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Paper Title

HRM and Generative AI: An empirical investigation into attitudes and intention to adopt GenAI in the workplace

Abstract

This paper investigates how artificial intelligence (AI) tools and solutions are impacting human resource management (HRM) in commercial organisations. It is well acknowledged, that AI is broadly impacting institutional roles and employees throughout most commercial organisations. Generative AI (GenAI) is further supporting this transformation, providing employees with more direct access to and understanding of the power of AI technology. Research suggests most employees are aware of the potential of GenAI and use it frequently in their personal lives however, what is less clear is how GenAI is being accepted and utilised in the workplace. Research is emerging on how GenAI is being integrated into HRM practice to create efficiencies and support employee populations. This empirical study examines HR managers perceptions, attitudes, and intention to adopt GenAI technology in the workplace utilising a structured questionnaire across a sample (n=237) of human resource managers in the United States. Investigating variable relationships through correlation and regression analysis, study findings include support of five (of six total) hypotheses and discusses the potential future implications GenAI may have on HRM, as well as social, ethical, and governance considerations. Building on technology acceptance theory, this paper extends understanding and builds knowledge on the evolving dynamics between AI and human resource management practice.

1. Introduction

The last decade has seen digital transformation radically reshape business. Although business objectives for digital transformation range across firms (Fernandez-Vidal *et al.*, 2022; Kitsios *et al.*, 2021), the barriers of technology acceptance and optimisation remain a consistent challenge in harnessing the potential of advanced digital technologies (Davenport, 2021; Dwivedi *et al.*, 2021; Fountaine *et al.*, 2019). Much of this recent digital transformation has been fuelled by advances in artificial intelligence (AI) technology models, tools, and solutions.

AI is rapidly becoming an integral part of business and is mutually motivating academic and practitioner discourse on how organisations best leverage AI investment while protecting roles and supporting its human resources (HR). Inarguably, AI technology is presenting business with unprecedented efficiency gains, increased market knowledge, enhanced marketing competencies, and inciting innovation (Kanbach *et al.*, 2023). These efficiencies are impacting established roles and responsibilities (Malik *et al.*, 2023) and have the potential to disrupt existing workforces (Chowdhury *et al.*, 2023). Research is emerging on some of the socio-cognitive (Fenwick *et al.*, 2024a) and sociocultural implications (Fenwick *et al.*, 2024b) AI is having on employees in the workplace however further research is essential to understanding the true extent implementing AI technology is having on organisational human resources.

Most organisational functions and roles are predicted to be affected by operationalising AI solutions. There is evidence to suggest HR departments or more generally the business function HRM plays in organisations is a critical in seamlessly integrating AI technology throughout organisations (Pereira *et al.*, 2023; Santana and Diaz-Fernandez, 2023). HRM can be instrumental in influencing employee populations attitudes and facilitating AI adoption (Fenwick *et al.*, 2024a). Despite the emergence of recent studies in this area, research remains limited and fragmented. Based on the tremendous impact AI is having on business and organisations this topic merits further research.

Furthermore, the advent of generative AI (GenAI) models and tools is further complicating the relationship between employees and AI (Chowdhury *et al.*, 2024). The potential economic impact GenAI is bringing to business is significant with industry reports indicating estimated annual contributions being in the trillions of dollars (Chui *et al.*, 2023). GenAI is inspiring efficiency gains and innovation in business (Holmström and Carroll, 2024). Generative tools are making AI more relatable and accessible to individuals as well as organisations (Dwivedi *et al.*, 2023; Kanbach *et al.*, 2023). What is less clear is the how these tools are changing and affecting human resources and HRM approaches more broadly within the organisational context.

HRM has been leveraging AI technology for some time now by augmenting existing systems, processes, and resources to create systematic efficiencies (Bujold *et al.*, 2023) and in some cases, AI is going beyond augmentation and completely replacing some HR activities (Malik *et al.*, 2023;

Budhwar *et al.*, 2022; Pan and Froese, 2023). Many aspects of HRM are being transformed by AI tools and technologies. GenAI is increasingly playing a role in this transformation (Chowdhury *et al.*, 2024; Budhwar *et al.*, 2023). Evidence suggests GenAI, when used effectively, can have a significant impact on both employee performance (Manresa *et al.*, 2024) and firm performance (Cui *et al.*, 2024; Singh *et al.*, 2024). However, despite the predicted potential, research suggests strategic guidance and widespread acceptance of GenAI in the workplace is lagging. A gap exists in understanding how HR professionals are perceiving GenAI technology, their intention to adopt it, and how their behaviour may influence broader employee populations.

