REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

Department of Business Administration

GENERATIVE AI IN HUMAN RESOURCE PRACTICES: A CASE STUDY OF EMPLOYEE RECRUITMENT AND TRAINING IN SAUDI CORPORATIONS

Master Thesis

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Supervisor

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Istanbul – 2025

THESIS INTRODUCTION FORM

Name and Surname	**:**	Abdulrahman Abdulrab Obad HUSSEIN
Language of the Thesis	**:**	English
Name of the Thesis	**:**	Generative AI in Human Resource Practices: A Case Study of Employee Recruitment and Training in Saudi Corporations
Institute	**:**	Istanbul Gelisim University Institute of Graduate Studies
Department	**:**	Business Administration
Thesis Type	**:**	Master
Date of the Thesis	**:**	18.12.2025
Page Number	**:**	64
Thesis Supervisors	**:**	Asst. Prof. Dr. Aslıhan ÜNAL
Index Terms	**:**	Business Administration, Artificial Intelligence, Decision-Making, Generative AI

Turkish Abstract **:** Bu çalışma, Suudi şirketlerinde insan kaynakları yönetimi (İKY) uygulamalarının dönüşümünde Üretken Yapay Zekâ'nın (GenAI) rolünü incelemekte ve özellikle çalışan işe alımı ile eğitim süreçlerine odaklanmaktadır. Nitel bir tek vaka çalışması yöntemi kullanılarak, İK profesyonellerinin GenAI araçlarıyla nasıl etkileşim kurdukları, bu teknolojilerin sağladığı faydalar ve uygulama sürecinde karşılaşılan zorluklar araştırılmıştır.

Veriler, Suudi Arabistan'daki büyük bir kurumun İK, işe alım, eğitim-gelişim ve dijital dönüşüm birimlerinde görev yapan yedi katılımcı ile gerçekleştirilen yarı yapılandırılmış görüşmelerle toplanmıştır. Tematik analiz

sonucunda dört temel tema belirlenmiştir: GenAI'nin İK işlevlerine entegrasyonu, algılanan faydalar, karşılaşılan zorluklar ve etik sorunlar ile yapay zekâ entegrasyonunu destekleyen kurumsal faktörler.

Bulgular, GenAI'nin operasyonel verimliliği artırdığını, karar verme süreçlerinde şeffaflığı geliştirdiğini ve çalışanlara kişiselleştirilmiş öğrenme fırsatları sunduğunu göstermektedir. Buna karşın, veri gizliliği, çalışan direnci ve etik rehberlik ihtiyacı gibi sorunların da önemli olduğu tespit edilmiştir. Çalışma ayrıca liderlik desteği, güçlü teknolojik altyapı ve sürekli eğitim gibi unsurların başarılı bir yapay zekâ entegrasyonu için kritik olduğunu vurgulamaktadır.

Bu araştırma, yapay zekâ destekli İnsan Kaynakları Yönetimi alanındaki literatüre katkı sağlamakta ve Suudi Vizyonu 2030 doğrultusunda GenAI'yi sorumlu ve etkili bir şekilde uygulamak isteyen kurumlar için pratik öneriler sunmaktadır.

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DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

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TO ISTANBUL GELISIM UNIVERSITY
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The thesis study of Abdulrahman Abdulrab Obad HUSSEIN titled as Generative AI in Human Resource Practices: A Case Study Of Employee Recruitment And Training In Saudi Corporations has been accepted as MASTER THESIS in the department of Business Administration by our jury.

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SUMMARY

This study examines the role of Generative Artificial Intelligence (GenAI) in transforming Human Resource Management (HRM) practices within Saudi corporations, with a specific focus on employee recruitment and training. Using a qualitative single-case study approach, the research explores how HR professionals interact with GenAI tools, the benefits these technologies provide, and the challenges associated with their implementation.

Data were collected through semi-structured interviews with seven participants representing HR, recruitment, learning and development, and digital transformation units within a major Saudi organization. The thematic analysis identified four key themes: adoption and application of GenAI in HR functions, perceived benefits, challenges and ethical concerns, and organizational factors that support AI integration.

The findings indicate that GenAI enhances operational efficiency, improves decision-making transparency, and enables personalized employee learning. However, the study also highlights concerns related to data privacy, employee resistance, and the need for ethical guidelines and human oversight. The results underscore the importance of leadership support, adequate technological infrastructure, and continuous training to ensure successful AI adoption.

This research contributes to the growing body of literature on AI-driven HRM and provides practical recommendations for organizations seeking to integrate GenAI responsibly and effectively in alignment with Saudi Vision 2030.

Key Words: Generative AI, Artificial Intelligence, Human Resource Management, Case study

ÖZET

Bu çalışma, Suudi şirketlerinde insan kaynakları yönetimi (İKY) uygulamalarının dönüşümünde Üretken Yapay Zekâ'nın (GenAI) rolünü incelemekte ve özellikle çalışan işe alımı ile eğitim süreçlerine odaklanmaktadır. Nitel bir tek vaka çalışması yöntemi kullanılarak, İK profesyonellerinin GenAI araçlarıyla nasıl etkileşim kurdukları, bu teknolojilerin sağladığı faydalar ve uygulama sürecinde karşılaşılan zorluklar araştırılmıştır.

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Anahtar kelimeler: Üretken yapay zeka, yapay zeka, insan kaynakları yönetimi, vaka çalışması.

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ABBREVIATIONS

AI	**:**	Artificial Intelligence
GenAI	**:**	Generative Artificial Intelligence
SMEs	**:**	Small and Medium sized Enterprises
HRM	**:**	Human Resource Management

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PREFACE

The development of this thesis has been an enlightening journey that allowed me to explore the intersection of technology and human resource management, particularly the transformative role of Generative Artificial Intelligence (GenAI) in modern organizations. The idea for this research originated from observing the rapid adoption of AI technologies in various business sectors and the growing interest in how these tools can enhance HR practices, including recruitment, employee training, and talent development.

I would like to express my sincere gratitude to my supervisor, Asst. Prof. Dr. Aslıhan ÜNAL, for her invaluable guidance, continuous support, and constructive feedback throughout this study. Her expertise and encouragement have been instrumental in shaping the direction and quality of this research.

I am also thankful to the participants of this study, HR professionals, and digital transformation experts from the selected Saudi corporation, whose insights and experiences provided essential data for this research. Their openness and willingness to share their professional perspectives made it possible to develop a comprehensive understanding of GenAI adoption in HR practices.

Finally, I extend my appreciation to my family and colleagues for their unwavering support, patience, and encouragement throughout the process of preparing this thesis. Their understanding and motivation were crucial in completing this work successfully.

This thesis is dedicated to advancing knowledge on the responsible and effective integration of AI in Human Resource Management, aiming to contribute both to academic literature and to practical applications in organizational settings.

INTRODUCTION

Human Resource Management (HRM) has traditionally been responsible for recruitment, payroll, and employee relations, often relying on manual and paper-based systems. Over time, HRM has evolved into a strategic function that aligns human capital with organizational objectives. The rapid pace of digital transformation has further reshaped HRM by integrating advanced technologies into core operations, enabling more efficient processes and data-driven decision-making (Albaroudi et al., 2025).

Today's workforce is increasingly dynamic, diverse, and digitally connected. Organizations face pressure to adopt agile HR practices that attract and retain talent while promoting continuous learning, performance optimization, and employee engagement. To meet these demands, businesses are increasingly turning to cloud-based HR platforms, machine learning systems, and particularly Generative Artificial Intelligence (GenAI). These technologies are transforming HR workflows, especially in recruitment, training, and performance management (Alshahrani et al., 2025).

Generative Artificial Intelligence (GenAI) refers to AI systems capable of producing original content such as text, images, audio, video, or code based on patterns learned from extensive datasets. Unlike traditional AI, which primarily predicts or classifies outcomes, GenAI generates novel outputs that resemble human-like creativity. Prominent examples include OpenAI's ChatGPT, DALL·E, and Google's Gemini (Alzeiby et al., 2025).

Within HR, GenAI is increasingly recognized for its potential to enhance operational efficiency and employee experience. In recruitment, GenAI can draft job descriptions, screen candidates through AI-driven chatbots, and simulate interview interactions. Such automation reduces time-to-hire while supporting a more engaging and inclusive candidate journey. In training and development, GenAI enables personalized learning pathways informed by employee roles, performance histories, and skill gaps. Interactive simulations and virtual coaching further strengthen knowledge retention and practical skill application (Albaroudi et al., 2025). For performance management, GenAI tools analyze employee feedback, summarize

appraisal data, and provide real-time coaching recommendations, supporting fairer evaluations and helping mitigate human bias.

Despite these benefits, GenAI adoption in HR remains in early stages globally. Concerns regarding data privacy, algorithmic bias, and transparency continue to influence implementation decisions (Ahmed, 2025). While these challenges reflect worldwide trends, they become particularly significant when considering rapidly transforming economies such as Saudi Arabia.

Saudi Arabia is undergoing a comprehensive economic and social transformation under Vision 2030, aiming to reduce reliance on oil and establish a knowledge-based, innovation-driven economy. Digitalization of public and private sector services is a national priority, with artificial intelligence identified as a central enabling technology (Alshahrani et al., 2025). The establishment of the Saudi Data and Artificial Intelligence Authority (SDAIA) and the launch of the National Strategy for Data and AI demonstrate the country's commitment to becoming a global AI leader by 2030. The strategy emphasizes capacity building, investment in AI infrastructure, and the ethical deployment of intelligent systems (Albaroudi et al., 2025).

