insights into the role of GAI in HRM. From this perspective, employees act as coproducers, shaping HRM's value propositions. In this role, employees contribute by providing information in job interviews, participating in self-appraisals, and actively engaging during training sessions (Meijerink et al., 2016). GAI assists job seekers and employees in performing these activities more effectively. For instance, a large number of job seekers are utilizing GAI tools to create, update, or enhance their resumes (Ward, 2024).

A concept that is closely linked to human capital value creation (Chadwick and Flinchbaugh, 2021) and employees as coproducers of HRM services (Meijerink et al., 2016) is value capture. The process of capturing value within human capital entails firms actively preserving the value generated by their

workforce, all the while managing and optimizing the costs linked with human capital (Chadwick, 2017). GAI has the potential to enhance value capture within human capital by optimizing processes, improving productivity, and identifying opportunities for skills development and employee engagement.

A final HRM area that is likely to be impacted by GAI is diversity, equity, and inclusion (DEI) initiatives. Organizational inequality literature identifies numerous barriers impeding the successful adoption of DEI initiatives within organizations (Jackson, 2023), including hidden biases in job descriptions (McArthur and Obrant, 1986) and how candidate quality is evaluated, among others (Galperin et al., 2020). Some GAI tools have been successfully applied to address these issues.

Overall, GAI is emerging as a transformative force in the field of HRM. Yet very little research in HRM has examined the influence that GAI has on employees, job seekers and organizations. This research attempts to fill this research gap. Specifically, we seek to address the following research questions:

How does the implementation of GAI in HRM empower employees and job seekers, reduce power differentials with employers, and differ from previous AI generations? To what extent does the integration of GAI in HRM impact employee engagement in co-producing HRM services, and what are the underlying mechanisms driving this impact? Additionally, how does GAI contribute to enhancing value capture and advancing DEI initiatives within organizations, considering the varying organizational contexts?

## **2. Literature review**

This literature review will examine the bargaining positions of employees and employers within the realm of HRM, employee engagement in co-producing HRM services, value capture from HRM, and DEI initiatives within organizations, since the focus of this paper is on GAI's influence on these aspects.

### ***Power dynamics in the workplace***

Power dynamics in the workplace are fluid, with the bargaining positions of employees and employers continuously changing (Nadeem. and Hendry, 2003). There is an asymmetry of power between workers and employers, with the latter holding more influence (Le´vesque et al., 2015). The fluidity in power dynamics is influenced by factors like intra-organizational dynamics, organizational characteristics, and environmental changes (Nadeem. and Hendry, 2003).

### ***Coproduction of HRM Services and value-in-use creation***

The development of HRM services involves employees acting as coproducers, contributing through actions like providing information in job interviews, participating in self-appraisals within coproduced performance management practices, and actively engaging with questions and attention during training (Meijerink et al., 2016).

This perspective stems directly from the notion that the true value of services emerges only when consumers actively engage with them, a concept referred to as value-in-use creation (Priem, 2007; Vargo and Lusch, 2004). Value-in-use refers to the perception of whether one is better or worse off after using a service, as described by Grönroos (2011).

Employees may experience being better or worse off due to certain HRM services, which encompass both economic and non-economic benefits as well as costs. This notion is underscored in the definition of the employer brand by Ambler and Barrow (1996, p. 187), which encompasses "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company" (Ambler and Barrow, 1996). Potential and existing employees pursue instrumental benefits, including functional and economic advantages, prompting them to assess objective and factual employment attributes like salary (App et al., 2012). They also seek symbolic benefits, characterized by subjective and psychological elements, which encompass intangible attributes associated with an employer, such as job satisfaction and reputation (Lievens and Highhouse, 2003).

Prior researchers have found that job satisfaction is lower with stressful work. High scores on job stress were correlated with less satisfaction with job security, Stressful events and the interaction between stressful events and task interest were significant predictors of turnover. turnover is high for staff in a highly stressful work environment unless that environment also provides them with interesting work

opportunities (Zautra et al., 1987). In a study, half of the call center employees interviewed identified dealing with hostile, difficult, or angry customers as the most stressful aspect of their job. Notably, one female employee announced her resignation on the day of the interview, citing that she "just can't take it anymore" (Grandey et al., 2004).

### ***Value capture***

Value capture is delineated as the act of obtaining financial or non-financial gains from the creation of value. In the context of value-in-use, it involves acquiring a portion of the value generated by another entity during resource utilization. Consequently, value capture in this framework revolves around participating in the value creation initiated by another entity (Chesbrough et al., 2018). The process of value capture in human capital involves firms actively seeking to retain the value created by their workforce while concurrently managing and optimizing the costs associated with human capital (Chadwick, 2017).

Human capital value creation focuses on elevating the value generated by human capital, involving a combination of coercive and cooperative processes for the benefit of both the firm and its workforce (Chadwick and Flinchbaugh, 2021). There is often a connection between value capture and value creation, notably through worker motivation, despite their distinctiveness (Chadwick and Flinchbaugh, 2021). At the workforce level, a company's human capital costs encompass the expenses associated with managing its HRM systems. Consequently, boosting human capital value capture involves reducing a firm's administrative HRM costs through the implementation of economies of scale and learning curve efficiencies in specific HRM activities (Chadwick and Flinchbaugh, 2021).