HR professionals often sit in the unique space to influence firm-wide employee populations regardless of business function or level thus are well positioned for supporting AI initiatives (Fenwick *et al.*, 2024b). Understanding HR managers perceptions and attitudes of AI technology, specifically GenAI, tools and solutions may be instrumental in HRM addressing some broader human-centric challenges many organisations are facing in terms of new technology adoption. To better understand the potential of GenAI in HRM, this study explores HR managers perceptions, attitudes, and behavioural intention to adopt AI, specifically Gen-AI, in the workplace. Through empirical investigation we seek to address the following research questions (RQs):

RQ1: Do HR managerial perceptions of GenAI influence attitudes towards using it in the workplace?

RQ2: How do HR managerial attitudes towards GenAI influence their intention to adopt GenAI tools and technology in the workplace?

This paper is structured as follows: background on the evolution of HRM and technology, theoretical grounding and hypothesis development, study methodology, findings, and discussion.

2. Background

2.1 Definitions

Based on the enormity of the subject matter, it is important to provide definitions and contextualise how these terms and concepts were applied in this research.

There is no one universal definition of AI (Collins *et al.*, 2021; Duan *et al.*, 2019; Loureiro *et al.*, 2021). Many scientific studies use novel or unique definitions of AI, and some research fails to clearly define or contextualise AI at all (Collins, *et al.*, 2021). As a result, existing research lacks cohesive measurement and discussion (Kelly *et al.*, 2023). For the purposes of this study, we use an operational definition of AI as machines that perform roles and execute tasks currently (or previously) performed by humans (Dwivedi *et al.*, 2021). Furthermore, we refer to AI as a general-purpose technology in the context of this study.

As is the case with AI, GenAI, is a broad concept with many definitions. Despite the recent emergence of popular generative pretraining transformer (GPT) models, the computational capabilities and structures have been developing for some time (Dasgupta *et al.*, 2023). The 2022 release of the OpenAI's ChatGPT highlighted the potential of GenAI to the public. For the purposes of this study, we apply Feuerriegel *et al.*'s (2024) interpretation and define Gen AI as the automated generation of seemingly new content including text, images, and audio when prompted from existing data models.

Furthermore, it is prudent to provide a definition of HRM as it is applied in the context of this study. Research and literature have suggested many definitions and associated terminology for the role and function of organisational HRM over the past several decades. For the purposes of this research, we applied Boselie *et al.*'s (2021) definition which suggests *HRM involves management decisions related to policies and practices that together shape the employment relationship and are aimed at achieving certain goals.*

2.2 Human Resource Management

Over the past several decades, the roles of HR departments and HR professionals have undergone significant change across many commercial organisations (Mahoney and Deckop, 1986; Malik *et al.*, 2020; Pereira *et al.*, 2023). Once considered a purely administrative business function (Mahoney and Deckop, 1986), organisational HR support transitioned to a broader personnel management role in the mid-1900s (Cayrat and Boxall, 2023; Mahoney and Deckop, 1986) and further evolved into human resource management (HRM) (Cayrat and Boxall, 2023; Johnson *et al.*, 2016). During the late 1980s, the idea of HRM evolving into a more strategic role in organisations manifested itself into what is commonly referred to as strategic human resource management (SHRM) (Lengnick-Hall *et al.*, 2009). During this time, effective HRM represented a shift away from functional employee support towards achieving greater organisational effectiveness (Rotich, 2015). Furthermore, the 1990's introduced the concept of electronic human resource management (e-HRM) which represented an approach to HRM designed to reduce costs, stimulate efficiencies and streamline processes (Marler and Fisher, 2013). Research suggests, HRM is further evolving and now being described as an organisational strategic business partner (Fenwick *et al.*, 2024b; Thite *et al.*, 2012; Wright, 2008) managing aspects of employee recruitment, development, retention, knowledge management, organisational culture and wellbeing to achieve organisational goals (Margherita and Bua, 2021).

2.3 Human Resource Management and Technology

Technology has played a significant role in transforming how organisations manage their human resources (Johnson *et al.*, 2016; Kim *et al.*, 2021; Thite *et al.*, 2012). Technology enables HR professionals to organise data more efficiently, automate processes, and understand resource

requirements to proactively manage activities within organisations (Johnson *et al.*, 2016). The mid-1900s represented an early period of technological advancement in many organisations where some basic HR responsibilities moved away from tedious, manual paper-based tasks towards computerised systems (Johnson *et al.*, 2016). The advent of automated payroll systems and integrated personnel management technology created HR efficiencies (Johnson *et al.*, 2016). Advancements in connectivity and the introduction of web-based platforms in the late 1900s to early-2000s offered HRM digital tools for employee recruitment, training, and development. These tools created systemic efficiencies and reduced costs associated with basic activities (Thite *et al.*, 2012). The decades that followed (2000-2020) introduced technological advances in data collection, storage and analytics (Malik *et al.*, 2020). Centralised cloud-based tools and resources, social media-based recruitment platforms, and digit training tools further assisted HRM's digital evolution (Kim *et al.*, 2021; Johnson *et al.*, 2016; Malik *et al.*, 2020). Recent history has seen HRM increasingly start to adopt AI solutions including integrating GenAI tools to enhance systems and streamline business processes (Bujold *et al.*, 2023; Budhwar *et al.*, 2023). As the scope and scale of AI continues to evolve, it is anticipated the role of HRM will continue to redefine its position and influence in organisations (Budhwar *et al.*, 2022; Fenwick *et al.*, 2024b).