In the private sector, leading Saudi companies have begun integrating AI into their operations, including HR functions. Examples include AI-supported recruitment platforms, predictive talent analytics, and smart learning ecosystems. However, the use of generative AI remains mostly limited to pilot initiatives or select departments (Ahmed, 2025). At the same time, the Saudi workforce is experiencing a generational shift: digitally native youth entering the labor market increasingly expect personalized learning, digital onboarding, and transparent performance assessments—areas where GenAI can offer substantial value (Alshahrani et al., 2025).

Implementing GenAI within Saudi organizations requires sensitivity to local cultural norms, regulatory requirements, and leadership styles. Challenges related to Arabic language support, data sovereignty, and perceptions of automation create both obstacles and opportunities for adoption (Albaroudi et al., 2025).

While global literature on AI in HR is expanding, it primarily focuses on developed economies such as the United States, the United Kingdom, and Western Europe. These studies commonly emphasize efficiency gains, enhanced analytics, and

improved employee experiences. Only a small number of empirical studies examine GenAI use within Middle Eastern or specifically Saudi organizations (Alsuwaidi, 2024). This gap limits understanding of how cultural, regulatory, and organizational factors influence GenAI adoption. Saudi corporations operate within unique socio-economic structures including gender-segregated policies, public-sector employment patterns, and Saudization requirements that shape recruitment and training practices. Additionally, organizations vary in their levels of digital maturity, making GenAI adoption both a technological and strategic challenge (Barrett & Miller, 2024).

Employee and HR professional perceptions of GenAI also remain underexplored. Acceptance of AI-driven decisions, concerns regarding fairness and transparency, and trust in digital platforms all influence implementation outcomes. Without localized evidence, it is difficult to design GenAI solutions that are both technically sound and culturally appropriate (Ara, 2025).

This study seeks to address this gap by investigating real-world GenAI applications in recruitment and training within a Saudi corporation. Using a case study approach, it explores current practices, implementation challenges, and opportunities for future development (Alsuwaidi, 2024). The primary purpose of the study is to examine the adoption, utilization, and impact of GenAI tools within HR processes as organizations modernize in line with Vision 2030, an area where empirical evidence remains limited (Barrett & Miller, 2024).

The research is guided by the following questions:

1. How is Generative AI being used in recruitment and training within the selected Saudi corporation?

2. What are the perceived benefits and challenges of implementing GenAI in HR practices?

3. How has GenAI adoption influenced the roles and responsibilities of HR professionals?

4. What organizational factors affect the successful integration of GenAI tools in HR?

These questions capture both operational and experiential dimensions of GenAI use, with a focus on practical implementation, employee engagement, and strategic alignment.

The study examines how HR departments adopt and implement GenAI to enhance recruitment and employee development. It analyzes the strategies, tools, and use cases involved, including how these systems are selected, customized, and integrated into HR workflows (Barrett & Miller, 2024). Additionally, it investigates HR professionals' experiences with GenAI, exploring their perceptions, trust levels in AI-generated outputs, and changes in work practices or decision-making. This human-centered perspective is essential for understanding observed benefits as well as challenges and limitations (Ara, 2025).

This research is timely for several reasons. First, it contributes to understanding how emerging technologies particularly GenAI are reshaping human capital strategies in high-growth economies like Saudi Arabia. Second, it provides practical insights for business leaders and policymakers navigating AI integration within culturally diverse and complex settings. Third, it lays the groundwork for future scholarship by offering a case-specific evidence base on GenAI applications in HR (Budhwar et al., 2023). By examining both the advantages and limitations of GenAI tools in the Saudi context, the study encourages responsible adoption that enhances not only efficiency but also employee experience, inclusiveness, and fairness (Alzeiby et al., 2025).

Finally, the study offers valuable insights for HR professionals, digital transformation leaders, and policymakers in Saudi Arabia. Understanding how GenAI supports HR practices is increasingly critical as organizations adopt automation and digital solutions. The findings highlight practical applications, potential obstacles, and strategies for effective implementation, demonstrating how GenAI transforms workflows and decision-making in Saudi corporations (Budhwar et al., 2023). From an academic perspective, the study enriches the limited literature on GenAI in HR within non-Western and emerging-market contexts, providing localized insights that facilitate comparative research and inform ethical and policy considerations (Alzeiby et al., 2025).

This thesis is organized into four chapters:

- **Chapter 1: Literature Review** – Key themes on HRM, AI in HR, and GenAI, and identification of knowledge gaps.
- **Chapter 2: Methodology** – Research design, case selection, participant profiles, and data collection and analysis procedures.
- **Chapter 3: Findings** – Empirical results presented in thematic categories, including direct quotations from HR professionals.
- **Conclusion and Recommendations** – Summary of findings, implications, and recommendations for practice and future research.

CHAPTER ONE

LITERATURE REVIEW

The rapid digital transformation of organizations has fundamentally reshaped the field of Human Resource Management (HRM), prompting scholars to examine how traditional HR functions evolve within increasingly technology-driven environments. This chapter reviews key strands of literature that frame this transformation. It begins by tracing the evolution of HRM in the digital era, highlighting how digital systems, analytics, and automation have repositioned HR as a strategic, data-informed function. It then explores research on the application of Artificial Intelligence (AI) in HRM, emphasizing its growing role in recruitment, performance management, learning and development, and decision-making. Building on this foundation, the review turns to Generative Artificial Intelligence (GenAI) a rapidly emerging subset of AI that introduces new possibilities for content creation, personalized training, and interactive HR support while also raising critical questions about transparency, ethics, and human–AI collaboration. The chapter further examines organizational and cultural factors that influence AI adoption, including leadership support, digital maturity, employee attitudes, and socio-cultural norms. While global scholarship has expanded rapidly, a notable gap persists regarding the implementation and impact of AI particularly GenAI within Saudi Arabia's unique organizational, cultural, and regulatory environment. Addressing this gap is essential for understanding how AI technologies shape HR practices in a rapidly transforming economy aligned with Vision 2030. Accordingly, the chapter synthesizes existing knowledge and identifies areas where empirical evidence in the Saudi context remains limited, providing the foundation for the present study.

1.1 Evolution of Human Resource Management in the Digital Era

Over the past few decades, Human Resource Management has evolved significantly, shifting from primarily administrative and operational roles toward a strategic function integral to organizational success (Margherita & Braccini, 2021).The rise of digital technologies and the Fourth Industrial Revolution has accelerated this transformation, giving rise to "Digital HR" or "HRM 4.0" (Margherita

& Braccini, 2021).Historically, HRM focused on routine tasks such as payroll, recruitment, and compliance management. However, the integration of technologies like cloud computing, AI, machine learning, and data analytics has redefined these functions. Digital HRM now emphasizes agility, automation, evidence-based decision-making, and enhanced employee experience (Chamorro&Premuzic, 2023). This transformation extends beyond technology; HR professionals are required to adopt digital mindsets and redesign processes to fully leverage these capabilities (Alzeiby et al., 2025).

The widespread adoption of digital platforms Is a key driver of this change. Cloud-based Human Resource Information Systems (HRIS) now provide real-time access to workforce data, enabling strategic planning and timely decision-making. AI-powered recruitment systems can analyze thousands of resumes within seconds, identifying optimal candidates, reducing bias, and increasing efficiency. Additionally, chatbots are increasingly used to assist with onboarding, training, and daily HR inquiries, offering continuous support and allowing HR personnel to focus on strategic initiatives (Minbaeva, 2021). Data analytics has become a core element of digital HRM. By examining employee performance, engagement, and retention trends, organizations can implement evidence-based interventions such as personalized learning programs or wellness initiatives (Minbaeva, 2021). Consequently, HRM has shifted from a reactive to a predictive and proactive approach in addressing workforce needs (Ara, 2025).

The COVID-19 pandemic further accelerated digital HR transformation. Remote work, online collaboration, and digital engagement became standard, requiring HR teams to quickly implement technologies to monitor distributed employees, maintain productivity, and support well-being (Carnevale & Hatak, 2020).This highlighted HR's pivotal role in managing organizational change and digital initiatives.

Despite progress, challenges persist. Achieving effective digital HR requires significant investment in infrastructure, data security, and employee upskilling. Ethical considerations, including transparency, privacy, and fairness in AI use, must also be addressed. HR professionals need to balance technological potential with human values to ensure ethical and inclusive practices (Ambos et al., 2019).

1.2 Artificial Intelligence in Human Resource Management (HRM)

Artificial Intelligence (AI) is reshaping HRM by enhancing efficiency, decision-making, and employee experience. Its integration is transforming HR departments into data-driven, strategic, and more effective units (Ahmed, 2025).

AI is applied across multiple HR functions, including recruitment, onboarding, performance management, learning and development (L&D), employee engagement, and workforce planning (Khan et al., 2024). In recruitment, AI-driven platforms analyze resumes, conduct preliminary screenings, and facilitate interview scheduling. Chatbots provide continuous interaction with candidates, improving experience while reducing recruiter workload (Panda et al., 2019).