### ***DEI***

Organizational inequality literature highlights barriers hindering the adoption of DEI initiatives, such as hidden biases in job descriptions (McArthur and Obrant, 1986) and the evaluation of candidate quality (Galperin et al., 2020; Jackson, 2023). We can consider the field of cybersecurity as an example. The cybersecurity field, which is predominantly male dominated (Kshetri and Chhetri, 2022). Gender bias in job ads discourages women from applying to cybersecurity-related jobs. Online cybersecurity job postings often lack gender-neutral language (Tarun, 2019). Stereotypes and biases in organizational decision-making and practices impede women's entry into technology roles, particularly those in cybersecurity. For instance, the industry mistakenly emphasizes that only technical skills matter in cybersecurity (Maurer, 2017), which can give potential employees, particularly women, the impression that the field is overly specialized and even boring.

## **3. Methods**

The approach of this paper involves studying multiple cases of GAI solutions used in HRM activities to build theory (Eisenhardt and Graebner, 2007; Kshetri, 2016). We selected only cases for which sufficient information could be obtained from secondary resources. Such an approach can be justified since there has been extensive media coverage of GAI deployment for such activities. Note that archival data is among a variety of recognized data sources for case studies (Eisenhardt and Graebner, 2007).

Following Eisenhardt's (1989) recommendation, we selected eight cases. In order to select the cases, we combined two approaches: extreme method, and diverse method (Seawright and Gerring, 2008). More specifically, our process started with extreme case method. It evolved over time in order to implement different requirements and recommendations.

In the extreme case method, cases with extreme values on the independent (X) or dependent variable (Y) of interest are selected (Seawright and Gerring, 2008). The cases we selected are extreme in the sense that they are among the earliest GAI-based for HRM functions. In particular, prior researchers have suggested that best practices models are good candidates for case research (Eisenhardt, 1989).

If researchers have some idea about other factors that might affect Y (the outcome of interest), other case selection methods can be pursued (Seawright and Gerring, 2008). We utilize a diverse case method to select GAI-based apps used in HRM. A key goal is to achieve a maximum possible variance along relevant

dimensions (Seawright and Gerring, 2008). The idea in this method is to select cases to represent full ranges of values characterizing X, Y, or some relationships between them (Seawright and Gerring, 2008).

In order to achieve diversity, we selected cases by using different combinations of the following two factors: a) whether the tools are developed by companies specialized in HRM or by technology companies; b) whether the apps are designed for employers only or can also serve employees and job seekers (case number in square brackets []). Table 1 presents classification of cases. Table 2 provides a brief description of the selected cases. Below, we elucidate the reasoning behind the chosen cases.

**Table 1: Classification of cases: target users and specialized versus general tools.**

Nature of GAI tools Target users	Specialized HRM tools	General GAI tools
Employer	Adify [1] Workday GAI features in HCM platform [2]	Salesforce’s GAI-based HRM tools [3]
Employee and job seekers as an important or primary focus	Beamery’s TalentGPT [6] Adecco’s "CV maker" [7] Marcel [8]	Google's interview warmup [4] ChatGPT and its advanced iterations including GPT 4 [5]

**Developed by HRM companies versus technology companies (the horizontal axis)**

GAI tools utilized in HRM come from both dedicated HRM entities and technology firms. As an example of the former, Beamery, a talent lifecycle management solutions provider, has introduced TalentGPT in March 2023, marking the debut of the first GAI for HR technology. TalentGPT, powered by Beamery's proprietary AI and Talent Graph, along with OpenAI's GPT-4 and other pre-trained LLMs, offers a unified assistant. This amalgamation is anticipated to enhance TalentGPT's ability to personalize insights and recommendations for various users, including recruiters, candidates, managers, and employees (Kashyap, 2023).

Developed by a technology company, ChatGPT is a notable illustration of a GAI tool used in HRM. The original ChatGPT was built on top of the GPT-3.5 architecture, utilizing a language model known as GPT-3.5 as its foundation model (Toner, 2023). While foundational models may not have received training on certain industry jargon or specialized vocabulary, they are designed to understand natural language (Joshi, 2023).

**Target users: Employers, employee and job seekers (the vertical axis)**

GAI also distinguishes itself from traditional AI through its utilization by job seekers and employees. Thus, while certain GAI-based HRM tools are predominantly tailored for employers, others have employees and job seekers as an important or primary focus.

Workday Inc., a prominent HR software provider, is an exemplar of a company that has primarily developed HRM tools catering to employers. In September 2023, Workday launched innovative GAI solutions tailored specifically for employers. These products are designed to automate the creation of job descriptions and assist managers in crafting annual performance reviews for employees (Anghel, 2023).

Additionally, the GAI analyzes and rectifies employee work contracts, providing support for the intricate administrative sub-layer that underpins HR functions and their associated financial processes (Bridgwater, 2023). Beamery’s TalentGPT, Adecco’s "CV maker," and Google's interview warmup tools, on the other hand, prioritize employees and job seekers as their important or primary focus. For instance, as noted, TalentGPT offers insights and recommendations for candidates and employees.

The credibility and reliability of the data source, as well as the content itself, are paramount. Our approach primarily involved sourcing information from reputable third parties rather than directly from

the websites of the organizations under analysis. Furthermore, we cross-referenced data and information from multiple sources to ensure accuracy. Equally important is the timeliness and currency of the data. We monitored the latest news items related to the selected cases and also visited the websites of relevant companies to access up-to-date data and information.

