



How to use generative AI as a human resource management assistant[☆]

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ABSTRACT

Human resource management (HRM) professionals are often overworked, and their jobs are increasingly complex. Therefore, many suffer from job burnout, and only some can allocate the necessary time to strategic issues. We show how generative artificial intelligence (AI), particularly ChatGPT, can be a helpful HRM assistant for both strategic and operational tasks. But, for this to happen, we demonstrate the need to create valuable prompts that result in specific, helpful, and actionable HRM recommendations. Accordingly, we provide eight guidelines for creating high-quality and effective prompts and illustrate their usefulness in general across eight critical HRM domains and in more depth in the particular areas of workforce diversity and strategic HRM. We also provide recommendations and demonstrate how to implement a critical *verification process* to check on ChatGPT's suggestions. We conclude with a list of "dos and don'ts" and that when used by sufficiently trained HRM professionals, it is a very useful tool because it helps complete tasks faster, hopefully reducing their job burnout and allowing them to allocate more time to strategic and long-term issues. In turn, these benefits will likely result in helping achieve the as-of-yet-unrealized aspiration of "having a seat at the table."

On average, organizations employ only 1.4 human resource management (HRM) professionals per 100 employees. Also, the role of HRM professionals has become increasingly complex, given changes in the nature of work and organizations, particularly in a post-pandemic world. Specifically, according to O*NET, HRM professionals are now responsible for (a) serving as a link between management and employees by handling questions, interpreting and administering contracts, and helping resolve work-related problems; (b) advising managers on organizational policy matters, such as equal employment opportunity and sexual harassment, and recommending needed changes; (c) analyzing and modifying compensation and benefits policies to establish competitive programs; (d) performing difficult staffing duties, including dealing with understaffing, refereeing disputes, firing employees, and administering disciplinary procedures; and (e) representing the organization at personnel-related hearings and investigations.

So, the HRM role requires extensive and diverse skills, including both technological know-how (e.g., accounting, enterprise resource planning, and time accounting software) and interpersonal skills. Of course, this is

besides the obvious knowledge of talent management, administration, law and government, and education and training.

The amount and complexity of work for which HRM professionals are responsible is overwhelming and often unsustainable. This is likely why many HRM professionals have little time to devote to long-term and strategic issues and, instead, spend most of their time dealing with operational issues and crisis management—and the role of HRM professionals as "strategic partners" continues to be a persistent and yet unrealized aspiration. Also, given the current job demands, it is no surprise that HRM professionals are particularly prone to job burnout. For example, a recent report from Hogan Assessments showed that 86% of HRM leaders experienced increased stress in 2021, and 53% were burned out.

The present study

The recent rapid development and booming popularization of AI-powered tools, such as large language models like ChatGPT, have

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Table 1
Guidelines for Creating High-quality and Effective Prompts When Using Generative AI as an HRM Assistant.

1. Clarify the HRM Topic or Issue:
<ul style="list-style-type: none">• Specify the particular area of HRM you're inquiring about (e.g., recruitment, diversity, performance management).• State the question or problem clearly. For instance, "What are best practices in recruitment for tech startups?" is more specific than "Tell me about recruitment."
2. Provide Relevant Organizational Context:
<ul style="list-style-type: none">• Include details about the industry, company size, region, or any specific policies that may apply.• Mention any unique organizational culture or constraints. "Given that we are a mid-sized software company with a diverse workforce, how should we structure our diversity and inclusion initiatives?" or "How can we tailor our training programs for our Gen Z employees?"
3. Use Precise and Standard HRM Terminology:
<ul style="list-style-type: none">• Employ clear and specific HRM terms to guide the model and avoid ambiguity.• Utilize standard HRM language that aligns with industry best practices. For example, "How can we enhance our Employee Value Proposition (EVP) to attract top talent?"
4. Indicate the Desired Outcome or Action:
<ul style="list-style-type: none">• Explain what you hope to achieve or the recommendation you seek.• Specify if you need a strategic overview or tactical steps. "What strategies can we implement to reduce employee turnover by 10% in the next year?"
5. Request Evidence-Based Recommendations if Needed:
<ul style="list-style-type: none">• Ask for supporting evidence, research, or citations if you need substantiated information.• Ask for case studies or examples to understand the practical application of certain strategies. You can ask, "Can you provide a case study, research study or paper, expert testimonial, or a citation from an authoritative source that describes a company that successfully revamped its performance management system?"
6. Strive to Adhere to Established Best Practices:
<ul style="list-style-type: none">• Adhering to best practices promptly mitigates the need for costly and time-consuming corrective measures, thereby optimizing operational efficiency and resource allocation.• Ask ChatGPT to provide detailed insights and recommendations based on established best practices in a specific domain or field and emphasize critical strategies and principles for achieving an optimal outcome.
7. Maintain Confidentiality:
<ul style="list-style-type: none">• Avoid sharing sensitive or personal information about employees or the organization.• Use general or anonymized terms if describing confidential scenarios.
8. Engage in Follow-Up Communication:
<ul style="list-style-type: none">• Ask follow-up questions for clarification or additional information. Provide feedback if the initial response needs refinement.• Take an interactive prompting approach by asking multi-step questions (e.g., 10 to 20 iterations). Approach ChatGPT as though you are approaching a coworker in conversation.