In performance management, AI enables real-time monitoring and feedback by analyzing productivity, collaboration patterns, and work outputs. Natural language processing (NLP) tools evaluate sentiment in communications and performance appraisals, offering insights for informed HR decisions (Fernando Garcia & Kwok, 2025).

AI also enhances learning and development. Machine learning algorithms assess employee behavior, preferences, and job requirements to design personalized training paths, resulting in more effective and tailored programs (Pillai & Sivathanu, 2020).

AI provides numerous benefits. It automates repetitive tasks such as payroll and benefits management, improves accuracy, and facilitates predictive analytics for turnover, skill gaps, and workforce planning. AI can also reduce human bias in decision-making by emphasizing objective data, although biased datasets can perpetuate inequalities if not carefully managed (Binns, 2020).

AI adoption in HR presents challenges, including data privacy, employee monitoring, and transparency in decision-making. Compliance with ethical and legal standards is critical, especially regarding personal data and labor rights. A lack of digital skills among HR professionals may hinder effective AI use, emphasizing the need for training and upskilling programs (Jain et al., 2021).

Overall, AI is transforming HRM by improving operational efficiency, enhancing decisions, and enabling personalized employee experiences. However,

successful implementation requires addressing ethical concerns, ensuring responsible use, and fostering digital competencies among HR professionals (Alshahrani et al., 2025).

1.3. Generative Artificial Intelligence in HRM

Generative Artificial Intelligence (GenAI) represents a significant advancement in Human Resource Management (HRM), providing capabilities that go beyond traditional automation. Unlike conventional AI systems that operate within predefined parameters, GenAI models can generate original content, simulate decision-making scenarios, and personalize interactions at scale. In HRM, GenAI is increasingly applied to tasks such as drafting job descriptions, automating performance evaluations, simulating interview responses, and enhancing employee training through intelligent content generation (Ahmed, 2025; Albaroudi et al., 2025).

One of the most promising applications of GenAI is in recruitment and talent acquisition. Generative models can analyze labor market data, predict role-specific skill requirements, and tailor recruitment communications to different candidate groups, thereby supporting more inclusive and effective hiring practices (Khan et al., 2024; Alshahrani et al., 2025). Additionally, GenAI-powered virtual assistants can perform initial candidate screenings or simulate job-related scenarios, offering scalable and unbiased evaluation processes (Ardichvili et al., 2024).

In the learning and development (L&D) domain, GenAI enables the creation of customized training modules tailored to employees' learning styles and performance levels, increasing the relevance and effectiveness of workforce development initiatives. Intelligent tutoring systems can now generate case studies, quizzes, and simulations that meet organizational requirements (Alzeiby et al., 2025).

Despite its potential, integrating GenAI into HRM presents challenges and risks. Ethical concerns such as bias amplification, data privacy, and transparency are particularly critical in sensitive areas like performance evaluation and employee monitoring. Generative models may unintentionally reproduce systemic biases embedded in training data if not carefully monitored (Binns, 2020). Moreover, HR professionals must develop digital literacy to effectively oversee and manage AI-driven systems (Budhwar et al., 2023).

1.4. Organizational and Cultural Factors Influencing AI Adoption in HRM

The adoption of AI in HRM extends beyond technological implementation and is closely linked to organizational and cultural contexts. Understanding these factors is essential for successful and sustainable integration.

1.4.1. Organizational readiness and leadership support

The presence of digital infrastructure, financial resources, and skilled personnel is a crucial determinant of AI adoption (Alsuwaidi, 2024). Leadership commitment is equally important, as it establishes an environment conducive to innovation and risk-taking. Without strategic alignment and active executive support, AI initiatives may face resistance or fail to achieve intended outcomes (Malik et al., 2024).

1.4.2. Change management and employee attitudes

Cultural resistance and fear of job displacement are common obstacles to AI adoption. HR staff may worry that AI will diminish the human aspect of decision-making, leading to either passive or active resistance (Fernando Garcia & Kwok, 2025). Effective change management including transparent communication, staff involvement, and continuous training is essential to foster positive attitudes toward AI (Tambe et al., 2019).

1.4.3. Trust, transparency, and ethical considerations

Trust in AI systems is critical for acceptance. When AI tools are explainable, transparent, and ethically applied, employees are more likely to embrace them. Organizations must ensure ethical compliance, particularly in recruitment, performance appraisal, and promotion processes, where bias or discrimination could have serious consequences (Binns et al., 2018; Alshahrani et al., 2025). Cultural values emphasizing fairness, accountability, and equity strongly influence AI acceptance and usage.

1.4.4. Learning culture and digital mindset

Organizations fostering a learning culture and digital mindset exhibit greater adaptability and willingness to experiment with AI technologies. Such cultures encourage innovation, continuous skill development, and integration of new tools into daily operations (Ara, 2025). Conversely, hierarchical or rigid cultures may encounter

slower AI adoption and limited utilization (Budhwar et al., 2023).

1.4.5. Industry context and regulatory environment

AI adoption is also shaped by industry-specific factors and regulatory frameworks. Highly regulated sectors, such as finance or healthcare, face additional compliance challenges that may slow HR-related AI integration (Albaroudi et al., 2025). National cultural characteristics such as power distance, uncertainty avoidance, and individualism also affect how AI tools are perceived and accepted (Hofstede, 2001).

1.5. Gaps in the Literature: The Saudi Context

Although international research on AI and GenAI in HRM is expanding, studies focusing specifically on Saudi Arabia remain limited. While global literature highlights AI applications in recruitment, talent management, performance evaluation, and learning and development (Barrett & Miller, 2024). there is little empirical evidence on how these technologies are adopted, adapted, or resisted within Saudi organizations (Budhwar et al., 2023).

Saudi Arabia's Vision 2030 emphasizes digital transformation and modernization of HRM practices (Albaroudi et al., 2025). Nevertheless, empirical studies examining how Saudi HR departments implement AI to achieve these strategic goals are scarce. Moreover, factors such as gender inclusion, language barriers, data privacy concerns, and traditional hierarchical structures influence AI integration in the Saudi context (Alshahrani et al., 2025).

The specific role of GenAI such as ChatGPT in Saudi HRM has been underexplored. GenAI can impact content creation, policy drafting, employee training simulations, and performance feedback, yet few studies investigate its perceived benefits, ethical considerations, or implementation strategies within Saudi organizations (Ara, 2025).

Furthermore, the readiness of Saudi HR professionals both in terms of attitudes and digital competencies remains unclear. Understanding practitioners' perspectives, concerns, expectations, and training needs is critical for successful AI adoption (Margherita & Braccini, 2021). Addressing these gaps is essential to provide context-

specific insights that inform policy, practice, and future research in Saudi HRM (Barrett & Miller, 2024).

1.6. Theoretical Frameworks Guiding AI Adoption in HR

Understanding how Artificial Intelligence (AI) is adopted and integrated into Human Resource Management (HRM) requires robust theoretical frameworks that explain how organizations and individuals accept and implement new technologies. Several theories have been widely applied to study technology adoption in HR contexts, providing insights into the factors influencing AI uptake (Alsuwaidi, 2024).

1.6.1. Technology acceptance model (TAM)

The Technology Acceptance Model (TAM), proposed by (Davis, 1989).is one of the most commonly used frameworks to explain users' acceptance of new technologies. TAM posits that an individual's intention to use technology is determined by perceived usefulness and perceived ease of use, which in turn influence actual adoption behavior. In HRM, TAM has been applied to understand HR professionals' and employees' perceptions of AI tools, highlighting that adoption is driven by tangible benefits and ease of interaction (Venkatesh & Bala, 2008). Recent studies have extended TAM to AI contexts by incorporating factors such as trust, perceived risk, and ethical concerns, which are particularly relevant in HR tasks involving sensitive data and decision-making (Barrett & Miller, 2024).

1.6.2. Unified theory of acceptance and use of technology (UTAUT)

The Unified Theory of Acceptance and Use of Technology (UTAUT) integrates multiple technology adoption theories into a comprehensive model (Venkatesh et al., 2008). It identifies four key determinants of technology use: performance expectancy, effort expectancy, social influence, and facilitating conditions. In HR contexts, UTAUT helps explain how organizational support, peer influence, and expectations of performance improvements affect HR practitioners' adoption of AI (Asongu & Rahman, 2022).Moderating factors such as age, gender, and professional experience further influence the adoption process (Alzeiby et al., 2025).

1.6.3. Diffusion of innovations (DOI) theory

Everett Rogers' Diffusion of Innovations (DOI) theory (2003) describes how innovations spread within a social system over time. DOI emphasizes five attributes that affect adoption: relative advantage, compatibility, complexity, trialability, and observability. In HRM, DOI provides insights into how AI technologies are introduced, piloted, and institutionalized within organizations, highlighting the role of change agents and effective communication channels (Margherita & Braccini, 2021).

1.6.4. Socio-technical systems (STS) theory

The Socio-Technical Systems (STS) theory conceptualizes technology adoption as the interaction between social and technical subsystems within an organization (Pasmore et al., 2019).Successful AI integration in HR requires alignment between technology, human behavior, organizational culture, and workflows. STS encourages participatory design and continuous adaptation, which are essential for addressing ethical issues and ensuring user acceptance in AI-driven HR processes (Ara, 2025).