2.4 Human Resource Management and Artificial Intelligence

With the more recent introduction of advanced digital technologies and machine resources, embedded with AI, into commercial environments, HRM's role is becoming increasingly ambiguous and complex to navigate (Chowdhury *et al.*, 2022; Makarius *et al.*, 2020; Snell *et al.*, 2023). This ambiguity and complexity are stimulating discourse and motivating new research in AI and HRM (Singh and Pandey, 2024; Fenwick *et al.*, 2024a, 2024b; Chowdhury *et al.*, 2024). While many HR processes and systems are being enhanced through AI technology (Snell *et al.*, 2023), many employees continue to struggle with reality and personal implications to their roles (Basu *et al.*, 2023). Human barriers to AI technology acceptance often include lack of knowledge (Brock & von Wangenheim, 2019), inadequate skills or technical competency (Dwivedi *et al.*, 2021; Morandini *et al.*, 2023), and fear of privacy and job loss (Dwivedi *et al.*, 2021; Cubric, 2020). Many of these fears extend into acceptance of GenAI in the workplace.

GenAI can connect employees and AI technologies in a tangible way. GenAI has the potential to create significant value in organisations as the nature of human resource management continues to evolve and become more complex (Aguinis *et al.*, 2024). Traditional HR models are changing in size, structure, and role within many organisations. GenAI has the potential to completely change roles and responsibilities in organisations (Aguinis *et al.*, 2024; Feuerriegel *et al.*, 2024; Chui *et al.*, 2023) which will undoubtedly impact all employees. Research suggests when used appropriately, GenAI can be used as a tool to support HR activities at an operational level and advance HRM within commercial organisations (Venugopal *et al.*, 2024). GenAI has the potential to support traditional HR activities such as employee recruitment (Andrieux *et al.*, 2024), training and development (Tinguely *et al.*, 2023), performance and benefits management (Aguinis *et al.*,

2024), and employee engagement (Manresa *et al.*, 2024). The effectiveness of GenAI relies on users (employees in this case) ability to appropriately direct or prompt GenAI efforts (Aguinis *et al.*, 2024). Much like most technology, the output quality relies heavily on the quality of the input. To effectively use GenAI in HRM, protocols around prompting must be established and training will be required to ensure consistent practice (Holmström and Carroll, 2024).

Emerging research suggests there may be disparities between gender and attitudes and behaviours towards Gen AI (Tang *et al.*, 2025; Aldasoro *et al.*, 2024; Dorta-González *et al.*, 2024; Otis *et al.*, 2024). Aldasoro *et al.*'s, 2024 research took a broad approach to examining GenAI use between genders to determine if GenAI usage (of lack of use) leads to economic inequality. The research suggested a significant gap with 50% of men indicating using GenAI technology versus 37% of women (Aldasoro *et al.*, 2024). Their research identified lack of knowledge of GenAI, privacy concerns, and risks of data sharing as inhibitors for women embracing GenAI tools. Dorta-González *et al.*'s (2024) research examined GenAI and gender barriers in the workplace. Their findings confirmed the usage of GenAI tools is lower among women and references training is a key factor to adoption (Dorta-González *et al.*, 2024). Findings from initial studies such as these indicate there is a need for further investigation.

3. Theoretical Grounding and Hypotheses Development

Undisputably, AI is transforming how firms operate, innovate, create value, and compete to build sustainable business models. As a result, there has been an increase in scientific investigation and model development on how employees and organisations accept and adopt new technologies (Oliveira and Martins, 2011). There is a wide range of research motivations, factors, and variables represented in this emerging area of AI research, each drawing on established scientific theories aligned to the research goals. Some of the most applied theories in investigating technology acceptance include the diffusion of innovation (DOI) (Rogers *et al.*, 2014), technology-organization-environment (TOE) (Tornatzky *et al.*, 1990), unified theory of acceptance and use of technology (UTAUT) (Venkatesh *et al.*, 2003), and the technology acceptance model (TAM) (Davis, 1989). Each of these theories examine unique aspects of technology acceptance and adoption through various lens of individual and collective behaviour in the workplace.

This research is underpinned by Davis's technology acceptance model as the research motivation is to better understand professional perceptions and intentions of GenAI. Davis' TAM framework is one of the most prominent theoretical frameworks (Kelly *et al.*, 2023; Wu *et al.*, 2011) applied in social science research to better understand individual perceptions, attitudes, and intention to adopt new technology in the workplace. Over the last several decades, this model has been applied in scientific research across a range of new technology advancements (Kelly *et al.*, 2023) and is increasingly being utilised in academic research to explore employee perceptions of AI to predict

attitudes (Hmoud, 2021) and intention of adoption (Chatterjee *et al.*, 2021; Jöhnk *et al.*, 2021; Mohr and Kuhl, 2021).