demonstrated this technology's potential to disrupt various business functions, including HRM. For instance, IBM uses an AI chatbot called "Watson Recruitment Assistant" to answer potential employees' questions and help schedule interviews. Unilever uses a similar chatbot to assist in its recruitment process. Accenture uses a virtual assistant to help with leave requests and performance reviews. Our article aims to show how generative AI, particularly ChatGPT, can be used as an assistant by sufficiently trained HRM professionals. We first describe the need for high-quality prompts and illustrate how results vary widely based on their specificity. Accordingly, we provide eight specific guidelines for creating effective prompts that are helpful to HRM professionals. Second, we illustrate how to use ChatGPT effectively across eight critical HRM functions: (a) recruiting and selecting employees, (b) compensation management, (c) performance management, (d) benefits management, (e) professional development and training, (f) strategic HRM, (g) job analysis, and (h) retention and separation. Third, we offer an in-depth demonstration of using ChatGPT as an HRM assistant in two illustrative domains: workforce diversity and strategic HRM. Finally, we offer detailed recommendations and a demonstration of implementing a critical verification process to ensure that ChatGPT's suggestions can be trusted, particularly given the limitations resulting from using training data that may be obsolete or biased.

Before we proceed, we highlight two important issues. First, while ChatGPT is our primary tool in our article, various AI tools are available for different tasks and purposes. Google's Bard, for instance, uses web search-powered recommendations to provide time-relevant responses. Anthropic's Claude stands out for its ability to handle lengthy documents and generate structured summaries. Meanwhile, Synthesia specializes in creating video from text, complete with natural-sounding voices and photo-realistic avatars, catering to teams who create training videos at scale. Leveraging AI and natural language processing, Google's search engine capabilities provide users with relevant search results and source links, facilitating quick access to information while promoting transparency and credibility in online content retrieval. These diverse AI tools reflect the expanding landscape of AI applications, addressing specific needs in creative content generation, document understanding, music composition, and information retrieval. Second, using AI effectively comes with inherent challenges, including potential bias. Specifically, AI models can only learn from the provided data, meaning any biases or inaccuracies in the training data are inevitably reflected in their predictions, decisions, and recommendations. This can perpetuate and amplify existing societal biases, leading to unfair outcomes in HRM and many other domains (e.g., criminal justice, lending) where AI systems are increasingly being used. Relatedly, AI models may struggle to handle data that fall outside the scope of their training. They are limited by the patterns and information in their training data and may make incorrect or biased predictions when confronted with novel or rare situations. Moreover, training data can become outdated, and AI systems may not adapt well to evolving circumstances or new information. So, it is clear that the AI landscape is evolving and will continue to do so rapidly.

In the beginning... there was a prompt

The key to using ChatGPT effectively is creating useful prompts that produce specific, actionable, and credible information. ChatGPT generates too many, too few, or vague recommendations when prompts are not created carefully. Thus, using prompts that lack specificity and crucial contextual information leads to results that are not very actionable or useful. While the prompts we provide are based on existing knowledge, it's important to note that prebuilt AI tools are being developed to assist in "prompt engineering."

Table 1 lists guidelines for creating high-quality and effective prompts (note that tools such as LangChain, PromptAppGPT, Open-Prompt, and Promptify offer assistance with "prompt engineering"). We created this table based on input from subject matter experts and through an iterative, AI-prompted development process. The guidelines are designed to give HR leaders tools to leverage more control over their AI system prompts and generate more precise and relevant responses.

To demonstrate the usefulness of these guidelines, we first created the following general and familiar prompt that some HR leaders may use but without implementing our recommendations:

Prompt: How can I improve my organization's workforce diversity?
ChatGPT's response included several areas, such as the following:

- **Diverse Talent Pools:** Source candidates from a variety of backgrounds.
- **Unbiased Job Descriptions:** Use gender-neutral language and focus on essential qualifications.
- **Blind Screening:** Remove names and other identifying information from resumes.
- **Diverse Interview Panels:** Include diverse employees in the interview process.

Although they include some good general advice, the recommendations are not very actionable or specific. In contrast, consider an improved prompt we created about workforce diversity based on implementing the guidelines in Table 1. Consequently, our prompt is (a)

Table 2
In-Depth Illustration: Using Generative AI for Improving Workforce Diversity.