1.6.5. Institutional theory

Institutional theory posits that organizational behavior is shaped by normative, mimetic, and coercive pressures (DiMaggio & Powell, 1983). This framework explains why organizations adopt AI technologies in HR due to regulatory requirements, professional norms, and industry trends. In the Saudi context, institutional theory is particularly relevant as national initiatives, such as Vision 2030, and regulatory frameworks influence the adoption of AI in corporate HR functions (Albaroudi et al., 2025).

By employing these theoretical perspectives, researchers and practitioners can better understand both the technical and human factors that influence AI adoption in HRM, guiding more effective and responsible implementation strategies within Saudi organizations (Albaroudi et al., 2025)

CHAPTER TWO

METHODOLOGY

This chapter describes the research approach used to steer the research on the use of Generative Artificial Intelligence (GenAI) in the context of Human Resource Management (HRM) practice in a Saudi company. It explains the research process in detail whereby the philosophical orientation and the methodological approach the study is based on are explained. The chapter then outlines the research design by explaining why a qualitative single-case study was the best strategy to be used to uncover the actual application of GenAI technologies in HR functions.

The chapter also gives the description of the selection of the participants, presenting the purposive sampling approach employed to select professionals who work directly with GenAI tools in recruitment and employee training. It also explains the methods of data collection, where semi-structured interviews and additional organizational reports were used to obtain penetrating data.

This is followed by discussion on data analysis process that emphasized on application of thematic analysis according to the framework provided by (Braun & Clarke, 2006).to determine major patterns and themes that cut across the narratives of participants. Last but not least, the chapter also discusses key ethical points and provides strategies that have been taken to guarantee the credibility, trustworthiness, and rigor of the research. Collectively these elements constitute the basis of comprehending the methodological soundness and profundity of the study.

2.1. Research Approach

This research paper utilizes a qualitative, single-case study methodology that is aimed at uncovering some real life practices, processes and perceptions in respect to the incorporation of human resource management to Generative Artificial Intelligence (GenAI). The qualitative approach is based on belief that the social realities are best comprehensible through a personal contact with the people, who live in them so that the researcher can be able to elicit meanings, perspectives, and interpretations as explained by people in their natural organizational contexts (Alshahrani et al., 2025).

A qualitative method is especially appropriate in the current study, as it will enable an inductive and exploratory study of the lived experiences of participants instead of testing the previously formulated hypotheses or theories. Generative AI remains a new technology in the operations of HR functions and there is very little empirical research on the subject in the Saudi context. Thus, a qualitative study can help the researcher to acquire detailed, contextual experiences of how HR people view, embrace, and use GenAI tools in staffing and staff development. As opposed to quantitative approaches, which tend to value measurement and generalization, qualitative research is directed at comprehending processes, meaning, experience, which are pivotal in exploring novel and transforming technological phenomena such as GenAI (Ahmed, 2025).

The exploratory character of the present study is also in line with the qualitative paradigm. The research is not intended to prove a theoretical model since the introduction of GenAI into HRM is at an initial stage across the world, and the emergence of new and context-specific knowledge may be used later to develop the theory. This inductive orientation enables themes and patterns to be revealed naturally out of the data gathered so that the analysis represents the real voices and experiences of the participants in the study and not what was assumed (Ardichvili et al., 2024).

In this research, the researcher is the key data collection and interpretation tool. This stance gives the scope to ask questions, probe and search new knowledge that might occur in the interviews. This flexibility would be critical in an exploratory investigation in which the phenomenon of interest, GenAI integration in HR, is evolving and complex. Besides, the qualitative methodology helps to justify the human aspect of technological change in the study since the researcher focus on how HR professionals perceive and recognize the transformation caused by AI in their routine activities (Albaroudi et al., 2025).

This methodological fit is further improved by the case study design being a subtype of qualitative research. (Yin, 2018).also points to the idea that case studies are especially useful in exploring complex phenomena in their real-life settings, in instances when the demarcation between the phenomenon and the context is not quite clear-cut. The case study in this study will provide the chance to explore the functioning of GenAI in the organization ecosystem of a Saudi company holistically and deeply, covering the

technological, cultural, and managerial aspects. The study will be able to offer a deep and diverse description of practices, difficulties, and impressions surrounding GenAI in HRM by placing the inquiry within one, delimited system.

2.2. Research Design

The research uses a qualitative design of study involving one case, which is the Saudi Telecom a leading Saudi telecommunications company. Such a design would be especially suitable in terms of analyzing how GenAI technologies integrate in a real-world environment that is more natural and complex, including the interactions of organizational culture, leadership, and technological infrastructure. The single-case design enables a rich contextually based comprehension of a particular example, as opposed to the broad generalization of a multitude of cases (Albaroudi et al., 2025).

The reason why a single case is chosen can be explained by the exploratory nature of the study. As the research is expected to explore how and why questions connected to the adoption of GenAI in HR practices, the single-case approach will allow performing an in-depth analysis of the processes, reasons, and experiences of GenAI adoption. Yin (2018) argues that the method is especially useful in situations when the researcher is interested in examining a current phenomenon in its real-life context, especially when this phenomenon is novel/underexplored, and that is the situation with GenAI in HR functions in Saudi Arabia (Ardichvili et al., 2024).

2.2.1. Rationale for selecting the Saudi company

The Saudi Telecom Company a leading Saudi telecommunications company was selected as the focal case due to its pioneering role in digital transformation and innovation within Saudi Arabia's corporate sector. As one of the Kingdom's largest telecommunications and technology firms, One of the Saudi companies has been at the forefront of implementing AI-driven systems across its operations in alignment with Saudi Vision 2030 a national framework emphasizing digitalization, efficiency, and workforce modernization.

One of the Saudi companies Human Resources Department has actively integrated GenAI-based platforms into key HR processes, including: (Albaroudi et al., 2025).

Recruitment and talent acquisition, where AI-driven applicant tracking systems (ATS) assist in screening candidates, generating job descriptions, and managing applications.

Training and development, where GenAI tools are embedded within learning management systems (LMS) to personalize training modules, track progress, and recommend courses based on employee performance and skills.

This organizational setting provides a rich and information-intensive environment for studying the real-world use of GenAI tools. The company's advanced technological infrastructure, combined with its strategic commitment to innovation, makes it an exemplary case for exploring the opportunities, challenges, and perceptions surrounding GenAI adoption in HRM within Saudi Arabia.

2.2.2. Justification for the research design

The single-case design will enable the researcher to carry out a holistic investigation of a leading Saudi telecommunications company as a limited system, incorporating various sources of information including interviews, internal information, and reports of the company. This methodological decision is in favor of the holistic approach to GenAI integration, both in terms of technical application and in the context of human, organizational, and cultural aspects. In addition, the design ensures the creation of analytical and not statistical generalizations, that is, the knowledge gained can be applied to theory and practice in other similar corporate and cultural situations (Pandey, 2024).

The research may also produce Important qualitative information by digging deep into one organization and understanding how the HR professionals engage, perceive, and adjust to GenAI technologies. Such insight would not be easily obtained with a multi-case or quantitative design. Also, the case of a leading Saudi telecommunications company, one of the first corporations to adopt GenAI, can be studied to learn valuable lessons about other corporations in the country and the region that already start to undergo similar changes in the digital environment (Budhwar et al., 2023).

2.3. Participants

The sampling method was a purposive one to choose the participants who have direct and practical experience of using the Generative Artificial Intelligence (GenAI) tools in the functions of Human Resource (HR) in the Saudi Telecom Company a leading Saudi telecommunications company). The sampling method was adopted because it is effective in capturing focused and deep information provided by the individuals in the best position to give all the relevant information depending on the research objectives. Creswell and Poth (2018) explain that purposive sampling is especially appropriate in the context of qualitative case study since it guarantees the gathering of information about the participants whose interaction with the phenomenon of study is meaningful, in this instance, the integration of GenAI into HR practices (Fernando Garcia & Kwok, 2025).

The chosen participants were selected among various HR-related divisions of One of the Saudi companies to make the selection more diverse and to embrace the complexity of the implementation of GenAI. It is assumed that the required sample will comprise five to eight participants, which is deemed sufficient to reach data saturation in a qualitative case study of this magnitude (Guest et al., 2020).Such number makes possible the inclusion of the different professional roles and provides the same depth and manageability to allow in-depth thematic analysis (Alshahrani et al., 2025).

The sample is a cross-functional team of workers belonging to HR, recruitment, learning and development and digital transformation teams. This choice enabled the achievement the overall picture of GenAI technologies application in various HR activities- starting with the recruitment and screening of a candidate to employee learning and performance analytics. This range of diversity is necessary as it gives a clear idea of the strategic and operational components involved in the implementation of AI in HRM.

2.3.1. Inclusion criteria

In order to make sure that the participants possess the relevant expertise, the inclusion criteria were formulated. Each participant:

1. Should possess firsthand experience of GenAI systems or platforms that are utilized in HR functions like recruitment, talent acquisition, or training of employees.

2. Should exercise a position either at present in the Human Resources Division, Learning and Development Unit or the IT/Digital Transformation Department with active AI-based systems in use.

3. Minimum experience in their current position of one year to be able to give informed feedback on the technical and organizational facets of GenAI adoption.