The TAM framework positions independent variables, perceived usefulness (PU) and perceived ease of use (PEOU), to predict attitudes and behavioural intention towards technology innovation (Davis, 1989). The current research is underpinned by the TAM framework and investigates PU and PEOU of HR managers, attitudes, and intention to adopt GenAI (Figure 1).

PU explores perceptions of the usefulness of a new technology (Davis, 1989). The theory is based on the concept if a user (employee) finds a newly introduced technology to be useful in their role, they are more likely to have a positive attitude towards and intention to adopt the technology. This study seeks to examine how human resource managers perceive the usefulness of GenAI and if it influences their intention to adopt GenAI technology in the workplace. The first hypothesis of this study is:

H1: Perceived usefulness will have a positive effect on intention to adopt GenAI

PEOU examines individual perceptions of how easy (or ease of use) new technology systems or solutions (Davis, 1989) will be to incorporate into their current work. The theory suggests if individuals believe a new technology will be easy to use or incorporate into their existing role, they will be inclined to work with (adopt) the technology. This study seeks to examine how human resource managers perceive the ease of use of GenAI and if it influences their intention to adopt GenAI. The second hypothesis of this study states:

H2: Perceived ease of use will have a positive effect on intention to adopt GenAI

It is important to factor human attitudes into research on the behavioural intention to adopt new technology. The TAM positions attitudes as a predictor to intention to adopt new technologies (Davis, 1989) suggesting positive attitudes towards new technology positively influence intention to adopt the new technology. This study examines how PU and PEOU influence human resource manager attitudes towards GenAI. The third and fourth hypotheses include:

H3: Perceived usefulness will have a positive effect on attitudes towards GenAI

H4: Perceived ease of use will have a positive effect on attitudes towards GenAI

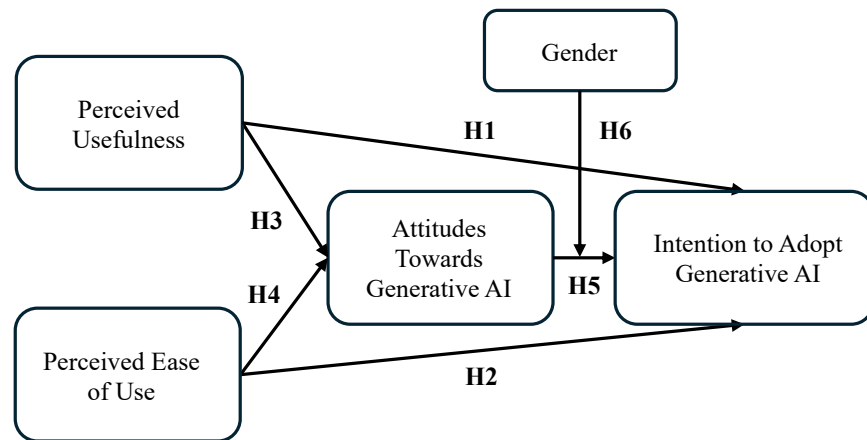
The TAM framework positions attitudes as a predictor of intention to adopt new technology (Davis, 1989). The theory suggests that positive attitudes towards a new technology will influence a user's intention to adopt the technology (Davis, 1989). In this study we posit attitudes mediate the relationships between PU, PEOU, and intention to adopt GenAI. We investigate mediation in the fifth hypothesis (H5):

H5: Attitudes towards generative AI positively mediate the relationship between PU and PEOU and intention to adopt GenAI

Research indicates there is a stark disparity in GenAI usage between males and females. This study explores this disparity further to better understand if gender influences intention to adopt GenAI through moderation analysis.

H6: Gender positively moderates the relationship between attitudes towards GenAI and intention to adopt GenAI

Figure 1: Constructs and hypotheses



4. Methodology

4.1 Research Instrument

A structured questionnaire was developed and utilised in this study. The questionnaire consisted of 18 categorical variable questions in total. The instrument was designed to examine perceptions, of usefulness, perceptions of ease of use, attitudes, and intentions to adopt GenAI in the workplace. The questionnaire included two general sections of questions, a demographic section which solicited participant information on themselves and their organisation. This section consisted of questions which mainly utilised nominal and ordinal levels of measurement. The second section of the survey included 12 ordinal variable questions specific to participant perceptions of GenAI. These questions utilised a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree), to measure response data. The instrument incorporated adapted questions from validated scales and research models. Perceptions of usefulness and perceived ease of use of Gen AI questions were adapted from Davis' (1989) TAM research which has been applied in many social science technology acceptance studies including more recent studies such as Chatterjee *et al.* (2021) and Rodriguez-Espindola *et al.* (2022). Questions on attitudes towards GenAI were adapted from

Constantinides *et al.*'s research (2013) and more recently Kamble *et al.*'s research (2019). Finally, questions on the variable intention to adopt GenAI were adapted from Wu and Wang's 2005 research, which was based on the technology acceptance of mobile commerce platforms, and more recently Rodriguez-Espindola *et al.*'s research (2022) on the adoption of emerging technologies.