Prompt: As a human resource management recruitment specialist for "IndusTech Manufacturing," a medium-sized manufacturing firm in Chicago, Illinois, your mission is to enhance workforce diversity within the organization. IndusTech Manufacturing seeks a diverse talent pool, including engineers with mechanical, electrical, and software engineering expertise, skilled technicians, assemblers, logistics professionals, and administrative staff. IndusTech Manufacturing prides itself on fostering a culture of inclusivity, innovation, and sustainability. The company's core values center around promoting diversity in the workplace, ensuring equal opportunities for all employees, and providing a safe and collaborative environment. These cultural aspects and its commitment to cutting-edge manufacturing technologies and sustainable practices serve as unique selling points that can attract candidates who share these values. The current team structure at IndusTech Manufacturing consists of dedicated teams across various departments, including research and development, production, quality assurance, and administration. While the organization has strong technical expertise, there is a need for specialists in diversity and inclusion to drive diversity initiatives effectively. Your comprehensive recruitment plan should provide detailed recommendations, specific timelines, and efficient resource allocation. It must align with best practices in diversity recruitment, ensuring all candidates have equal access to opportunities. To strengthen the credibility of your plan, support it with citations from authoritative sources, such as successful case studies or research reports that highlight the effectiveness of similar diversity initiatives in the manufacturing sector.

Answer: Creating a comprehensive recruitment plan for IndusTech Manufacturing to enhance workforce diversity involves several strategic actions. Here's how you might approach it:

- 1. Understand Current Demographics and Set Clear Goals:**
Analyze the current workforce demographics to understand the gaps in diversity. Set clear, measurable goals for recruitment to improve diversity in specific areas over a defined period.
- 2. Develop a Diversity Recruitment Strategy:**
Partner with diversity-focused organizations and job boards to reach a broader talent pool.
Attend career fairs at colleges with significant numbers of students from underrepresented groups.
Implement a referral program encouraging current employees to refer diverse candidates.
- 3. Outreach and Community Engagement:**
Engage with community organizations, technical schools, and local NGOs to promote open positions to a diverse audience.
Sponsor or participate in events focused on diversity in STEM (Science, Technology, Engineering, and Mathematics).
- 4. Inclusive Job Descriptions and Branding:**
Write job descriptions that are inclusive and free from biased language.
Promote the company's commitment to diversity and inclusivity on the career page and job postings.
- 5. Implement Bias-Free Recruitment Processes:**
Train hiring managers and recruitment staff on unconscious bias.
Use structured interviews and standardized evaluation criteria for all candidates.
- 6. Foster an Inclusive Company Culture:**
Highlight policies that support work-life balance, anti-discrimination, and equal opportunity.
Establish mentorship programs to help underrepresented groups within the company.
- 7. Monitor and Report on Progress:**
Regularly review the recruitment process to ensure it remains fair and objective.
Report on diversity recruitment progress in company meetings and annual reports.

Timelines and Resource Allocation:
Short-term (0-6 months): Training, strategy development, and initial community outreach.
Medium-term (6-12 months): Full implementation of recruitment campaigns, partnerships, and education outreach programs.
Long-term (1-3 years): Assessment of recruitment effectiveness, adjustment of strategies, and scaling successful initiatives.

Supporting Evidence:
Research "Best Practices for Diversity Recruitment" to find studies demonstrating the effectiveness of diverse teams on innovation and productivity.
Look into case studies from companies like Intel and Google that have implemented successful diversity initiatives.
By following this framework, you should be able to create a detailed plan tailored to IndusTech Manufacturing's specific needs. Regularly reviewing and updating your strategy based on outcomes and feedback is crucial to its long-term success.

specific, (b) relevant, (c) precise, (d) goal-oriented, (e) evidence-based, (f) conforms with best practices, (g) context-specific, and (h) maintains confidentiality. Specifically:

Prompt: As a human resource management recruitment specialist for "IndusTech Manufacturing," a medium-sized manufacturing firm in Chicago, Illinois, your mission is to enhance workforce diversity within the organization. IndusTech Manufacturing seeks a diverse talent pool, including engineers with mechanical, electrical, and software engineering expertise, skilled technicians, assemblers, logistics professionals, and administrative staff. IndusTech Manufacturing prides itself on fostering a culture of inclusivity, innovation, and sustainability. The company's core values center around promoting diversity in the workplace, ensuring equal opportunities for all employees, and providing a safe and collaborative environment. These cultural aspects and its commitment to cutting-edge manufacturing technologies and sustainable practices serve as unique selling points that can attract candidates who share these values. The current team structure at IndusTech Manufacturing consists of dedicated teams across various departments, including research and development, production, quality assurance, and administration. While the organization has strong technical expertise, there is a need for specialists in diversity and inclusion to drive diversity initiatives effectively. Your comprehensive recruitment plan should provide detailed recommendations, specific timelines, and efficient resource allocation. It must align with best practices in diversity recruitment, ensuring all candidates have equal access to opportunities. To strengthen the credibility of your plan, support it with citations from authoritative sources, such as successful case studies or research reports that highlight the effectiveness of similar diversity initiatives in the manufacturing sector.