These requirements ensure that the data obtained is based on informed professional experiences instead of speculative views hence improving the validity and credibility of the results.

The Table 1 summarizes key information about the participants, their roles, departments, experience with GenAI tools, and interview modes. The participants are coded (P1–P7) to maintain anonymity and confidentiality throughout the research process.

Table1. Key information about participants

Participant Code	Position/Role	Department/Unit	Experience with GenAI Tools	Interview Mode
P1	HR Manager	Human Resources Division	Oversees overall HR digital transformation and integration of AI-driven systems	In-person
P2	Talent Acquisition Specialist	Recruitment Department	Uses GenAI-based platforms for candidate screening and job description generation	In-person
P3	Recruitment Officer	Recruitment Department	Manages applicant tracking system integrated with AI features	Online
P4	Training and Development Manager	Learning & Development Department	Implements AI-powered online learning management systems for employee training	In-person
P5	Training Coordinator	L&D Unit	Designs and monitors AI-based microlearning modules	In-person
P6	Digital Transformation Specialist	IT & Innovation Unit	Supports technical deployment and maintenance of GenAI applications in HR	Online
P7	HR Data Analyst	HR Analytics Unit	Analyzes employee data using AI-driven dashboards and supports data-informed HR decisions	In-person

2.3.2. Rationale for participant selection

This was a varied team that was carefully chosen to give a comprehensive picture of the functionality of GenAI in various sub-functions of HR. Top HR executives (e.g., P1) can give strategic views of digital transformation and organizational alignment to Vision 2030 and recruitment specialists (P2 and P3) can give operational feedback on how applicant tracking systems and job-matching algorithms using AI can be applied in practice. In the same way, the learning and development staff members (P4 and P5) would also be offering useful perspectives on how AI tools can be incorporated in employee training programs and individual learning modules. Last but not the least, technical experts (P6 and P7) provide a rich detail about technical specifics of AI implementation, data analysis, and system maintenance.

Such a combination of strategic, operational, and technical actors also means that the study will cover the human and technological aspects of GenAI integration in HR. The variety of perspectives of participants who use GenAI tools will help to increase the validity, thoroughness, and depth of gathered data.

2.4. Data Collection

The information used in this research was gathered via the majorly semi-structured interview which is a qualitative method that offers structure and flexibility to the research. This method provided the respondents with an opportunity to present their own experiences, knowledge, and thoughts regarding the implementation of Generative Artificial Intelligence (GenAI) within Human Resource (HR) operations alongside providing the researcher with an opportunity to explore new issues that may be related to the study aims. Semi-structured interviews are especially useful in the context of discussing complicated and context-specific phenomena, including technology adoption in organizations, because they allow thorough and conversational interaction (Kvale and Brinkmann, 2015).

2.4.1. Interview process

Professional contacts among the Saudi Telecom Companya leading Saudi telecommunications company developed potential participants who were invited to take

part in the research voluntarily through corporate mail. Each of them was given an informed consent form before the participation which provided the purpose of the study, the confidentiality and their right to withdraw at any point.

On the whole, seven Interviews were carried out with each of them taking about 30-45 minutes. Interviews were conducted either in-person or on online platforms (Microsoft Teams) depending on the preferences and schedules of the participants. Although all interviews were recorded and transcribed verbatim with participants' consent, the audio files cannot be disclosed as part of the research confidentiality protocol and the privacy restrictions agreed upon with participants.

The interview guide was based on open-ended questions that were structured based on thematic areas, e.g.:

- Recruitment and training using GenAI.
- Experiences of HR professionals and their perception of GenAI.
- The perceived advantages, organizational and obstacles to its implementation.
- The technological and institutional support to accept GenAI.

2.5 Data Analysis

The analysis of the qualitative data collected in the form of semi-structured interviews used a thematic analysis (described by Braun and Clarke, 2006). The thematic analysis was chosen due to its systematic but a flexible approach to finding, categorizing, and understanding patterns of meaning in qualitative data. It is compatible with the exploratory character of the research, which aims at finding out how the Human Resource (HR) professionals conceive and experience the incorporation of Generative Artificial Intelligence (GenAI) into the recruitment and training processes in the Saudi Telecom Company a leading Saudi telecommunications company

The thematic analysis helped the researcher to go past the superficial accounts of the situation to look into the underlying notions, assumptions, and situational meanings that inform the experiences of the participants. It permits both data-driven (inductive) and theory-informed (deductive) methods. The inductive approach was mostly applied in this research i.e. themes developed based on the data itself, and not imposed by previously

existing theoretical frameworks. This helped in keeping the findings well rooted in real world experiences of the participants.

The analysis of data started as soon as the original copies of the Interviews were transcribed, and the researcher was able to keep refining the codes and further thoughts as the data was collected. The transcripts have been checked many times to be accurate and to become more familiar with the language and the tones used by the participants. The notes and initial thoughts were made during this process to stipulate initial analytical observations.

The analysis was done using a six-step framework explained by (Braun & Clarke, 2006) in the following way:

1. Getting Acquainted to the Data: The researcher started reading and re-reading transcribes of interviews and other notes to gain a comprehensive knowledge of the data. The present stage was characterized by active work with the reading, the highlighting of important statements, the making of initial notes, and recording the repeated concepts in connection with GenAI in HR.

2. Code Generation: This stage involved extraction of meaningful units of information and coding them systematically throughout the data. Each code reflected a particular idea, concept, or experience linked to GenAI adoption, such as, efficiency in recruitment, ethical issues, or organizational preparedness. The coding was performed manually in order to be close to the data.

3. Thematic search: After all codes were created they were reviewed in order to find similarities and differences. Codes related to one another were grouped into preliminary themes, including, but not limited to, “Adoption and Application of GenAI”, “Perceived Benefits and Challenges and Cultural and Organizational Factors.

4. Reviewing Themes: The researcher coded the data by reviewing initial themes with regard to the coded data and the entire dataset to make sure that data exhibited internal consistency and external differentiation. Dubious or redundant themes were amalgamated and subthemes were developed that reflected subtle information i.e. in the Perceived Benefits section subthemes like time efficiency and personalized learning were developed.

5. Defining and Naming Themes: This stage entailed clarity and description of content of each theme as to how it helped in answering research questions. The descriptive labels were narrowed down to make sure that each theme represented a distinct and sensible element of the data.

6. Writing Up: The last step was to bring together the themes into a coherent story involving the direct quotes of the participants and an interpretative commentary and literature. The goal of this step was to relate the empirical results to the bigger theoretical and contextual discourse on the topic of AI in HRM, specifically in the context of Saudi Arabia.

2.6. Ethical Considerations

Ethical approval for this study was obtained from the Istanbul Gelisim University (IGU) Ethical Committee, and an official approval report is available.

All participants were provided with informed consent forms explaining the study's objectives, voluntary participation, and confidentiality assurances.

Participant identities were anonymized using pseudonyms, and data were securely stored on password-protected devices. Participants retained the right to withdraw from the study at any stage without penalty.

2.7. Trustworthiness of the Research

To ensure the rigor and credibility of this qualitative study, several strategies were employed:

Audit Trail: All methodological decisions, coding procedures, and analytical steps were documented to ensure transparency.

Intercoder Reliability: Both the researcher and supervisor independently coded a subset of the data and compared results to enhance consistency and minimize interpretive bias.

Thick Description: Detailed contextual information about the organization, participants, and processes was provided to enable readers to determine the transferability of findings to similar settings.

Reflexivity: The researcher maintained reflective notes throughout the study to remain aware of personal biases and assumptions that could influence data interpretation.

CHAPTER THREE

FINDINGS

This chapter presents the findings of the study based on the qualitative data collected through semi-structured interviews with seven participants from the Saudi Telecom Company a leading Saudi telecommunications company. The analysis followed Braun and Clarke's (2006) thematic framework and aimed to explore how Generative Artificial Intelligence (GenAI) has been adopted, implemented, and experienced within the company's Human Resource Management (HRM) functions, specifically in recruitment and employee training.

Through thematic analysis, four key themes emerged from the data, each representing a distinct yet interconnected aspect of GenAI integration in HR practices:

1. Adoption and Application of GenAI in HR Functions
2. Perceived Benefits and Opportunities of GenAI Integration
3. Challenges and Ethical Concerns
4. Organizational and Cultural Factors Influencing Implementation

Each theme is presented in detail, supported by direct quotations from participants to ensure authenticity and depth. The analysis highlights both the technical applications and the human experiences associated with GenAI use, offering a comprehensive understanding of its practical impact and contextual dynamics within the Saudi corporate environment.

3.1. Theme 1: Adoption and Application of GenAI in HR Functions

This theme explores how GenAI technologies have been introduced and applied across a leading Saudi telecommunications companyHuman Resource functions, focusing particularly on recruitment and training. It captures the stages of adoption, the specific tools and systems implemented, and the operational processes influenced by GenAI. The theme reflects participants' perceptions of how AI-driven automation has transformed daily HR activities and aligned with the organization's digital transformation goals under Vision 2030.