**Table 2: A brief description of the selected cases**

Case	Description
Robert Walters Group's Adify	Adify assesses and composes job advertisements, ensuring that the language used attracts individuals from diverse backgrounds. This emphasis on neutral language aims to broaden the pool of potential applicants. The tools can also assist employers in enhancing diversity within their workforces. Trials of the Adify program resulted in up to a 23% increase in female applicants and a significant rise in overall applications due to language modifications in job advertisements (Alabi, 2023).
Workday Human Capital Management (HCM)	The tool enriches third-party LLMs with factual information from Workday to ensure accuracy and context. The aim is to provide responses that blend the strengths of leading LLMs with the accuracy of verified data by augmenting these models with Workday data (Thibodeau, 2023).
Salesforce's recruitment tool	The tool enables the proactive matching of candidates, leveraging data from recruiting events, the career website, social channels, and more. This ensures that those expressing interest in the brand are promptly informed about new opportunities at Salesforce.
Google's interview warmup	This free interview practice tool allows job seekers to practice answering questions curated by industry experts. Utilizing machine learning, it transcribes the answers provided by users, aiding in identifying areas for improvement and enhancing interview readiness (Haines, 2022). It helps candidates develop well-considered responses.
ChatGPT and its advanced iterations including GPT-4	Among its many functionalities, ChatGPT personalizes recruitment efforts by understanding candidates' needs, addressing language barriers, optimizing job postings, and recommending relevant opportunities. It also assists in tailoring interview questions, maintaining candidate engagement, and guiding them towards suitable roles. Similarly, in employee engagement, ChatGPT resolves issues, fosters diversity and inclusion through virtual reality training, assesses transferable skills, and reduces bias in decision-making processes. Additionally, it enhances learning experiences and tackles pay equity issues through predictive analytics (Kovuru, 2023). The technology company Mitrtech implemented a custom ChatGPT 4.0 platform, tailored to the company's specific preferences, which delivered better performance than the standard version of ChatGPT. The platform retained knowledge of the company's preferred approach, enhancing consistency. The team was also trained on inputting questions while removing personally identifiable information (PII), leading to a significant improvement in the overall quality of responses (Moody, 2024).
Beamery's TalentGPT	The combination of proprietary AI and Talent Graph, along with pre-trained LLMs enables TalentGPT to dynamically generate content that aligns with evolving customer needs and real-time information. The AI may craft new job descriptions tailored to address companies' skill gaps and identify traits associated with high-performing individuals. Additionally, TalentGPT could provide career suggestions to employees by guiding them based on their existing skills and recommending areas for further development to advance in their careers (Kashyap, 2023).
Adecco's "CV maker"	This tool generates resumes through verbal instruction. Additionally, Adecco has partnered with Microsoft to develop a GAI-powered career platform, which assesses candidates' skills and provides personalized career guidance (Alabi, 2023).

Marcel	Marcel is a custom AI platform created to connect Publicis Groupe's 100,000 employees with opportunities, knowledge, expertise, and each other, fostering learning, collaboration, and creativity ( <a href="https://marcel.ai/public">https://marcel.ai/public</a> ). The platform uses AI to organize internal data, making it easier for employees to access relevant information and improve decision-making (Zielinski, 2024)
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## 4. Findings and propositions

### *Patternmatching theory and data*

Prior researchers have emphasized the importance of “patternmatching” theory and data and suggested that propositions need to be consistent with the selected cases (Eisenhardt and Graebner, 2007). To this end, Table 3 provides a theory summary. The table explains how the framework developed can be applied to understand the implications of GAI’s use in HRM for organizations, workers, and job seekers. Table 4 presents the effect of GAI in various HR tasks related to the dependent variables in the propositions.

**Table 3: Patternmatching theory and data**

Proposition	Examples [Case No.]
P1: GAI transforms power dynamics by empowering employees and job seekers, thereby reducing the power gap with employers, distinguishing itself from previous generations of AI.	[4] [5] [6] [7]
P2: GAI positively impacts employees' engagement in co-producing HRM services.	[5]
P3: The utilization of GAI in HRM has the potential to enhance value capture within organizations.	[1] [2] [3] [8]
P4: The utilization of GAI in HRM has the potential to enhance DEI initiatives.	[1]

**Table 4: The role of GAI in critical HRM activities**

HRM activity	Empowering employees and job seekers (P1)	Coproduction of HRM services (P2)	Value capture (P3)	DEI initiatives (P4)
Recruitment	Creating, updating, or enhancing resumes and cover letters to match specific job requirements	Communicating needs, preferences and value proposition to HRM teams via resumes and cover letters	Generating job descriptions that require hours of HR personnels' time (e.g., Workday)	Assessing and composing job advertisements, ensuring that the language used attracts individuals from diverse backgrounds (e.g., Adify).
Selection and onboarding	Interview: Google's interview warmup to develop well-considered responses	Google's interview warmup's well-considered responses can help understand a candidate's needs and preferences	Generating relevant and effective interview questions tailored to specific job roles, skills, and competencies. Personalizing onboarding plans	Bridging communication gaps and overcome language barriers: interviews and selection

				Cross-cultural training into onboarding: instill multicultural values.
Training	Employees can ask about training, workshops, or certifications, and get instant answers and guidance (Paycor 2023)	Personalized learning recommendations leading to better engagement	Automating administrative tasks, streamlining coordination, analyzing employee data to recommend tailored training, maximizing development impact.	Addressing unconscious bias in real-time and offering interactive scenarios tailored to the unique culture of organizations.
Compensation	Guiding the salary negotiation process by sequentially posing relevant questions Aiding mothers in comprehending their entitlements to benefits such as paid maternity leave (e.g., PaidLeave.AI)	Salary negotiator: GAI can explain underlying reasons behind the individual's request for a salary raise	Can offer a reasonably accurate estimate of the salary range for roles like an HR director in a specific location	WomenTech Network's use of tailored ChatGPT models targets challenges such as bridging the gender pay gap
Performance management	Generating detailed and comprehensive drafts instead of basic bulleted lists or notes	Comprehensive drafts of performance: strengthening their case for the value they bring to the organization	Providing insights based on (real time) data: transparency, objective evaluation process, trust accountability, (efficiency, adapt to market trends)	Enhancing the objectivity, consistency, and fairness of performance reviews (e.g., Textio and Oracle)