Results are included in Table 2. These recommendations are more specific, actionable, and valuable than the ones generated based on the initial prompt that did not implement our guidelines listed in Table 1. For example, whereas the general prompt resulted in vague and unclear recommendations, using the improved prompt that followed our guidelines resulted in an actionable, relevant, and specific plan that conforms with evidence-based practices. Moreover, the recommendations are more helpful in terms of both strategic (e.g., required resources) and operational (e.g., suggested timeline) issues.

Using ChatGPT as an HRM assistant: eight critical HRM areas

A 2019 *Academy of Management Learning and Education* study identified eight best-selling HRM textbooks. We examined their tables of contents to identify topics common to all of them. Our goal was to identify domains considered central to HRM practice, which are the following: (a) recruiting and selecting employees, (b) compensation management, (c) performance management, (d) benefits management, (e) professional development and training, (f) strategic HRM, (g) job analysis, and (h) retention and separation.

To illustrate how to use ChatGPT as an HRM assistant, we implemented the guidelines in Table 1. We created the following prompts for each of these essential eight HRM domains:

Prompt on Recruiting and Selecting Employees: As an HRM specialist at 'InnovateAI,' a rapidly growing AI-driven tech startup headquartered in Palo Alto, CA, specializing in cutting-edge machine learning solutions for healthcare, your task is to develop a precise recruitment strategy for the company, adhering to best practices in tech recruitment. InnovateAI seeks specific tech talents, specifically software developers and data scientists, to support its expansion. To attract top-tier candidates effectively, consider InnovateAI's unique culture, core values, and distinctive selling points. Additionally, analyze the current team structure, highlighting areas where expertise is needed to complement the existing workforce. Your recruitment plan should incorporate industry-standard HRM terminology to ensure clarity and precision. Please outline a clear timeline with key milestones and allocate resources efficiently for the recruitment process. I also encourage you to support your plan with relevant case studies, historical references, or expert testimonials from similar AI startups to validate its effectiveness. Ensure that the recruitment plan you develop aligns with established best practices in tech

recruitment.

Prompt on Compensation Management: As the Compensation Management Specialist for 'ViennaLux,' a twenty-store luxury retail chain headquartered in Vienna, Austria, known for its high-end fashion products, your task is to devise a comprehensive pay structure that adheres to industry standards and best practices to enhance employee satisfaction and drive exceptional performance. Your primary focus is designing a pay structure, including base salaries, bonuses, and incentives, which should align with Austria's luxury retail industry's standards. Consider the unique position of 'ViennaLux' within the Austrian luxury retail sector. Ensure that your recommendations use clear and industry-standard HRM terminology to maintain clarity. Your recommendations should aim to enhance employee satisfaction and drive exceptional performance. Develop a transparent timeline for implementation and allocate resources effectively, considering potential pay adjustments. To substantiate your approach within the luxury retail sector in Austria, consider providing research papers, statistical insights, or case studies that support your recommendations.

Prompt on Performance Management: As the Performance Evaluation Manager of 'PreciTech,' a leading Toronto-based manufacturing firm specializing in precision engineering and innovation, your task is to establish a performance management system that aligns seamlessly with the company's core objectives of precision and continuous employee growth. Your primary focus is to develop a detailed performance evaluation framework. This framework should encompass Key Performance Indicators (KPIs), assessment methods, and feedback mechanisms tailored to 'PreciTech's' unique needs. Consider the specific context of 'PreciTech' within the manufacturing sector in Toronto, emphasizing the importance of precision engineering and innovation. Ensure that your recommendations and framework use precise, standard HRM terminology for clarity and understanding. Your objective is to create a performance management system that meets and exceeds 'PreciTech's' objectives of precision and continuous employee growth. Develop a comprehensive timeline for system implementation and allocate the necessary resources, such as training for managers and employees. Ensure strict adherence to best practices in performance management within the manufacturing sector in Canada. To strengthen your recommendations, consider sharing historical precedents, expert opinions, or case studies that have successfully implemented similar performance management systems in precision engineering companies in Toronto.

Prompt on Benefits Management: As an HR leader at 'PharmaLife,' a prominent pharmaceutical company headquartered in Southern Indiana, recognized for its groundbreaking research and development in life-saving medications, your responsibility is to propose enhancements to the benefits package. These enhancements should be designed to attract and retain top-tier talent in the highly competitive pharmaceutical sector. Your primary objective is to provide specific recommendations for enhancing the benefits package. These recommendations should encompass various aspects, including healthcare coverage, wellness programs, and retirement benefits. Consider the unique position of 'PharmaLife' within the pharmaceutical industry, particularly in Southern Indiana, considering the company's reputation for groundbreaking research and development. Ensure that your recommendations and explanations use precise, standard HRM terminology to convey clarity and understanding. You aim to create a benefits package that attracts and retains top-tier talent. Additionally, outline a well-defined timeline for implementing these enhancements while efficiently allocating the necessary resources. Ensure that all recommendations align with stringent regulations governing the pharmaceutical industry nationally and locally in Southern Indiana and adhere to best practices. To reinforce your suggestions, consider providing case studies, research papers, or authoritative citations that shed light on effective benefits strategies within the pharmaceutical sector, particularly in Southern Indiana.