The theme Is divided into three analytical categories (presented in Table 2):

1. Tools and Platforms Used
2. Areas of Application (Recruitment and Training)
3. Timeline and Implementation Process

Table 2. Adoption and application of GenAI in HR functions

Aspect/Category	Areas of Application	Findings	Supporting Quotes
Tools and Platforms	Recruitment and Training	GenAI is mainly used in recruitment and training processes	"We use GenAI to create job descriptions and initial screening questions." (P1) "Our LMS uses AI to recommend specific courses." (P4)
Timeline	Implementation Period	Implementation began two years ago under Vision 2030 initiatives.	"It became part of every hiring campaign since 2023." (P3)

3.1.1. Tools and platforms used

The participants have repeatedly emphasized that a leading Saudi telecommunications company has implemented GenAI-powered platforms within a wider range of HR digital transformation. There are AI-driven recruitment Applicant Tracking Systems (ATS) and Learning Management Systems (LMS) with an intelligent recommendation engine to train employees.

As per P1, we used GenAI to write job descriptions and some first screening questions, and this made more work in recruitment faster and more objective. On the same note, P6 pointed out that the incorporation of AI in the current HR systems has led to enhanced coordination of activities in different departments and efficiency in the working process.

The findings indicate that the application of the GenAI by a leading Saudi telecommunications company is not a one-off event but is integrated into the enterprise-level HR systems at the company, which will provide continuity and scalability. The fact

that it aligns with the digital innovation agenda of Vision 2030 also proves the strategic intent of the company in the transformation of HR using technology.

3.1.2. Areas of application

GenAI is best used within the sphere of two areas of HR, namely, recruitment and training.

AI is used in the recruitment process to automate repetitive processes, including job posting, resume scanning, and ranking of candidates. P2 elaborated, that the system is able to search through hundreds of resumes within minutes and shortlist the most appropriate ones depending on the job opportunity.

GenAI uses the performance data of employees to personalize the courses in training by recommending specific courses. This feature was outlined by P4 as it adds that their LMS is powered by AI to recommend particular courses so that the employees can concentrate on their areas of skill weaknesses.

This dual usage shows how GenAI helps to recruit strategic talent and constantly evolve employees, developing into an even more responsive and data-driven HR ecosystem.

3.1.3. Timeline and implementation process

The implementation of GenAI at a leading Saudi telecommunications company started around two years ago with the Vision 2030 activities that seek to speed up the rate of digital transformation at the company. The first step was pilot testing AI-based tools in the recruitment process and a slow adoption of AI in training and learning management.

P3 remembered, “It was included in all hiring campaigns since 2023; currently, AI is featured in most recruitment operations we perform.

The people involved in this project reported that though the actual process of implementing change demanded a lot of workflow changes and training of employees, it eventually increased efficiency in operations and minimized manual labor. The gradual nature of the staged approach, which began with recruitment and carried on to training,

gave the employees an opportunity to gradually familiarize themselves with the new systems.

On the whole, this theme demonstrates that the use of GenAI in the HR processes of a leading Saudi telecommunications company has been strategic and progressive. The automation started with recruitment where automation brought a ready-to-value development and subsequently to training to enhance the employee learning processes. The fact that all these initiatives are closely aligned with the Saudi Vision 2030 indicates a national-level drive towards digital modernization.

The integration of GenAI into the HR systems of a leading Saudi telecommunications company has made it the leading case on how Saudi corporations should utilize the best technologies to streamline their human capital management practices. This background preconditions the following themes, which explore the perceived advantages, challenges, and organization-related issues that have an impact on GenAI integration success.

3.2. Theme 2: Perceived Benefits and Opportunities of GenAI Integration

This theme examines the positive outcomes and perceived advantages associated with the integration of Generative Artificial Intelligence (GenAI) in the Human Resource (HR) practices of the Saudi Telecom Company a leading Saudi telecommunications company It highlights participants' views on how GenAI has improved efficiency, decision-making, and employee development processes within recruitment and training.

The theme encompasses three analytical categories (presented in Table 3):

1. Operational Efficiency and Productivity

2. Enhanced Decision-Making and Fairness

3. Employee Development and Learning Opportunities

Collectively, these findings underscore how GenAI contributes not only to streamlining HR workflows but also to supporting a leading Saudi telecommunications company strategic goals of innovation, workforce empowerment, and digital transformation under Vision 2030.

Table 3. Perceived benefits and opportunities of GenAI integration

Aspect/Category	Areas of Impact	Findings	Supporting Quotes
Operational Efficiency and Productivity	Recruitment Processes	GenAI automates repetitive HR tasks, reducing administrative workload and accelerating hiring.	"Screening candidates and drafting job ads now take minutes instead of hours." (P2)
Enhanced Decision-Making and Fairness	Candidate Evaluation	AI-driven insights reduce bias and support more objective hiring decisions.	"The system evaluates skills and experience without personal preference, which makes it more transparent." (P3)
Employee Development and Learning Opportunities	Training and Development	GenAI enables personalized learning and continuous professional growth.	"Employees get AI-recommended courses aligned with their roles and performance levels." (P4)

3.2.1. Operational efficiency and productivity

Another significant advantage that the participants report is the efficiency and decrease in manual workload that occurred due to automation of HR activities. According to recruitment officers and talent acquisition specialists, GenAI-powered technologies, including automated resume screening systems, have significantly reduced the amount of time needed to handle job applications and filter through them to find qualified applicants.

This has been noted by P2, which said that screening candidates and writing job advertisements now take minutes rather than hours. P1, on the same note, noted that AI systems could assist the HR departments to spend more time on strategic planning and individual interaction than on administration.

These results indicate that GenAI is a process which increases the productivity of the HR, facilitating quicker data analysis and standard practices, better coordination among HR activities. The efficiency can be directly related to the fact that a leading Saudi telecommunications company pursues the vision of becoming a digital entity and performance optimization as a part of its Vision 2030.

3.2.2. Improved decision-making and equity.

The respondents also pointed out that GenAI helps make data-driven and objective decisions during recruitment and performance evaluation. Application of AI algorithms to assess the qualification and competencies of candidates has minimized human prejudice and enhanced equity during the selection procedure.

P3 clarified that the system is not based on personal preference in the evaluation of the skills and experience, and this is the reason why it is more transparent. Similarly, P7 also observed that AI-based analytics can assist HR managers to make consistent, evidence-based decisions during the performance data review.

It implies that GenAI can facilitate equity and accountability in HR practices, which are also supported by the global trends towards ethical and equitable AI application in organization. The greater trust among the HR professionals and the employees has also souped up the enhanced transparency and reliability of data-driven decisions.

3.2.3. Training and learning opportunities of employees.

GenAI integration has tremendously enhanced the learning and development ecosystem of employee at a leading Saudi telecommunications company. Artificial intelligence (AI) learning management systems (LMS) can now offer customized training recommendations, track employee progress and recognize gaps in skills that need specific learning interventions.

P4 states that, according to the AI, employees take courses based on their roles and performance level. This individualized learning process does not only aid in increasing engagement but also in making sure that training programs are closely correlated to individual and company performance objectives.

Also, P5 commented that AI-created microlearning modules are more accessible and flexible, which enables employees to study at their own speed. These results point to GenAI as a way to foster a culture of lifelong learning which can assist a leading Saudi telecommunications company in creating a diverse workforce of skilled, adaptive and future-ready employees.

All in all, the results regarding this theme show that GenAI implementation at a leading Saudi telecommunications company has brought substantial operational and developmental benefits. GenAI has helped the company to make the HR functions more efficient, data-driven, and people-centered by automating repetitive tasks, making the HR decision more objective, and allowing employees to follow unique learning pathways.

The participants considered these benefits to be strategically aligned with the overall innovation agenda of a leading Saudi telecommunications company and Digital transformation and focus on human capital in Vision 2030. The findings highlight the fact that GenAI is a technological facilitator and a strategic collaborator in the effective operation of HR and an organizational excellence facilitator.

3.3. Theme 3: Challenges and Ethical Concerns in GenAI Implementation

This theme explores the key challenges, ethical issues, and practical limitations encountered by the Saudi Telecom Company a leading Saudi telecommunications company in integrating Generative Artificial Intelligence (GenAI) into Human Resource Management (HRM) practices.

While participants acknowledged GenAI's transformative potential, they also expressed concerns related to data privacy, system reliability, employee resistance, and ethical accountability.

The theme is structured into three main analytical categories (presented in Table 4):

1. Data Privacy and Security Risks
2. Employee Resistance and Trust Issues
3. Ethical Accountability and Transparency

These challenges highlight that while GenAI can significantly enhance HR efficiency, its adoption requires robust ethical guidelines, transparent communication, and continuous human oversight to ensure fair and responsible use.

Table 4. Challenges and ethical concerns in GenAI implementation

Aspect/Category	Areas of Concern	Findings	Supporting Quotes
Data Privacy and Security Risks	Handling of employee and applicant data	Concerns about how AI systems store and process personal data.	"We deal with sensitive data every day; using AI makes us cautious about confidentiality." (P7)
Employee Resistance and Trust Issues	Acceptance of AI tools	Some employees are skeptical or anxious about being replaced or monitored by AI systems.	"At first, many HR staff were uncomfortable, thinking AI would replace their jobs." (P1)
Ethical Accountability and Transparency	Decision-making fairness	Need for human oversight to ensure fairness and explainability in AI-driven decisions.	"We still need human judgment to make final calls; AI can't decide everything." (P3)

3.3.1. Data privacy and security risks

Participants expressed significant concerns regarding data privacy and security when using GenAI systems within HR functions. Since recruitment and training processes involve handling sensitive employee and applicant information, several interviewees emphasized the potential vulnerabilities associated with AI-driven platforms. The storage, processing, and transmission of personal data through automated systems were perceived as areas requiring heightened caution and strict governance.

