

Role and challenges of ChatGPT, Gemini, and similar generative artificial intelligence in human resource management

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Abstract: The integration of generative artificial intelligence (AI) systems, such as ChatGPT, into Human Resource Management (HRM) has marked the beginning of a groundbreaking era in innovative workforce management and employee engagement. This research investigates the pivotal role played by ChatGPT and analogous generative AI technologies in HRM, underscoring their significance in the realms of recruitment, employee training, and organizational communication. Leveraging their natural language processing abilities, these AI systems streamline the recruitment process, ensuring unbiased candidate selection and enhancing the overall efficiency of HR departments. Moreover, in training and development initiatives, ChatGPT facilitates tailored learning experiences, adjusting content to meet individual employee needs, thereby fostering skill enhancement and professional growth. Nevertheless, the widespread adoption of Gemini and ChatGPT in HRM is not without its challenges. Ethical concerns, such as data privacy and algorithmic bias, necessitate thorough examination to prevent discriminatory practices and guarantee equitable treatment of employees. Additionally, the requirement for continuous monitoring and refinement of AI algorithms to align with evolving organizational cultures and goals presents a significant hurdle. Moreover, striking a harmonious balance between AI-driven automation and human intervention is imperative to preserve the human touch in HRM processes, safeguarding the empathetic and intuitive elements that are essential for effective employee management. This research delves into these complex dynamics, shedding light on the transformative potential of ChatGPT and akin generative AI technologies in HRM, while also emphasizing the need for vigilance and strategic planning to address the associated challenges. Through an exhaustive analysis of real-world case studies and ethical frameworks, this study offers valuable insights for HR professionals, policymakers, and researchers endeavoring to navigate the intricate landscape of AI-powered HRM.

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1. Introduction

In today's advancing technological landscape, artificial intelligence (AI) stands as a transformative force, reshaping various facets of human life and industries [1-4]. One arena where AI has made substantial strides is Human Resource Management (HRM), a pivotal function orchestrating personnel, policies, and processes within organizations [5-6]. Within HRM, the integration of generative AI, exemplified by systems like ChatGPT, marks a new era [7]. These advanced systems, rooted in deep learning algorithms, can generate human-like text, engage in natural language conversations, and simulate human thought processes [8]. The role of ChatGPT and analogous generative AI in HRM is diverse, spanning from automating mundane tasks to enhancing candidate and employee experiences [9,10]. However, this integration is not without challenges. Ethical concerns, biases, and the responsible deployment of AI are pivotal hurdles demanding careful scrutiny [11]. This research explores the intricate interplay of the roles and challenges presented by ChatGPT and similar generative AI in HRM, shedding light on their transformative potential and the ethical dilemmas associated with these technologies.

At the core of integrating ChatGPT and similar generative AI in HRM lies the promise of efficiency and productivity enhancement [12,13]. These AI systems can streamline administrative tasks such as interview scheduling, responding to FAQs, and managing vast applicant data. This automation allows HR professionals to shift focus from time-consuming activities to strategic initiatives requiring human creativity and empathy [7,12]. Additionally, generative AI in HRM extends to employee engagement and communication, enabling real-time interactions and creating a more responsive organizational culture. This fosters a sense of belonging, enhancing employee satisfaction and productivity. In the realm of talent acquisition, generative AI tools are revolutionizing the recruitment process. Leveraging natural language processing, these systems swiftly analyze application materials, conduct initial screenings, and even simulate standardized job interviews [7,10]. However, amidst the promises of efficiency, ethical concerns arise. Biases present in training data can infiltrate AI algorithms, leading to discriminatory outcomes, especially in candidate selection. Organizations must critically evaluate training data and implement strategies to mitigate biases, ensuring equal opportunities for all candidates. Figure 1 shows the co-occurrence analysis of the keywords in literature.