### ***The impact of GAI on HRM from the viewpoint of organizations, workers, and job seekers***

#### **GAI's transformation of power dynamics: empowering employees and job seekers**

As noted, power dynamics in the workplace are fluid, with employees' and employers' bargaining positions continuously shifting, influenced by factors such as intra-organizational dynamics, organizational characteristics, and environmental changes (Nadeem and Hendry, 2003; Le´vesque et al., 2015), reflecting an inherent asymmetry favoring employers (Le´vesque et al., 2015).

The emergence of GAI is a key environmental change. In general, recent GAI tools have democratized access to AI (MIT Technology Review Insights, 2023). In the context of HRM, as highlighted, while AI recruitment tools have historically catered to employers and hiring managers, this democratization has resulted as a force to empower employees and job seekers (Chamorro-Premuzic, 2024). This shift is enhancing their capabilities to secure employment opportunities and achieve career success. For instance, TalentGPT provides career suggestions to employees by guiding them based on their existing skills and recommending areas for further development to advance in their careers.

To take another example, as of November 2023, EarnBetter, a GAI startup, was reportedly developing a platform where users can upload their resumes or cover letters, which GAI then reformats and tailors for specific job listings. Over 100,000 resumes and cover letters were created during EarnBetter's beta phase. Moreover, EarnBetter's AI-powered job search assistant extends its suggestions to roles that align with a job seeker's qualifications, even beyond their original search parameters. The platform's revenue model involves charging employers for job applications processed through it (Wiggers, 2023). Likewise, according to a poll conducted by Resume Builder in February 2023, 46% of job seekers were utilizing ChatGPT to compose their resumes and/or cover letters. Furthermore, 78% of these individuals reported receiving an interview when using application materials written by ChatGPT (Resume Builder, 2023).

HR experts foresee the potential of a professional development GAI assistant to guide individuals through various considerations, including job preferences, internal roles within their company, and suitable courses. This tool enables individuals to take a proactive and empowering approach to enhancing skills and exploring job opportunities, particularly in the middle of their careers (Hancock et al., 2023).

In the interview phase, tools such as Google's interview warmup (<https://grow.google/certificates/interview-warmup/>) help candidates develop well-considered responses (Neale, 2023). Individuals preparing for interviews can utilize GAI to glean insights aligned with job descriptions (Chamorro-Premuzic, 2024). They can select key words or skills from the job description and request GAI to provide insights into what companies typically seek when evaluating them. For example, for a position requiring sales proficiency, one could inquire about personality traits, values, and skills associated with successful sales professionals using tools like ChatGPT. Employing GAI for interview preparation involves seeking advice on potential questions and optimal responses. Users can inquire about common interview prompts, effective ways to answer them, and the aspects a hiring manager typically evaluates (Chamorro-Premuzic, 2024).

With GAI's assistance, employees can identify the training required for career advancement. For instance, employees can ask about training, workshops, or certifications, and get instant answers and guidance (Paycor 2023).

GAI can aid employees in increasing their salary and compensation through automation, data-driven insights, skill development, efficiency improvements, and better talent management. GAI like ChatGPT have the capability to serve as salary negotiators, adept at comprehending an individual's motives for seeking a salary increase. For instance, ChatGPT can effectively guide the negotiation process by sequentially posing relevant questions aimed at understanding the underlying reasons behind the individual's request for a salary raise. It then provides a summary, allowing the individual to review and prepare for the upcoming meeting (Cook, 2023). PaidLeave.AI, armed with GAI, offers Q&A support on maternity leave, assisting parents in accessing paid leave. The platform aids mothers in comprehending their entitlements to paid leave (Jain, 2024).

GAI tools can help employees communicate their achievements effectively, which is expected to lead to a favorable performance review. By employing ChatGPT, employees can transition from using basic bulleted lists or notes to generating more detailed and comprehensive drafts, ultimately strengthening their case for the value they bring to the organization during performance evaluations (Zielinski, 2023). In sum, we argue that:

*P1: GAI transforms power dynamics by empowering employees and job seekers, thereby reducing the power gap with employers, distinguishing itself from previous generations of AI.*

### **Coproduction of HRM services**

The development of HRM services involves employees acting as coproducers, contributing through actions like providing information in job interviews, participating in self-appraisals within coproduced performance management practices, and actively engaging with questions and attention during training (Meijerink et al., 2016). As noted above, GAI plays a pivotal role in empowering employees to become coproducers of HRM services throughout each phase of the HRM process.

Job applicants are turning to GAI to craft resumes and cover letters that are finely tuned to match specific job requirements, aiming to grab the attention of automated resume screening and applicant tracking systems. GAI tools such as ChatGPT can aid in effectively showcasing skills, achievements, and value



propositions to potential employers within a cover letter (Waltermeyer, 2023). Employers can adjust compensation packages based on the assessed value each employee brings to the organization.