P7 highlighted this issue by stating, "We deal with sensitive data every day; using AI makes us cautious about confidentiality and how the system handles personal information." This concern reflects the broader fear that AI systems, if not properly monitored, could expose organizations to risks such as unauthorized access, data leaks, or misuse of personal information.

Additionally, participants noted that AI algorithms depend heavily on extensive datasets, raising questions about consent, data minimization, and compliance with organizational and national regulations. Some participants also pointed out uncertainties regarding third-party AI vendors and cloud-based storage, which may increase exposure to external security threats.

These findings indicate that while GenAI supports HR operations, it simultaneously introduces new layers of cybersecurity and privacy risk. Ensuring robust data governance frameworks, secure storage protocols, and transparent data handling practices is therefore essential for maintaining trust and legal compliance in AI-assisted HR processes.

3.3.2. Employee resistance and trust issues

Another challenge encountered during the implementation of GenAI was employee resistance, particularly among HR staff who were initially uncertain about the role AI would play in their daily responsibilities.

P1 recalled that many employees were hesitant at the beginning of the transition, fearing that AI might replace their roles or reduce the value of their professional judgment. Others expressed discomfort with being monitored by AI-enabled systems, leading to trust issues and reluctance to fully engage with the new technologies.

This resistance highlighted the importance of change management strategies, communication, and capacity-building programs to ensure that employees understood that GenAI was intended to support not replace human expertise.

3.3.3. Ethical accountability and transparency

Participants also raised concerns about the ethical implications of GenAI-driven decision-making. Several interviewees mentioned that while AI could process information rapidly, it lacked the contextual understanding and moral reasoning required in HR decisions.

P3 stated that AI outputs were not always fully explainable, making it difficult to justify certain decisions such as candidate ranking or performance predictions without human oversight. This lack of transparency increased the perceived risk of hidden bias, algorithmic errors, or decisions that might not align with organizational values.

As a result, participants emphasized the necessity of maintaining human judgment and intervention in all critical HR decisions to ensure fairness, accountability, and ethical alignment.

3.4. Theme 4: Organizational Factors and Implementation Strategies

This theme explores the organizational enablers, strategic actions, and contextual factors that influenced the successful implementation of Generative Artificial Intelligence (GenAI) within the Human Resource (HR) functions of the Saudi Telecom Companya leading Saudi telecommunications company

Participants emphasized that effective adoption of GenAI was not merely a technological transition but a strategic organizational transformation requiring leadership commitment, adequate infrastructure, capacity-building initiatives, and alignment with the company's broader digital vision.

This theme includes three analytical categories (presented in Table 5):

1. Leadership Support and Strategic Vision
2. Technical Infrastructure and Resources
3. Training, Collaboration, and Continuous Improvement

These elements collectively reveal how a leading Saudi telecommunications company established an enabling environment for GenAI-driven HR transformation while ensuring sustainability and organizational readiness.

Table 5. Organizational factors and implementation strategies

Aspect/Category	Organizational Area	Findings	Supporting Quotes
Leadership Support and Strategic Vision	Executive Direction	Leadership commitment under Vision 2030 accelerated AI adoption in HR.	"The top management made it clear that AI is part of our digital future." (P1)
Technical Infrastructure and Resources	IT and Data Systems	STC invested in AI-compatible HR systems and ensured data integration across departments.	"We upgraded our HR systems to link recruitment, learning, and analytics." (P6)
Training, Collaboration, and Continuous Improvement	Organizational Culture	Continuous staff training and inter-departmental collaboration supported GenAI implementation.	"Regular workshops helped us understand how AI fits into our daily tasks." (P5)

3.4.1. Leadership support and strategic vision

The importance of leadership commitment became one of the main enablers of the process of GenAI adoption in a leading Saudi telecommunications company. Interviewees also noted repeatedly that the top management actively encouraged initiatives based on AI within the overall digital transformation agenda of the organization in accordance with Saudi Vision 2030.

P1 said that the top management clarified that AI is our digital future. The vision was converted into objectives, resource allocation, and development of cross-functional task forces to monitor AI projects. This kind of strategic direction assisted in keeping the organization aligned, encouraged innovation, as well as minimized resistance within the organization.

The results also highlight how leadership has driven the GenAI shift but has also fostered a culture of technological confidence and ownership, which enabled employees to feel that AI is an asset and not an imposition of the company.

3.4.2. Technological telecommunications and support

Respondents noted the presence of strong IT infrastructure and data integration systems as one of the essential conditions of successful implementation of GenAI. The HR and IT teams worked in tandem to restructure the old systems and incorporate AI-friendly systems in various HR processes, including recruitment, training and analytics.

P6 said, “We modernized our HR systems to connect recruitment, learning and analytics. This integration has facilitated the uninterrupted flow of employee and candidate information and facilitated the effectiveness of decision-making and consistency of data between units.”

Moreover, the participants added that a leading Saudi telecommunications company invested in cloud based systems, reliable data management procedures, and AI-based dashboards, which can facilitate real-time performance monitoring. These infrastructural upgrades were the technical support that the effective application of GenAI in HR functions could have.

3.4.3. Training, cooperation and continuous improvement

One of the common aspects of the interviews was the importance of the collaboration of the employees and interdepartment in the long-term success of the GenAI implementation. The participants noted that the engaging digital literacy and user-confidence increase were supported by continuous professional development programs, workshops, and knowledge-sharing.

P5 said, “Frequent workshops allowed us to know how AI could be applied in our routine. These efforts contributed to a feeling of belonging and shared accountability by the HR professionals, the IT workers, and the managers so that everyone had an idea of what the AI tools could do and what their purpose was.

In addition, subjects shared a growing culture of relentless improvement with the feedback of HR users being frequently reflected in system modifications and process reengineering. This flexibility is a manifestation of the attitude of a leading Saudi telecommunications company to gaining knowledge on the basis of practical experience and developing AI integration through continuous improvement.

3.5. Chapter Summary

The results in this theme reveal that organizational preparedness, leadership vision and employee empowerment played a crucial role in ensuring a successful implementation of GenAI at a leading Saudi telecommunications company. As a result of integrating technological advancement into strategic focus, delivering the required infrastructure, and investing in human resources, a leading Saudi telecommunications company has created a sustainable and future-oriented HR ecosystem.

The findings highlight the importance of the fact that organizational culture, collaboration, and continuous learning are also required to make the GenAI integration successful, as well as the role of technology. The exemplary leadership, technical readiness, and employee engagement have allowed a leading Saudi telecommunications company to reshape the HR functions into an ever-changing, data-driven, and innovation-focused field.

The chapter introduced and discussed the primary results of the study that examined the application and effect of Generative Artificial Intelligence (GenAI) to the Human Resource Management (HRM) in Saudi Telecom Company a leading Saudi telecommunications company Using thematic analysis of qualitative data in interviews, four themes of great magnitude were developed and each of them provided individual information on how GenAI is transforming the HR practices in an actual organizational setting.

The first one, Adoption and Application of GenAI In HR Functions, showed that the application of GenAI tools is most commonly used in the recruitment and training processes. According to the participants, AI-driven systems aid in the creation of job descriptions, screening of applicants, and the creation of individual learning recommendations using intelligent learning management systems. This shows that a leading Saudi telecommunications company has stopped its experimentation to practical and strategic application of AI in HR operations.

The second theme, Perceived Benefits and Opportunities of GenAI Integration, pointed at the major organizational achievements, such as the increase in efficiency, the decrease of administrative load, the growth of objectivity in decision-making, and individualized employee development. The respondents considered GenAI a revolutionary intervention that can be well set and aligned to the objectives of the Vision 2030 regarding innovation, productivity, and digital progress.

The third theme, Challenges and Ethical Concerns In GenAI Implementation, found that the problem of data privacy risks, employee distrust, and ethical responsibility persists. Nevertheless, as researchers noted, even with these obstacles, to maintain fairness, trust, and ethical accountability in HR services supported by AI, the participants noted that further human control and clear AI regulations were necessary.

The fourth theme, whichh was Organizational Factors and Implementation Strategies, highlighted the importance of the leadership commitment and the technical infrastructure and also the training of employees in the successful and the sustainability of GenAI adoption. The fact that GenAI initiatives are aligned to the strategy of the digital

transformation process has created a conducive environment of unceasing learning and system enhancement at a leading Saudi telecommunications company.

Altogether, the results show that the integration of GenAI in HR is a technological and organizational change, which demands great leadership, ethical acuity, and flexibility. Although the technology has improved efficiency in operations and personalization of learning, the final outcome of the technology is human wisdom, teamwork, and strategic thinking.

CONCLUSION AND RECOMMENDATIONS

This study was intended to understand how generative artificial intelligence (GenAI) is changing the way human resources are practiced in Saudi corporations, and with particular interest in employee recruitment and training procedures. This study aimed to learn how AI-based systems affect performance, quality of decisions, and employee growth by examining the cultural, organizational, and technological drivers of the experiences of HR professionals. The importance of the topic is based on its correspondence to the Saudi Vision 2030 which pays attention to the idea of digital transformation, modernization of the workforce, and the introduction of advanced technologies in all functions of the organization. The study based on the qualitative single-case study methodology offered a detailed insight into the interactions between HR specialists, data analysts, and specialists in the field of digital transformation and the GenAI tools in the real conditions of operations.