Prompt on Professional Development and Training: You serve as an HR leader at 'StratPolicy Consult,' a small management consulting firm based in Washington, DC, specializing in strategy and public policy. Your mission is to design a tailored training program that fosters employee development and aligns with the firm's strategic objectives. Your primary task is to provide a comprehensive training curriculum encompassing leadership

development, technical skills, and industry-specific knowledge. Consider the specific context of 'StratPolicy Consult' as a small consulting firm in Washington, DC, with twelve employees specializing in strategy and public policy. Ensure your training program recommendations use clear, standard HRM terminology for effective communication. Your goal is to create a training program with a well-defined timeline for program delivery. Efficiently allocate resources, including external training providers and in-house mentors. Ensure strict alignment with best practices in professional development. To strengthen your approach, consider providing supporting evidence, such as case studies, expert testimonials, or research studies, that validate the effectiveness of this training program in small consulting firms in Washington, DC.

Prompt on Strategic HRM: In the context of an Indian hospitality group, 'Heritage Retreats,' with offices in Agra, Delhi, and Goa, your task is to present HRM strategies that align seamlessly with the company's core objectives of delivering exceptional service and embracing cultural authenticity. Your primary goal is to provide HRM strategies that consider each office location's unique cultural and linguistic norms within Heritage Retreats. Consider the specific context of 'Heritage Retreats' as an Indian hospitality group with offices in Agra, Delhi, and Goa. Recognize the significance of cultural authenticity in the hospitality industry. Ensure your HRM strategies and recommendations use clear, standard HRM terminology for effective communication. You aim to create HRM strategies that lead to delivering exceptional service and embracing cultural authenticity. Include specific timelines and resource allocation plans for implementing these strategies, encompassing cultural training, language courses, and guest experience enhancement programs. Ensure strict adherence to best practices in the Indian hospitality industry while designing these HRM strategies. To strengthen your approach, consider providing authoritative citations, historical precedents, or successful case studies relevant to strategic HRM in the Indian hospitality sector. Focus on the diverse office locations of 'Heritage Retreats' to provide relevant insights.

Prompt on Job Analysis: In your role as HR at 'NYC Realty,' a 500-employee financial services firm specializing in real estate brokerage in New York City's competitive market, your task is to explain how to conduct a comprehensive job analysis for Real Estate Brokers, Leasing Agents, and Appraisers, to promote employee growth and development. Your primary focus is conducting a comprehensive job analysis for the mentioned roles within the real estate sector. Consider the specific context of 'NYC Realty' as a financial services firm in New York City, emphasizing the competitive nature of the real estate market. Ensure that your explanation of the job analysis process uses clear and standard HRM terminology for effective communication. Your goal is to promote employee growth and development through the job analysis process. Provide a detailed timeline that encompasses data collection, job description creation, and the integration of employee feedback. To reinforce your approach, consider providing research studies, case studies, or expert opinions that validate the effectiveness of this job analysis approach within financial services firms in New York City.

Prompt on Retention and Separation: As an HR specialist at 'MarketBoosters,' a mid-sized marketing agency headquartered in Chicago serving clients in the transportation and manufacturing sectors, your task is to develop customized strategies aimed at enhancing employee satisfaction and reducing turnover among marketing professionals. Your primary focus is proposing strategies to improve employee satisfaction and reduce turnover in the marketing department. Consider the specific context of 'MarketBoosters' as a mid-sized marketing agency in Chicago, serving clients in transportation and manufacturing. Recognize the unique challenges and opportunities in this sector. Ensure your proposals and recommendations use clear, standard HRM terminology for effective communication. Your objective is to enhance employee satisfaction and reduce turnover. Include specific timelines and resource allocation plans for implementing retention initiatives, which may encompass mentorship programs and flexible work arrangements. Ensure strict alignment with best practices in the marketing sector while developing these retention strategies. To reinforce your approach, consider providing historical precedents, successful case studies, or authoritative sources highlighting effective retention strategies, specifically within marketing agencies serving clients in the transportation and manufacturing industries.

Table 3
In-Depth Illustration: Using Generative AI for Improving HRM Strategy.