4.2 Data Collection

Data was collected from a sample of 250 human resource managers based in the United States, across a range of companies and industries. The sample was collected from a professional panel purchased through a research and analytics provider. The questionnaire was distributed electronically, and responses were captured via the Qualtrics XM platform in September 2024.

The unit of analysis chosen for this study was human resource managers as HR managers are generally positioned to influence most employee populations. Data was cleansed (suspicious or incomplete responses were removed) resulting in a sample size of 237 (n=237). A summary of the participant profile is presented in Table 1. Participants included human resource managers of which 104 were female (44%) and 133 were male (56%) with a range of experience in terms of years of professional experience. More than 50% of participants declared having less than 10 years professional experience with 59 participants (25%) quite new to the work force with less than 5 years of experience. Participant organisations ranged in employee size however weighed more heavily towards mid-to-large sized companies. Most participants (72%) indicated their organisation as having an AI strategy. Organisations ranged across a diverse group of industries with the healthcare (11%) and finance (11%) having the most participants.

Table 1: Participant Summary

Level	Description	Response	Frequency	%	Level	Description	Response	Frequency	%
Individual	Gender	Female	104	44	Organisation	Industry	Agriculture	2	0.8
		Male	133	56			Arts, entertainment, rec	4	1.7
	Years prof exp	0 to 5	59	25			Broocasting	2	0.8
		5 to 10	78	33			College, Uni, Adult ed	13	5.5
		10 to 15	53	22			Computer and electronics manufacutring	14	5.9
		15 to 20	20	8			Construction	20	8.4
		20+	27	12			Finance	25	10.5
Organization	Size (# of employees)	1 to 49	48	21			Government & public admin	13	5.5
		50 to 1000	118	50			Health care and social assistance	27	11.3
		1001 to 4999	41	17			Hospitality	11	4.6
		5000 +	27	11			Information Systems	15	6.3
		Unsure	3	1			Legal	4	1.7
	AI Strategy	Yes	171	72			Manufacturing	9	3.8
		No	46	19			Military	2	0.8
		Unsure	20	8			Other	16	6.7
							Publishing	2	0.8
							Real estate	3	1.3
			Religious	2			0.8		
			Retail	17			7.1		
			Science	2			0.8		
			Software	17			7.1		
			Telecom	7			2.9		
			Transport	7			2.9		
			Utilities	2			0.8		
			Wholesale	1			0.4		

5. Data Analysis and Results

5.1 Measurement model

To assess sampling adequacy, the analysis utilised the Kaiser-Meyer-Olkin (KMO) and Bartlett's Tests to determine validity. The results of these tests were positive. The KMO value equates to .86 thus an appropriate indication of sampling adequacy (Collier, 2020). The p-value of Bartlett's Test of Sphericity indicated statistical significance ($p < .001$) indicating the variables are sufficiently correlated for factor analysis (Collier, 2020).

To assess reliability, Cronbach alpha scores were calculated and analysed. The Cronbach alpha for PU is .89, PEOU is .88, attitudes towards AI is .90, and intention to adopt was .88. Cronbach alpha scores for each of the identified constructs achieved scores well above the minimum required threshold of $p > .70$ thus confirming reliability (Collier, 2020). Based on the achievement of acceptable validity and reliability measures, the instrument was considered reliable and valid thus an appropriate tool for further investigation of the stated hypotheses.

The research took a quantitative approach to analysing variable relationships as outlined in the hypotheses. As research on organisational AI acceptance is an emerging area of research, factor analysis was performed. This research analysis included exploratory factor analysis (EFA). The EFA analysis was conducted in IBM SPSS software version 30.0.0.0 (171).

5.2 Discriminant Validity

A discriminant validity test was conducted to determine if items were appropriately aligned to the outlined constructs (Fornell & Larcker, 1981). The results are presented in Table 2. The analysis included calculating the square roots of the values of average variance extracted (AVE) values. All square root values are greater than respective correlation coefficients thus meeting Fornell and Larcker's criteria for discriminant validity (Fornell & Larcker, 1981).

Table 2: Discriminant Validity

	PU	PEOU	ATTD	INTN	AVE
PU	0.82				0.68
PEOU	0.75	0.81			0.66
ATTD	0.80	0.79	0.86		0.74
INTN	0.77	0.73	0.83	0.82	0.67

5.3 Common Method Variance (CMV)

As the data was collected via a survey, it was important to analyse and account for CMV thus minimising opportunities for bias. Prior to data collection, actions were taken to reduce and

eliminate potential bias. During the dissemination of the survey, all participants were ensured anonymity and the confidentiality of all responses collected. The survey was pretested and piloted, with questions being refined for participant ease and understandability. Harman's single factor test was performed and results of the first factor resulted in 29.33% indicating an acceptable value (<50%) (Podsakoff et al., 2003) thus indicating CMV was not a concern of data distortion.