Additionally, individuals are utilizing this technology for interview preparation. GAI tools, exemplified by Google's interview warmup, offer assistance by helping candidates prepare for standard interview questions, providing sample answers and enabling them to develop well-considered responses (Neale, 2023). As noted above, during interviews, tools like Google's interview warmup assist candidates in crafting thoughtful responses (Neale, 2023). Job candidates utilizing such tools can offer effective responses reflecting their needs and preferences, enabling employers to tailor work arrangements accordingly.

In the training phase, GAI will increasingly take over the management of workplace training, moving away from traditional methods. GAI's ability to analyze data from numerous interactions enables the refinement of training programs, helping employees improve by learning best practices and quickly identifying issues, while HR focuses on individual support (Hulsbergen, 2024). GAIs provide personalized learning recommendations, which have been shown to significantly enhance engagement levels. For instance, a prominent global software company employs a GAI chatbot to offer employees personalized learning recommendations derived from skill gap assessments (Kirchherr et al., 2024). Such personalization likely leads to better engagement (Ratajczak et al., 2023). Engagement levels positively correlate with learning outcomes. For instance, Zhang, and Hyland (2018) found that a "highly engaged" learner tends to outperform a "moderately engaged" learner.

In the compensation phase, GAI can serve as skilled salary negotiators, adept at understanding an individual's reasons for seeking a raise, guiding the negotiation process by asking relevant questions to uncover their motivations (Cook, 2023).

In the performance management phase, GAI can generate comprehensive drafts of performance, bolstering employees' cases for the value they contribute to the organization. Brennan Allamano, Chief People Officer at Lattice, noted that companies are utilizing ChatGPT to aid employees in preparing for performance reviews. This involves the synthesis and compilation of data related to individual accomplishments, behaviors, and goals. Allamano noted this practice, based on insights gathered from HR executive peers and Lattice's Resources for Humans community on Slack, which comprises 20,000 HR professionals. As noted, GAI tools like ChatGPT can aid employees in transitioning from basic bulleted lists or notes to generating more detailed and comprehensive drafts. Such drafts can help strengthen their case for the value they bring to the organization during performance evaluations (Zielinski, 2023). It is thus proposed that:

*P2: GAI positively impacts employees' engagement in co-producing HRM services.*

## **Value capture**

In human capital management, effectively managing costs goes hand in hand with capturing value. (Chadwick, 2017). Value capture involves obtaining gains from value creation, such as acquiring a portion of value generated by others during resource utilization (Chesbrough et al., 2018). In human capital, it entails firms retaining workforce-generated value while managing costs (Chadwick, 2017). Human capital value creation aims to enhance value generated by human capital through cooperative and coercive processes (Chadwick and Flinchbaugh, 2021), often linked to worker motivation. Reducing administrative HRM costs can enhance value capture via economies of scale and learning curve efficiencies (Chadwick and Flinchbaugh, 2021).

GAI is transforming productivity and revolutionizing service models. AI empowers professionals such as human resources business partners (HRBPs), who are responsible for diverse HR tasks spanning from recruitment and benefits administration to compliance and employee relations, by freeing up time for more strategic and high-value activities. AI-powered systems have enabled HRBPs to streamline tasks like performance evaluations, reducing the total time spent on talent management by one-third. Modern tools offer automation for various duties, including task assignment and resource allocation. GAI tools, such as chatbots, efficiently handle routine HR inquiries, resulting in a decrease from 5% to 1% of HRBPs' total working hours dedicated to employee support. For instance, GAI tools contribute to the elimination of data entry work, a task that HRBPs should ideally not be performing, yet it persists in many cases (Jesuthasan et al., 2023).

A well-calibrated approach, combining maturity, well-defined objectives, and time, could propel HR productivity to a 30% increase in the near future. A report of BCG in 2023 reported that a pioneer in AI for HR had experienced financial gains, achieving a consistent 10% reduction in its annual budget over the last three years (Bedard et al., 2023). For instance, Publicis Groupe's Marcel platform uses AI to help recruiters quickly evaluate candidates by analyzing resumes and matching skill sets, improving the efficiency of the hiring process (Zielinski, 2024).

The automation of HR processes not only saves time for HR professionals but also minimizes the risk of human error, thereby enhancing the fairness and accuracy of these processes. Generative AI enhances decision-making by analyzing patterns and predicting trends, providing actionable insights for informed HR decisions. Additionally, it personalizes the HR experience by understanding individual preferences, tailoring communications, and offering a more engaging, customized experience for employees and candidates (Shay, 2023).

The increase in retention facilitated by GAI (Brynjolfsson et al., 2023) also translates to higher value capture for organizations. Findings from Workhuman's Human Workplace Index, based on a survey of 1,000 U.S. full-time workers, indicate that 19% of respondents believe the adoption of GAI in the workplace would contribute to increased job retention (Ortiz, 2023).

GAI deployment in recruitment results in significant cost cutting. For instance, Workday's GAI tools are specifically crafted to streamline various HR tasks. It aids in the creation of job descriptions, a task for which Workday users generate approximately 30 million descriptions annually, each typically requiring around two hours to complete (Bridgwater, 2023).

Companies, especially technology firms, are exploring the use of generative AI for conducting initial interviews. One significant source of bias in the interview process is "affinity bias" or "representative bias," where individuals tend to favor candidates who resemble current members of the organization. AI-driven interviews have the potential to mitigate this bias. Generative AI can create convincing avatars, and incorporating AI as an additional data point provides a mechanism for counteracting human bias (Murgia and Raval, 2023).