<p>Prompt: <i>In the context of an Indian hospitality group, 'Heritage Retreats,' with offices in Agra, Delhi, and Goa, your task is to present HRM strategies that align seamlessly with the company's core objectives of delivering exceptional service and embracing cultural authenticity. Your primary goal is to provide HRM strategies that consider each office location's unique cultural and linguistic norms within Heritage Retreats. Consider the specific context of 'Heritage Retreats' as an Indian hospitality group with offices in Agra, Delhi, and Goa. Recognize the significance of cultural authenticity in the hospitality industry. Ensure your HRM strategies and recommendations use clear, standard HRM terminology for effective communication. You aim to create HRM strategies that lead to delivering exceptional service and embracing cultural authenticity. Include specific timelines and resource allocation plans for implementing these strategies, encompassing cultural training, language courses, and guest experience enhancement programs. Ensure strict adherence to best practices in the Indian hospitality industry while designing these HRM strategies. To strengthen your approach, consider providing authoritative citations, historical precedents, or successful case studies relevant to strategic HRM in the Indian hospitality sector. Focus on the diverse office locations of 'Heritage Retreats' to provide relevant insights.</i></p> <p>Answer: To design HRM strategies for Heritage Retreats, a hospitality group with offices in Agra, Delhi, and Goa, a holistic approach focused on cultural competence and service excellence is essential. Here are the strategic recommendations tailored for each location:</p> <p>1. Cultural and Linguistic Training: Objective: Foster cultural intelligence to enhance guest interaction and service. Action Plan: Implement regular cultural training workshops highlighting the regional customs, traditions, and etiquette of Agra, Delhi, and Goa. Timeline: Quarterly workshops. Resources: Local cultural experts, language instructors, and training materials.</p> <p>2. Guest Experience Enhancement: Objective: Personalize the guest experience by integrating cultural authenticity. Action Plan: Develop guest experience programs with local cultural elements such as cuisine, art, and music. Timeline: Ongoing with monthly reviews. Resources: Guest relations team, local artisans, and performers.</p> <p>3. Recruitment and Selection: Objective: Hire employees who demonstrate cultural fit and service aptitude. Action Plan: Design job descriptions and advertisements that attract culturally adept candidates. Timeline: As per hiring needs. Resources: HR department, recruitment agencies, social media platforms.</p> <p>4. Best Practice Compliance: Objective: Ensure adherence to Indian hospitality best practices. Action Plan: Conduct audits and training on safety regulations. Timeline: Bi-annual audits. Resources: compliance officers.</p> <p>5. Language Skills Development: Objective: Enhance communication with guests through multilingual staff. Action Plan: Offer language courses in Hindi, English, and regional languages like Konkani (Goa), Punjabi (Delhi), and Urdu (Agra). Timeline: Language proficiency assessments every six months. Resources: Language training centers and online language learning platforms.</p> <p>6. Performance Management: Objective: Align employee performance with service excellence and cultural authenticity. Action Plan: Establish a performance management system incorporating these values into performance metrics. Timeline: Annual performance review cycle. Resources: Performance management software, HR team.</p> <p>7. Employee Engagement and Retention: Objective: Maintain high employee morale and reduce turnover. Action Plan: Introduce cultural festival celebrations, employee recognition programs, and feedback mechanisms. Timeline: Regular team meetings and annual surveys. Resources: Event organizers, HR team.</p> <p>8. Strategic Alignment with Business Goals: Objective: Ensure all HRM strategies support the core objectives of Heritage Retreats.</p>

<p>Table 3 (continued)</p> <p>Action Plan: Regular strategy meetings with leadership to align HRM activities with business goals. Timeline: Bi-annual strategy alignment sessions. Resources: Executive leadership, HR leaders. For authoritative citations, you can reference the "Global Human Resource Management Casebook" by Liza Castro Christiansen, which presents global HRM strategies from various industries, including hospitality. Historical precedents from successful hospitality groups like Taj Hotels and Oberoi Hotels, known for their focus on cultural authenticity and exceptional service, may also guide your strategy development. By integrating these strategies, Heritage Retreats can enhance its service quality while preserving the cultural uniqueness of its diverse locations. Regular assessments and adjustments to the HRM strategies will ensure that the company remains responsive to the dynamic needs of the hospitality industry.</p> <p>9. Case Studies & Historical Precedents:</p> <ul style="list-style-type: none">• Taj Hotels (TATA Group): Taj Hotels, a renowned name in the hospitality industry, has always emphasized employee welfare and development. Their philosophy of "Tajness" emphasizes the importance of employee well-being and customer satisfaction. They have robust training programs focusing on hiring locally, providing employment opportunities, and ensuring the staff understands local culture and traditions.• Citation: "'Tajness: The Heart of Our Philosophy'." Taj Hotels. [Link to their official website for more details.]• Oberoi Group: The Oberoi 'Group's 'Systematic Training and Education Programme' (STEP) is a great example of aligning HRM strategies with business objectives. They focus on training young talent in-house, ensuring they align with the company's values and objectives.• Citation: "Oberoi STEP – Systematic Training and Education Programme." Oberoi Hotels & Resorts. [Link to their official website for more details.]
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Table 3 includes a sample of ChatGPT’s responses to the prompt on HRM strategy. By following the guidelines for creating high-quality and effective prompts as outlined in Table 1, ChatGPT addressed important contextual details pertinent to our scenario, namely improving customer experience and satisfaction in the hospitality industry. To back up its recommendations, ChatGPT included a relevant case study and cited two authoritative sources. Additionally, ChatGPT offered practical steps for implementing the plan and advice on monitoring its effectiveness. However, although ChatGPT’s output was actionable and specific, the response warranted closer examination to ensure accuracy. Namely, one of the purported supportive case studies regarding Taj Hotels was fabricated.