5.3 Hypothesis Testing

To test each hypothesis, linear regression was conducted to investigate the statistical significance of variable relationships. The analysis determined statistical significance with p-values less than .05 ($p < .05$) and highly significant with p-values of less than .001 ($p < .001$). Outcomes of this analysis (Table 3) demonstrate highly significant ($p < .001$) relationships between the each of the variables. This study investigated six hypotheses in total. The summary of all results and hypothesis outcomes is presented in Table 6.

Findings in this study demonstrated favorable, statistically significant support of hypothesis 1: *Perceived usefulness will have a positive effect on intention to adopt GenAI* ($R^2 = .59$, $F(1, 235) = 342.17$, $p < .001$); hypothesis 2: *Perceived ease of use will have a positive effect on intention to adopt GenAI* ($R^2 = .55$, $F(1, 235) = 282.71$, $p < .001$); the adjust R^2 between our independent variables and dependent variables is .64. Findings include support of hypothesis 3: *Perceived usefulness will have a positive effect on attitudes towards GenAI*; ($R^2 = .64$, $F(1, 235) = 421.43$, $p < .001$); and hypothesis 4 *Perceived ease of use will have a positive effect on attitudes towards GenAI* ($R^2 = .65$, $F(1, 235) = 442.95$, $p < .001$). The adjusted R^2 between PU and PEOU and attitudes toward GenAI is .73.

Pearson correlation analysis was conducted to determine the strength and direction of the variable relationships (Table 4). The analysis found robust, positive statistically significant relationships between each of the variables examined. Coefficients ranged from .77 to .87 indicating strong correlation between each of the variables in this study.

Table 3: Regression Analysis

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Adjusted R2
Dependent Variable: Intention							0.64
1	PU	0.46	0.06	0.49	8.18	<.001	
	PEOU	0.35	0.06	0.36	5.99	<.001	
Dependent Variable Attitudes							0.73
2	PU	0.44	0.05	0.44	8.42	<.001	
	PEOU	0.48	0.05	0.47	8.99	<.001	
Dependent Variable INTN							0.70
3	ATTD	0.8	0.03	0.84	23.43	<.001	

Table 4: Correlation Analysis

			1	2	3	4
1	PU	Pearson Correlation	1			
		Sig. (2-tailed)				
		N	237			
2	PEOU	Pearson Correlation	.77**	1		
		Sig. (2-tailed)	<.001			
		N	237	237		
3	Attitude	Pearson Correlation	.80**	.81**	1	
		Sig. (2-tailed)	<.001	<.001		
		N	237	237	237	
4	Intention	Pearson Correlation	.77**	.74**	.87**	1
		Sig. (2-tailed)	<.001	<.001	<.001	
		N	237	237	237	237

** Correlation is significant at the 0.01 level (2-tailed)

The study used mediation analysis to examine H5 and determine if attitudes towards GenAI directly or partially mediate the relationship between PU, PEOU, and intention to adopt GenAI. (Hayes, 2017). Mediation was tested using 5000 bias-corrected bootstrapping resamples in AMOS.

The analysis tested for direct effects and indirect effects between the variables. Significant direct effects were detected (Table 5), thus ruling out full mediation. Partial mediation was confirmed in

investigating H5: *Attitudes towards generative AI positively mediate the relationship between PU and PEOU and intention to adopt generative AI.*

Table 5: Mediation Summary

Dependent Variable: Intention to adopt AI				
	Direct Effects	Indirect Effects	Total Effects	Mediation Type Observed
Perceived Usefulness	0.62	0.31	0.61***	Direct & Indirect (Partial)
Perceived Ease of Use	0.4	0.30	0.41***	Direct & Indirect (Partial)

*p<.05, **p<.01, ***p<.001

To examine H6, moderation analysis was performed to determine if gender influenced the relationship between attitudes toward GenAI and the dependent variable, intention to adopt GenAI. This analysis was tested using SPSS Hayes PROCESS v4.2. The results of this examination revealed ($b = .02$, $t = .29$, $p = .78$) which did not find statistical significance in this relationship thus did not support H6.