GAI plays a pivotal role in the training phase of HRM by automating administrative tasks, streamlining coordination efforts, analyzing employee data to recommend tailored training programs, and maximizing the impact of development initiatives. As noted, the HR department plays a crucial role in providing specialized training to employees to leverage AI-assisted workflows, thus enhancing productivity and facilitating value capture. To take an example, junior staff at a medical device manufacturer incorporated ChatGPT into their workflow, guided by a focus on pinpointing tasks where AI might not be effective. Identifying compliance with federal policy and securing company IP in collaborations with external consultants became prominent considerations. A preliminary evaluation suggested that, following the implementation, each staff member unlocked an extra five hours weekly for additional responsibilities (Leonardi, 2023).

Appropriate compensation practices within an organization are crucial to ensure that employees are neither underpaid nor overpaid. Underpaying employees can hinder the organization's ability to attract and retain talent, especially in a tight labor market. Conversely, overpaying employees can lead to inflated labor costs compared to competitors. Balancing compensation effectively is essential for maintaining competitiveness while also retaining top talent (Dulebohn and Werling, 2007). GAI can provide a reasonably accurate estimate of the salary range for roles such as an HR director in a specific location. By analyzing various factors such as job market trends, industry standards, and geographic location, GAI can offer insights into the appropriate compensation range, helping organizations make informed decisions regarding salary structures for HR directors and other roles.

GAI enhances transparency in performance management by providing data-driven insights into employee performance metrics, fostering an objective evaluation process, promoting accountability, and building trust within the organization, ultimately improving communication and driving efficiency and agility. AI's capacity to analyze vast data in real-time enables businesses to swiftly adapt to market trends, enhance decision-making efficiency, and promptly identify performance gaps (Keith, 2024). Based on above, the following proposition is presented:

*P3: The utilization of GAI in HRM has the potential to enhance value capture within organizations.*

## Supporting DEI initiatives

DEI initiatives face challenges such as hidden biases in job descriptions (McArthur and Obrant, 1986) and assessing candidate quality (Galperin et al., 2020; Jackson, 2023). Even trendy terms like "rock star," "ninja," or "competitive" might discourage candidates, particularly women, from applying. Certain buzzwords may pose obstacles and deter marginalized individuals. For example, terms like "strong written and verbal English-language skills" could inadvertently alienate non-native English speakers who possess the necessary qualifications for the position (Grensing-Popha, 2021).

When used ethically, AI systems can bolster DEI efforts in organizations. The Robert Walters Group, a British recruitment company, utilizes GAI-driven Adify software to assess and compose job advertisements, ensuring that the language used attracts individuals from diverse backgrounds. This emphasis on neutral language aims to broaden the pool of potential applicants. The tools can also assist employers in enhancing diversity within their workforces. Trials of the Adify program resulted in up to a 23% increase in female applicants and a significant rise in overall applications due to language modifications in job advertisements (Alabi, 2023). Likewise, ChatGPT can offer gender-neutral alternatives to gendered language utilized in a job description (Gassam 2023).

Cultural sensitivity assessments during interviews and selection aid in identifying candidates suitable for a multicultural workplace. By integrating cross-cultural training into onboarding, organizations instill multicultural values early, defining expectations and equipping employees with essential skills. Consistent reinforcement of these values, along with transparent communication of a diverse-friendly company culture, is vital (EDHEC, 2021). ChatGPT comprehends various languages, making it useful for multiethnic and multicultural teams to bridge communication gaps (Gassam 2023).

A GAI-based training program, such as ChatGPT, addresses unconscious bias in real-time and offers interactive scenarios tailored to the unique culture of organizations (Erne, 2020). GAI tools can also identify and address disparities like pay gaps and improve workplace accessibility for individuals with disabilities through speech and image recognition tools. Additionally, AI can analyze employee data to tailor DEI initiatives, promoting a more inclusive environment. Overall, responsible use of AI can help create fairer and more supportive workplaces (Baldwin, 2024).

Textio, an augmented writing platform aimed at enhancing the quality of recruiting content across job sites for businesses and Oracle have introduced GAI features within their HRM and workforce management software. Their primary objective is to enhance the objectivity, consistency, and fairness of performance reviews across teams and organizations. Additionally, they aim to provide more personalized feedback and address common human biases in reviews (Callahan, 2023). Thus, we propose that:

*P4: The utilization of GAI in HRM has the potential to enhance DEI initiatives.*

## 5. Discussion and implications

The research questions contribute to the literature by shedding light on the multifaceted impacts of GAI implementation in HRM. Firstly, by exploring how GAI empowers employees and job seekers while potentially reducing power differentials, it adds depth to discussions on the evolving nature of AI technologies in organizational settings. Secondly, by investigating the integration of GAI in HRM and its influence on employee engagement in co-producing services, it advances understanding of the mechanisms shaping HRM practices in the digital era. Finally, by examining GAI's role in enhancing value capture (e.g., by achieving efficiencies, and reducing costs. and promoting DEI initiatives, the research addresses critical challenges faced by organizations and offers insights into leveraging technology for strategic HRM objectives across diverse organizational contexts. It aids organizations in recognizing the benefits of integrating GAI into HRM while emphasizing the continued significance of human involvement. GAI's current limitations underscore the necessity of human decision-making, particularly in areas requiring nuanced judgment and complex decision-making processes.

Over the last decade, AI's primary use has been to enhance efficiency and reduce costs for employers, involving tasks like keyword scanning in CVs and screening video interviews. However, the emergence of GAI tools is shifting the power dynamic in favor of applicants, with recent advancements predominantly benefiting candidates (Murgia and Raval, 2023). GAI has the capability to generate highly accurate

profiles, with potential minor errors recognizable only by the individual, not the employer (Murgia and Raval, 2023).