The results showed that GenAI is commonly viewed as a revolutionary tool that can lead to more precise results, less workforce, and evidence-based decision-making in HR activities. The participants highlighted the significant gains in screening of candidates, development of job descriptions and customized learning with the aid of AI-driven systems. Such findings are aligned with the previous research, including Alshahrani et al. (2025), who have found that AI is a key contributor to HR efficiency, and Ardichvili et al. (2024), who have identified the significance of AI in enhancing training personalization in the organizational context. Nevertheless, agreeing with the potential positive outcomes, there were some issues related to the transparency of the system, the quality of data, and overreliance on automated recommendations. This is in line with the results of Budhwar et al. (2023), who believed that although AI-assisted HR decisions are necessary to achieve fairness and contextual accuracy, human judgment is imperative to the process.

Leadership and organizational culture were the key factors that determined successful integration of AI. Trust, communication, and digital preparedness were emphasized by the participants as critical factors of AI tools acceptance. Others saw GenAI as a driver of innovation and contributor to modernization agendas of Vision 2030, though others raised a question of job security and possible loss of human creativity, which

reflects the ambivalence of Albaroudi et al. (2025) and Fernando Garcia and Kwok (2025) on the difficult balancing of technological change and labor adjustment.

These findings have significant implications to the Saudi corporations. By using GenAI in HR systems, companies are able to gain competitive advantages by refining the accuracy of their recruitment processes and also providing better employee developmental paths. However, obstacles like lack of AI ability, privacy issues and technological change resistance can be obstacles to successful adoption. Such constraints align with the issues that Albishri et al. (2025) noted because they highlighted the importance of organised AI governance and organisational readiness.

There are a number of strategies that are suggested based on the findings. On the organizational level, businesses ought to embrace slow and methodical AI adoption models, development of consistent digital literacy training to HR staff, and provision of understandable internal regulations on AI-associated data management and ethical use/applications. Establishing the cross-functional cooperation between HR and IT staff that is presented in the case of a leading Saudi telecommunications company can contribute to the improved system acceptance and the maintenance of the long-term improvement. National institutions like SDAIA (Saudi Data and Artificial Intelligence Authority) can contribute to supporting organizations at the policy level by creating sector-specific AI regulations, promoting training initiatives, and enhancing data governance frameworks. These suggestions are consistent with the recommendations of Pandey (2024), who pointed out the need to coordinate on an organizational and national level and deploy AI relatively responsibly.

The study will add to the existing literature by combining technological, organizational and cultural approaches to the adoption of GenAI in HR practice in Saudi market. It makes a voice of HR professionals who do not only feel AI as a technical upgrade, but as a complete change of managerial logic, learning processes, and human-system interaction. By doing it, it criticizes the conceptual reduction of AI as a means of automation, and it reiterates the more general findings of Budhwar et al. (2023) on the necessity of a more human-centric vision of AI transformation.

The study also notes that It has some limitations such as the limited sample size and the fact that the study only focused on one corporation and this could constrain the extrapolation of the results. Qualitative interviews offer rich information and are unable to comprehensively translate long term organizational results of GenAI adoption. Future studies need to take into consideration multi-case studies in various sectors of Saudi Arabia, long-term evaluation of the performance implications, and cross-GCC views to determine the global trends of AI-based HR transformation.

To recap it all, effective and sustainable human-AI collaboration within Saudi HR departments cannot be achieved without any form of technological investment. It requires visionary organizations, cultural fit, and strong moral codes. The potential of human expertise and artificial intelligence integration, in turn, will be crucial in the development of the objectives of the Vision 2030, organizational competitiveness, and the future of HR practices in Saudi companies.

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APPENDIXES

Appendix 1. Interview Form

INTERVIEW FORM

Dear Participant,

My name is Abdulrahman Abdulrab Obad Hussein, and I am a Master's student at Istanbul Gelisim University, Institute of Graduate Studies, Department of Business Administration. I am currently conducting research for my Master's thesis titled:

"Generative AI in Human Resource Practices: A Case Study of Employee Recruitment and Training in a Saudi Corporation."

The aim of this study is to explore how Generative Artificial Intelligence (GenAI) is being utilized in Human Resource Management (HRM), particularly in the areas of recruitment and employee training. This research seeks to understand your experiences, perspectives, and insights related to the use of GenAI tools in your organization's HR practices.

Your participation in this interview is entirely voluntary. The information you provide will be used solely for academic purposes and will be treated with the highest level of confidentiality. You will not be personally identified in any part of the thesis or related publications. Pseudonyms will be used to ensure anonymity, and all data will be securely stored.

The interview will take approximately 30 to 45 minutes, and with your permission, it will be audio-recorded for accuracy. You have the right to refuse to answer any question or to withdraw from the interview at any point without any consequences.

If you have any questions or concerns regarding the research, please feel free to contact me.

Thank you very much for your valuable time and contribution to this study.

Sincerely,

Abdulrahman Abdulrab Obad Hussein

M.A. Candidate, Business Administration

Istanbul Gelisim University

abdulrahman.hussein@ogr.gelisim.edu.tr

Interview Questions

1. Can you briefly describe your current role in the organization?

Probes:

- How long have you been in this role?
- What are your main responsibilities?
- What is your experience with AI or digital tools in HR?

2. Can you describe how Generative AI is currently being used in your HR department?

Probes:

- Which HR functions use GenAI (e.g., recruitment, training)?
- What tools or platforms are in place?
- How long has the organization been using them?

2. How is GenAI applied specifically in recruitment processes?

Probes:

- Is it involved in tasks like job ads, screening, or interviews?
- Has the recruitment process changed since its introduction?

3. How is GenAI used in employee training and development?

Probes:

- What kind of training content is generated or supported by AI?
- Is it used for onboarding, upskilling, or continuous learning?

4. What benefits have you observed from using GenAI in HR practices?

Probes:

- Has it improved efficiency, decision-making, or personalization?
- Can you share an example where it made a significant difference?

5. What challenges or limitations have you encountered while using GenAI?

Probes:

- Were there any technical, ethical, or practical issues?
- How are concerns like fairness or transparency managed?

6. Has GenAI affected your own role or responsibilities? If so, how?

Probes:

- Has your workload changed?
- Has your role become more strategic or more technical?

7. How have your colleagues responded to working with GenAI?

Probes:

- Was there resistance or enthusiasm during adoption?
- How confident do they feel using these tools?

8. What organizational factors have supported or hindered the integration of GenAI?

Probes:

- Was there training, leadership support, or budget allocation?
- How did the organizational culture affect adoption?

9. Are there any ethical or cultural considerations in using GenAI in your HR work?

Probes:

- How is employee data handled?
- Are there concerns about bias, surveillance, or cultural fit?

10. Looking ahead, how do you see the role of GenAI evolving in your HR department?

Probes:

- Are there plans to expand its use?
- What improvements or safeguards would you like to see?

Appendix 2. Ethics Committee Aproval Form

T.C.
İSTANBUL GELİŞİM ÜNİVERSİTESİ REKTÖRLÜĞÜ
Etik Kurul Başkanlığı

ETİK KURUL KARAR ÖRNEĞİ

Toplantı No	Toplantı Tarihi	Toplantı Saati	Toplantı Yeri
2025 – 13	01.07.2025	14.00	Rektör Yardımcısı Odası

KARAR NO: 2025-13-31: Lisansüstü Eğitim Enstitüsü, İşletme (İngilizce) Tezli Yüksek Lisans Programı 231432396 numaralı Abdulrahman Abdulrab Obad HUSSEIN' in, Dr. Öğr. Üyesi Aslıhan ÜNAL' ın danışmanlığında yürütülen "Generative AI in Human Resource Practices: A Case Study of Employee Recruitment and Training in a Saudi Corporation." konulu çalışması görüşüldü yapacağı anket sorularının, etik kurallara uygun olup olmadığını tespit etmek üzere, İGÜ Etik Kurulumuzun 23.05.2025 tarih ve 2025-10 sayılı toplantısında, İGÜ Etik Kurul Yönergesinin 12(1) maddesine göre değerlendirme yapmak üzere görevlendirilen öğretim elemanlarının raporları incelenmiş olup, ilgili çalışmada yer alan bilimsel araştırmanın etik kurallara uygun olduğuna oy birliği ile karar verildi.

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RESUME

Personal Information

Surname, name : Abdulrahman Abdulrab Obad Hussein

Nationality : Yemeni

Education

Degree	Education Unit	Graduation Date
Master	Istanbul Gelisim University	Ongoing
Bachelor	Istanbul Gelisim University	2023
High School	Imam Sakhaawi Secondary School	2017

Work Experience

Year	Place	Title

Foreing Language

English – Excellent

Turkish – Intermediate

Publications

Generative Ai In Human Resource Practices: A Case Study Of Employee Recruitment And Training In Saudi Corporations – Master Thesis (in progress)

Hobbies

Team sports (football and basketball), Traveling and exploring new cultures, Swimming, Cooking