Table 6: Hypothesis Finding Summary

	HYPOTHESIS	p-VALUE	OUTCOME
H1	Perceived usefulness will have a positive effect on intention to adopt generative AI	***	Supported
H2	Perceived ease of use will have a positive effect on intention to adopt generative AI	***	Supported
H3	Perceived usefulness will have a positive effect on attitudes towards generative AI	***	Supported
H4	Perceived ease of use will have a positive effect on attitudes towards generative AI	***	Supported
H5	Attitudes towards generative AI positively mediates the relationship between PU and PEOU and intention to adopt generative AI	***	Supported
H6	Gender positively moderates the relationship between Attitudes towards GenAI and Intention to adopt GenAI	0.78	Not Supported

*P<.05 **P<.01 ***P<.001

6. Discussion

Technology, integrated with AI, is transforming how many commercial organisations are operating today, creating systemic efficiencies and inspiring innovation. This transformation has positive momentum but comes with challenges including impacting established processes, systems, and

human resources. As a result, how organisations manage their human resources needs to evolve to keep pace with firmwide digitalisation. HRM has begun to leverage the potential of AI and is further starting to explore how GenAI may be of value to them and throughout the greater organisation. GenAI tools have the potential to provide employees and business functions with direct access to leveraging AI to enhance their output and their personal development and engagement in the workplace.

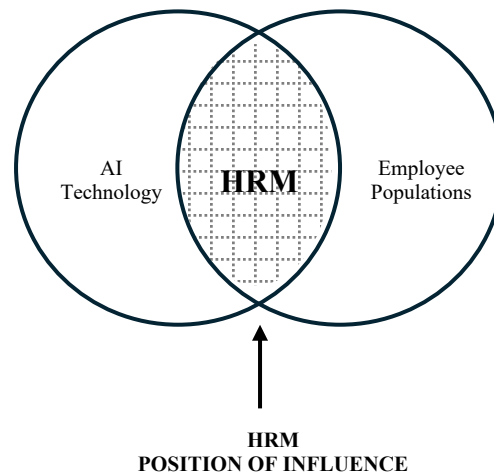
The critical business function of HRM is uniquely positioned to both benefit from AI technology solutions and influence greater employee populations to adopt AI to meet business objectives and achieve goals. An emerging stream of academic and industry research is developing to better understand what role HRM will play in future as AI continues to permeate business systems and processes. This study applied the prominent technology acceptance model (Davis, 1989) to investigate human resource manager perceptions of usefulness and ease of use to assess attitudes and intention to adopt GenAI at work. The findings of the research include positive and highly correlated relationships of statistical significance between how HR managers are perceiving GenAI and their intention to adopt it in their current roles. These results suggest human resource managers generally find GenAI useful in the workplace and have positive attitudes and intention to adopt GenAI solutions when available. Additionally, the research suggests HR managers perceive AI as an easy-to-use tool which will benefit them in their current role indicating positive attitudes towards GenAI technologies. Despite recent evidence emerging which alludes to a considerable gender imbalance in actual use of GenAI in the workplace, this study did not find statistical support of gender influencing intention to adopt GenAI indicating gender is not a factor in intention to adopt GenAI.

The HRM business function is often positioned in a role of influence. Understanding HR managerial sentiments towards GenAI provides organisations insight into how new GenAI systems and processes may be received more broadly throughout the organisation. Positive employee attitudes and intention to adopt and integrate GenAI into existing workstreams could help organisations achieve greater output at an individual and business function level. Greater insight into HR managers' attitudes and intended behaviour could guide leadership on how best to leverage HRM in influencing technology adoption in employee populations across the organisation. Figure 2 illustrates this intersection of AI technology and employees. It is anticipated HRM will increasingly play an influential part in firm-wide acceptance of AI and future advanced digital tools and solutions.

As with most technology-driven innovation there are inherent risks associated with the implementation of GenAI solutions which must be considered and addressed in policy development and governance. Organisations must consider and account for the exceedingly critical ethical implications of generative AI tools in the workplace including data integrity and accuracy (misinformation), data privacy and protection, transparent and consistent practice, and systemic

biases (Al-kfairy et al., 2025; Hagendorff, 2024; Rana et al., 2024). Furthermore, human resource management often requires emotional intelligence when dealing with sensitive human issues (Andrieux et al., 2024). It is unclear how this attribute will be incorporated into business processes embedded with GenAI technologies. To date, there is no universal guidance, regulation, or employee protection for how GenAI tools are developed and implemented within business environments. Thus, it is imperative organisations take responsibility for ethical design, development, and integration of such tools in their organisations to protect their employees, intellectual property, and ensure internal and societal value alignment. Research on the ethical implications of GenAI in business is gradually emerging (Hagendorff, 2024) however there is an urgent need for further research and macro-level industry guidance and governance to protect human resources.

Figure 2: HRM Position of Influence



This study builds on established academic literature to confirm employee perceptions of usefulness and ease of use of new technologies influences attitudes and the intention to adopt new introduced technology solutions. It further supports the case for attitudes influencing behavioural intention, in this case generative artificial intelligence. These findings indicate the need for organisations implementing new GenAI tools and technologies into existing processes, must communicate the value and ease of use of these tools to affected employee populations to create positive sentiment and influence a behavioural response. HRM's acceptance of GenAI could influence greater diffusion and acceptance across organisations.