GAI's roles in empowering job seekers and enhancing their capabilities to secure employment opportunities are especially relevant in developing countries since these countries have higher unemployment rates compared to the Global North. For example, according to the ILO, global unemployment rate was 5.3% in 2023. For specific regions, North Africa was projected at 11.2%, and Arab States at 9.3% (ILO, 2023). The proliferation of AI in HRM practices within developing economies mirrors the introduction of contemporary HRM approaches documented in previous studies (e.g., Baddar Al-Husan et al., 2009, Kshetri, 2021). Multinational enterprises (MNEs) from the Global North have introduced AI-driven HRM tools in these economies. For instance, by March 2019, EY's AI-powered chatbot "Goldie" had been implemented in 138 countries, including many emerging economies (Kshetri, 2021). Fewer local companies in the Global South utilized such tools compared to the Global North.

In most countries, GAI tools are readily accessible, often at minimal cost or even for free. Furthermore, the availability of these tools in multiple languages enhances their widespread usability, making them valuable resources for various purposes, including job search and pursuit of career goals. As of March 2023, ChatGPT supported communication in over 50 languages (The Economist, 2023) and the OpenAI platform was accessible in 156 countries. Likewise, in December 2023, Google introduced Gemini, an innovative AI model capable of processing text, images, and video. Initially deployed within Google's chatbot Bard for English language settings, Gemini is set to expand its availability to more than 170 countries and territories. In some Global South economies, job candidates' use of GAI surpassed that in the Global North. In the Canva and Sago survey mentioned earlier, job candidates in India utilized AI to enhance their resumes the most (74%), followed by Brazil (50%), surpassing those in the Global North.

Despite concerns about widespread job displacement, AI and automation typically affect specific tasks within jobs rather than entire occupations. This presents a tangible opportunity to leverage AI for the transformation and reinvention of roles, offering exciting prospects for those in the workforce. The democratization of knowledge and creativity through GAI facilitates innovation, intricate problem-solving, and the production of higher-quality work (Jesuthasan et al., 2023).

GAI implementation in HRM offers both economic and non-economic advantages for employers and employees/job seekers (Table 5). Economic benefits entail increased productivity, cost efficiencies through automation, and improved decision-making leveraging data-based insights. Non-economic benefits include heightened job satisfaction, skill enhancement from training, and improved work-life balance facilitated by streamlined processes. Together, these benefits contribute to organizational efficiency and employee welfare, cultivating a more competitive and inclusive workplace atmosphere. GAI can also assist in achieving diversity, equity, and inclusion in organizations, which are both organizational and social objectives (Johnson and Chichirau, 2020).

**Table 5: Benefits of GAI deployment in HRM to employers and employees/job seekers**

	Economic benefits	Non-economic benefits
Employer	Higher value capture	Furthering organizational and social goals of DEI
Employee/job seekers	Improving the probability of securing employment Engaging in salary negotiation	Psychological benefits of empowerment: enhanced job satisfaction, reduced turnover intentions

### ***Managerial and policy implications***

We explored numerous advantages of integrating GAI into HRM above, which make it highly relevant for understanding the implications of GAI on HRM within the context of HRM processes. AI, however, lacks the human touch and is not advanced enough to replace human decision-making, especially in areas where the complexity of human decision-making is crucial. In some cases, overreliance on AI for HR tasks can be detrimental. For instance, Dell'Acqua (2024) found that. In an experiment, recruiters using high-quality AI became complacent, careless, and less adept in their judgment. They overlooked some outstanding applicants and made poorer decisions compared to recruiters who used low-quality AI or no

AI at all. When the AI performed exceptionally well, humans felt less compelled to work diligently and pay attention, allowing the AI to dominate instead of using it as an aid. Dell’Acqua termed this phenomenon “falling asleep at the wheel,” which can negatively impact human learning, skill development, and productivity.

Human oversight is also essential in the recruitment process to ensure the quality of applicants and effectively combat bias and address other challenges (Hancock et al., 2023). By substituting human oversight with AI, there is a risk of amplifying existing biases, potentially fostering a less diverse and inclusive corporate culture in the workplace (Carrasco, 2023).

HR managers play a pivotal role in this stage as well. Similar to the recruitment stage, AI has the potential to introduce bias and discrimination during the selection process. In certain regulatory environments, it is imperative to involve a human being in any selection decision, and making such decisions without human involvement may not be permissible (Hancock et al., 2023).

In November 2023, in the U.S., there were 9.6 million job openings compared to 6.5 million unemployed. Cypher Learning, a provider of learning management systems, suggests that employing GAI for training materials can be instrumental in addressing the national and global talent gap, effectively bridging the disparity between job openings and the available workforce (Plumb, 2023).

Trainers’ emotional understanding and perception of their learners’ emotional and cognitive needs set a foundation for learner success (Majeski et al., 2018). GAI, lacking emotional intelligence, is not a suitable replacement for HR professionals (Dashora and Saxena, 2022).

Employees can use GAI to their advantage during salary negotiations. However, when employees write salary negotiation emails, it is essential for them to remember that they are not merely robotic requests for money. Each individual has unique experiences and qualifications, so adding a personal touch to the email can be impactful (Instaresume.io 2023).

Performance management encompasses aspects such as communication between managers and employees and the dynamics of the manager-employee relationship (Pulakos and O’Leary, 2011). The communication with AI systems is not as intuitive as it is with fellow humans, and AI systems cannot provide explanations for their reasoning and behavior in the same way humans can (Fenech et al., 2019).