Using ChatGPT as an HRM assistant: verification process

Based on the results described in the previous section, ChatGPT can be a helpful HRM assistant. However, as the strategic HRM example showed with the Taj Hotels fabricated case study, we must always verify its suggestions. Table 4 includes specific recommendations on how to do so.

As an example, as a follow-up to ChatGPT’s recommendations regarding HRM strategy included in Table 3, we implemented the verification process as outlined in Table 4 and created the following prompts:

- Prompt: What other sources would you suggest to obtain a second opinion on this question?
- Prompt: Did any recommendations come from authoritative sources such as an HRM textbook, refereed journal article, guideline, or credible website?
- Prompt: Do you have supporting evidence or citations for the case study?
- Prompt: Please clarify your recommendation for training managers and employees. What types of training methods should be used and why?

The results of implementing the verification process were very

Table 4
Recommendations for Implementing a Verification Process When Using Generative AI as an HRM Assistant.

1. Use ChatGPT as a Starting Point:
• Consider ChatGPT's recommendations as a starting point or a second opinion rather than a definitive answer. It can help you brainstorm or consider different perspectives, but the final decision should be based on a comprehensive review.
2. Cross-Reference with Reputable Sources:
• Compare the information with recognized HRM textbooks, guidelines, or authoritative websites.
• Look for consistency with widely accepted HRM principles and practices.
3. Consult with In-House Experts:
• Consult with your organization's HR department to ensure company policies align.
4. Ask for Supporting Evidence or Citations:
• If the information seems questionable or requires further validation, ask for references, studies, or citations that support the answer.
5. Evaluate the Context and Relevance:
• Ensure the information is relevant to your situation, industry, or region.
• Consider the unique characteristics of your organization or the particular HRM issue you're addressing.
6. Provide Feedback and Ask Follow-Up Questions:
• If something is unclear or incorrect, ask for clarification or further details.
• Engage in follow-up questions to ensure a comprehensive understanding of the subject.
7. Consider Professional Consultation for Complex Matters:
• For highly specific or complex issues, consider engaging a local HRM professional, consultant, or expert who can provide personalized assistance.
8. Document the Information for Future Reference:
• Keep a record of the queries and answers for future reference or potential audits.
9. Stay Updated:
• The AI models, including ChatGPT, are based on the data they were trained on. The HRM field, like many others, is continually evolving. Regularly update yourself on best practices and industry trends to ensure that you can spot any outdated or incorrect advice.
10. Addressing limitations
• AI in HR must combat inherent biases by regularly evaluating and updating the data and algorithms, ensuring fair and inclusive decisions.
• HR AI tools should be transparent, providing clear reasoning for decisions in recruitment, promotions, and dismissals to allow for accountability and understanding.
11. Believe, but confirm:
• ChatGPT can provide information based on patterns and data but doesn't possess human intuition or judgment. Always use your expertise and experience to evaluate the context and nuances of a situation.

informative. Specifically, ChatGPT could point to other authoritative sources (including books, industry reports and publications, academic journals, industry associations and organizations, and online communities and forums) for us to verify and draw additional information. Moreover, with further probing, ChatGPT provided more specific information and resources for managers and employees.

Implementing our suggested verification process also showed that ChatGPT's recommendations were not from any authoritative source but instead "rooted in standard HRM best practices and concepts often discussed in academic literature and professional guidelines." Additionally, the Taj Hotels case study mentioned as supporting evidence for the proposed plan was fictitious. ChatGPT can generate example case studies based on patterns and information in its training data. Relying on such fabricated examples is problematic because they lack details of real-world scenarios, and decisions based on them might not reflect accurate or practical solutions for actual situations.

Without implementing our recommended verification process, it is possible to overlook crucial details and misinterpret ChatGPT's information. Such oversights can lead to misguided decisions, costly errors, and possibly irreparable damage. For instance, if an HR department were to rely solely on ChatGPT for screening resumes, they might overlook qualified candidates due to inherent biases in the algorithm's training, similar to the publicized case of Amazon's scrapped AI recruiting tool that showed a bias against women. Implementing our recommended verification process served as a crucial checkpoint,

ensuring the accuracy and relevance of the recommendations and safeguarding against potential errors or misjudgments.

ChatGPT: which HRM professionals will benefit most?