Theoretical contributions

This research further supports established theory, specifically the technology acceptance model (Davis, 1989), on technology innovation acceptance through exploring perceptions, attitudes, and behavioural intention to adopt new technology. This extension is applied in this study through the

empirical investigation of AI, specifically GenAI, in the workplace. We contend GenAI technology presents a differentiated set of characteristics to previous AI technological phenomenon researched as it more intimately connects general populations with the power of AI and ability to self-develop systemic efficiencies. GenAI's potential to impact business functions and employees remains an under-investigated research space.

Second, this research contributes to a growing body of academic exploration of the intersection of HRM and AI through examining HR managers perceptions of GenAI. Through empirical investigation, the findings suggest perceptions of usefulness and ease of use and attitudes influence intention to adopt generative AI technology. It is undisputed how technology has transformed how firms manage its human resources over the past several decades however further research is required to better understand how the function is rapidly evolving based on emerging advanced digital technologies such as AI and GenAI. There is no longer any doubt that AI is transitioning workforces, organisational competencies, and institutional business culture thus demanding new leadership approaches to resource management. There is an urgent need for further research and guidance on best approaches to balance human resource management and machine resource management. This research demonstrates the importance of early investigation into managements' perceptions and intentions in a business function positioned with wide-spread organisational influence.

Implications for management practice

Understanding human resource manager perceptions and attitudes towards AI in the workplace provides leaders insight into the critical business function of HRM and how they may leverage their human resource professional body to influence greater firm-wide acceptance and adoption of GenAI. HRM is often an early beneficiary of technological advancement (Lengnick-Hall and Moritz, 2003), and it can be a critical conduit to transferring support and influence across organisations (Fenwick *et al.*, 2024b). This is the case for many organisations who invested early in AI to create institution-wide efficiencies in talent recruitment and management of its human resources. Executive leadership needs to assess their HRM attitudes and behaviour towards new technologies to support and optimise future digitalisation. In today's highly disruptive commercial environments, organisational structures, business functions, roles and responsibilities are evolving. AI is becoming more applicable and accessible to organisations. GenAI presents an opportunity to connect employees and technology while developing firm-wide competency.

Limitations and future research

Inherent in all research, this study has some general limitations which present opportunities for future research. This study was limited to investigating perceptions of HR managers in United States. The US represents an advanced economy in terms of AI implementation and adoption

(IBM, 2022). There may be value in conducting further research across more geographies, including less-developed economies, to determine if the stage of AI access, development, and implementation influences attitudes or intentions for GenAI acceptance. This study is limited to perceptions, attitudes, and intention to adopt as a precursor to actual adoption. This research could be extended to actual adoption and GenAI optimisation in HRM.

This study was limited to quantitative analysis and interpretation, as GenAI tools and technologies evolve, there could be value in a mixed-method approach including qualitative input from HR professionals and possible triangulation between other business functions. This topic also lends itself to longitudinal investigation to monitor attitudes and behavioural implications as AI technologies are implemented continue to be adopted.

This study applied the research in the context of traditional HRM. Future research could investigate HRM perspectives across less traditional organisational structures where HRM is not a stand-alone business function but integrated across other roles and functions.

This study conducted moderation analysis for the variable of gender. Another variable for consideration of moderation would be age or years of professional work experience to discern if there are generational disparities in perceptions, attitudes and behavioural intent to adopt GenAI. The rapid evolution of AI and GenAI technology provides an expansive canvas for future research directions on this critical business topic.

7. Conclusion

AI is creating and contributing tremendous value to economies, industries, organisations, and individuals. While the true impact of AI technology is impossible to predict or quantify, tangible and intangible effects are surfacing in the context of business environments and human resources. GenAI is changing the game in terms of how employees interact with artificial intelligence. GenAI presents organisations with opportunities and challenges in terms of appropriate implementation of tools and optimisation.

The role of HRM continues to evolve, leveraging AI technology to support employees and lead more strategic business initiatives. Organisations are leveraging technology solutions more than ever to evolve traditional HRM responsibilities and roles while minimising workforce disruption caused by technology implementation. Many firms are building AI into their systems and processes to better manage employees and have started leveraging GenAI tools to further explore the potential of AI technology. GenAI is presenting HRM with new opportunities to create systematic efficiencies and support firmwide employee populations. This research examines the intersection of HRM and GenAI to better understand attitudes and behavioural intentions of HR managers. Findings demonstrate usefulness, ease of use, and attitudes are indicators of intention

to adopt and integrate GenAI tools into existing work practice. As AI solutions continue to evolve, it is anticipated they will become more influential, efficient, and complex. Organisations which recognize the pivotal role human resource management may play in AI acceptance, they will be better equipped to harness the potential of their collective human and machine resources. Continued rigorous research is required to help business leaders navigate the complexities of balancing algorithmic efficiencies with human resource security and wellbeing.

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