Some suggest that job candidates should practice with Google’s interview warmup and with other people to be super prepared. It is widely acknowledged that the tool cannot replace practicing with another human being (Torres, 2022).

GAI can contribute to supporting DEI initiatives and achieving related outcomes. Trials of the Adify program led to a notable increase in female applicants, attributed to language adjustments in job advertisements (Alabi, 2023).

**Future research directions**

The concepts discussed and the propositions presented in this paper raise many questions that present an opportunity for future investigation. Some potential future research avenues are presented in Table 6.

**Table 6: Potential future research avenues**

	Effect of GAI	Research question
1	Key value capture mechanisms associated with GAI implementation in recruitment	What are the key mechanisms for capturing value related to GAI implementation in recruitment?
2	Distribution of benefits resulting from GAI implementation between employees and employers	How are benefits such as additional revenue and profits resulting from GAI implementation distributed between employees and employers?
3	Differences in empowering employees and job seekers across different HRM tasks	How does the utilization of GAI lead to differences in empowering employees and job seekers across different HRM tasks?

4	Training in GAI and value capture	In what ways does training in GAI contribute to enhancing value capture within HRM?
5	Comparison of the effect on employee empowerment with other management initiatives	What are the ways in which employee empowerment from GAI training differs from that resulting from other management initiatives?

With GAI deployment in HRM, organizations can gain access to a larger recruitment pool. Increasing the recruitment of highly qualified staff is expected to enhance the value generated by their workforce, leading to higher value capture. For instance, Salesforce, a provider of customer relationship management software, has transformed the recruitment landscape through GAI, moving away from choosing the best talent from applicants to actively seeking global talent. GAI enables the proactive matching of candidates, leveraging data from recruiting events, the career website, social channels, and more. This ensures that those expressing interest in the brand are promptly informed about new opportunities at Salesforce. Simultaneously, GAI assists in identifying top talent based on the skills of applicants, addressing the challenge of processing over 2 million job applications received in 2022. Moreover, the organization is instituting a talent marketplace for current staff, streamlining alignment with available roles, educational endeavors, and mentorship possibilities in line with their skills and career preferences. Anticipated to proactively offer opportunities during pivotal moments, this platform aims to foster ongoing career advancement for Salesforce employees (Taylor, 2023). Among the issues to be considered in future research are thus these important value capture mechanisms that we did not discuss in our paper, especially the use of GAI as an external as well as internal recruitment tool.

As noted, GAI tools not only save time but also generate additional revenue for organizations. GAI can thus enhance value capture in HRM, which entails the preservation of workforce-generated value alongside the management and optimization of associated costs (Chadwick, 2017). However, it remains unclear whether companies distribute a portion of their profits from GAI deployment to employees. Future research thus might examine the distribution of benefits such as additional revenue and profits between employees and employers.

Third, we discussed above that employee empowerment is among the transformative changes brought by GAI. However, diverse empowerment methods exist, such as employee involvement and information sharing to enhance influence. Upward problem-solving entails notifying management of issues. Task autonomy also empowers. Attitudinal shaping, common in services, emphasizes psychological empowerment without structural changes (Wilkinson, 1998). Further inquiry is needed to investigate the variations in the empowerment of employees and job seekers through the utilization of GAI across various HRM tasks.

We discussed above that GAI increases the effectiveness of training, resulting in increased value capture. Providing GAI-related training to employees is also crucial. A study revealed that employees provided with learning opportunities associated with the implementation of GAI tools were 30% less inclined to leave the organization compared to those who did not receive such opportunities (Leonardi, 2023). Researchers could investigate how training in GAI contributes to increasing value capture from HRM.

Finally, employees may feel empowered when provided with GAI-related training, as it facilitates job search and increases job security. Another intriguing avenue for future research is to explore how employee empowerment resulting from GAI training differs from employee empowerment resulting from other management initiatives.

## 6. Conclusion

GAI has a considerable impact on the core functions of HRM, such as recruitment, selection and retention. The HR department's role in training in GAI is of significant importance due to its potential to enhance productivity. More importantly, GAI has brought about a significant recent trend, marked by the utilization of AI tools by employees and job seekers. GAI has the potential to alter the existing power imbalance between workers and employers, potentially shifting more influence toward the former. GAI facilitates personal growth, empowerment, and financial success.

AI-driven chatbots and virtual assistants foster an engaging work environment by offering continuous support, resolving queries promptly, and providing constructive feedback, creating a supportive and

motivating atmosphere for employees. However, trustworthy HR interactions instill confidence in employees that their concerns will be addressed. Likewise, as routine tasks are delegated to GAI, the need for advanced skills like problem-solving, creativity, and emotional intelligence is on the rise.

This paper provided insights into how GAI facilitates employees' engagement in the co-production of HRM Services. The development of HRM services involves employees acting as coproducers, contributing through actions like providing information in job interviews, participating in self-appraisals within coproduced performance management practices, and actively engaging with questions and attention during training (Meijerink et al., 2016). For instance, GAI enables employees to articulate the value they bring to their employers. GAI plays a pivotal role in empowering employees to become coproducers of HRM services throughout each phase of the HRM process. In the context of value-in-use creation, GAI plays a crucial role in assisting employees enhancing their employability. Consequently, employees can be considered active consumers of HRM practices. Leveraging GAI, a company's human capital costs, which include expenses tied to managing HRM systems, can be minimized by capitalizing on economies of scale and efficiencies in specific HRM activities. This cost reduction process can help firms capture more value from HRM activities.

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