Using ChatGPT for HRM practices raises questions concerning human-machine collaboration and the importance of professional expertise. The multiple examples in our article show that it is a valuable tool, but only when used by sufficiently trained HRM professionals who can engage in a synergistic relationship with technologies like ChatGPT to improve their efficiency. In contrast, individuals who "fall into" HRM roles without sufficient training likely lack the expertise to implement the guidelines for creating high-quality and effective prompts, as summarized in Table 1. For example, without sufficient HRM training, it is not possible to "clarify the HRM topic or issue" or "use precise and standard HRM terminology." Likewise, untrained HRM professionals may be unable to implement the verification process per the recommendations in Table 4, resulting in generative AI turning into an HRM assistant that can cause more harm than good.

As of the writing of our article, several organizations have already harnessed the power of AI tools in their HRM operations, achieving notable transformations and enhancements. For instance, Panasonic North America revolutionized its HRM function by implementing Visier's People Insight platform. This move allowed them to gain valuable data-driven insights that significantly improved talent acquisition, employee engagement, and performance management. Another example of AI in action is Hypercontext, an entirely remote company that has adopted Donut's AI chatbot to cultivate team connections. Through virtual coffee chats facilitated by the chatbot, Hypercontext has successfully enhanced its remote work culture, fostering collaboration and engagement among its dispersed team members. Additionally, Paradox has introduced AI-powered assistance for recruiters, offering a streamlined approach to tasks like candidate sourcing and interview scheduling. Simultaneously, it provides job seekers with instant responses to their queries, creating a more efficient and engaging hiring process for both recruiters and candidates alike. These examples illustrate the tangible benefits that AI tools bring to HRM strategy and operations, from data-driven insights to improved remote work culture and enhanced recruitment processes.

Conclusions

Based on the previous material, we offer a brief list of Dos and Don'ts for using generative AI as an HRM assistant

Dos

- Clearly define the HR domain and ask targeted questions to produce specific answers. Providing a complete picture of the organization and context, including its industry, size, and policies, allows AI to offer tailored advice.
- Employ precise HRM terminology that aligns responses with industry norms and aids in receiving relevant, actionable insights.
- Articulate goals to direct the AI tool to provide broad guidance or detailed steps.
- Seek recommendations with supporting evidence from credible sources, ensuring the advice is practical and grounded in successful practices.
- Demand an explanation for AI's conclusions to ensure transparency and informed decision-making.
- Respect confidentiality in AI interactions to protect personal and company data.
- Keep up with HRM trends, regulatory updates, and AI developments.
- Verify suggestions and implement safeguards against the risk of implementing flawed or outdated advice.
- Sharpen iterative communication with AI through iterative conversations, leading to better-informed HR decisions.

Don'ts

- Do not remove the human from the process; the expert judgment of well-trained HRM professionals cannot be replaced by AI, which should serve as an aid rather than a substitute.
- Do not accept AI's decisions without scrutiny because they may be based on biased or incomplete data that may reinforce existing prejudices in functions such as hiring and promotion.
- Do not assume AI responsibly protects sensitive information. Refrain from including personally identifiable information as part of any prompt.
- Do not use AI hoping it will replace human empathy and ethical decision-making—it does not.

In closing, when used by a well-trained HRM professional, generative AI can be an invaluable tool to complete strategic and operational tasks and allocate resources more efficiently and effectively. When used appropriately, ChatGPT can be for an HRM professional like a multi-tool pocketknife for a camper because it represents a versatile, efficient, and adaptable tool that can be essential across HRM areas. Just as the pocketknife is a go-to gadget for a camper, ChatGPT can serve as a valuable asset for professionals in HRM by automating and streamlining repetitive tasks, such as with the employee onboarding process, by answering frequent questions and directing new hires to relevant resources, serving as a quick reference for company policies, benefits, and schedules, and helping both employees and HR staff stay informed. However, ChatGPT will not be as valuable and cannot replace competent and well-trained HRM professionals. The reason is that only highly-trained HRM professionals can create high-quality and effective prompts based on the guidelines in Table 1. In addition, only professionals with sufficient HRM knowledge and skills can implement the critical verification process per the recommendations in Table 4. In closing, well-trained HRM professionals can take advantage of generative AI to reduce their workload and hopefully reduce job burnout. In turn, using generative AI as an HRM assistant will allow for allocating more time to strategic and long-term issues, which will likely result in helping achieve the as-of-yet-unrealized aspiration of “having a seat at the table.”

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Declaration of Generative AI and AI-assisted technologies in the writing process

Statement: During the preparation of this work, the authors used ChatGPT (GPT-4, August 3, 2023 version) to provide meaningful and representative examples and recommendations of prompts and generated responses. After using this tool/service, the authors reviewed and edited the content as needed and take full responsibility for the publication's content.

Declaration of Competing Interest

None.

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No data was used for the research described in the article.