Privacy and data security concerns are paramount due to the vast amount of personal data AI systems interact with. Questions about data storage, sharing, and protection emerge, alongside ethical queries regarding transparency [14]. Should candidates or employees be informed when they interact with an AI system? Lack of transparency can breach trust, fundamental in HR interactions. Finding the

right balance between automation and human touch poses another challenge [15]. While AI can handle tasks efficiently, HRM thrives on empathy and emotional intelligence—traits inherently human. Over-reliance on AI could dehumanize organizational culture. Striking a balance where AI complements human capabilities without overshadowing the human element is a challenge HR professionals must navigate [16]. Table 1 shows the contribution and challenges of ChatGPT and similar generative artificial intelligence in human resource management.

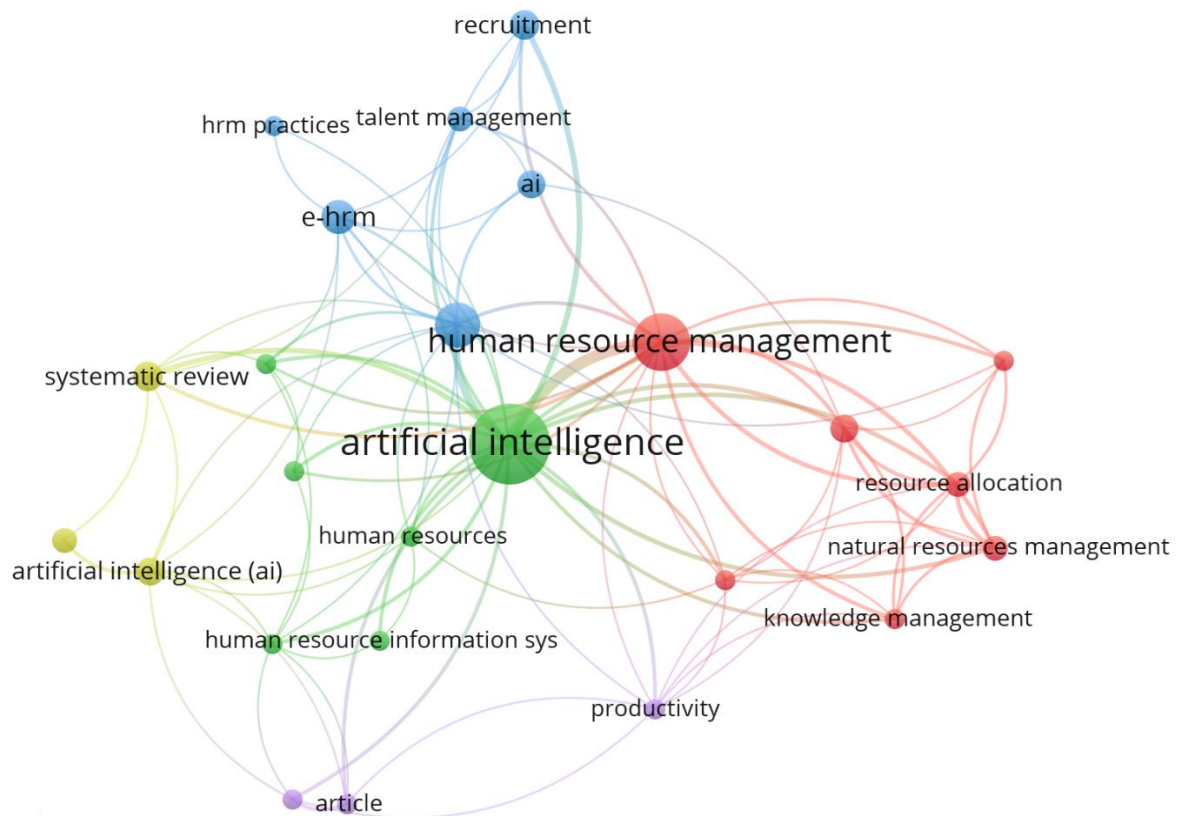


Figure 1. Co-occurrence analysis of the keywords in literature

Moreover, the potential job displacement due to AI automation necessitates proactive measures such as upskilling and reskilling programs. These empower HR professionals to leverage generative AI while retaining the human touch in HRM processes. Integrating ChatGPT and similar generative AI in Human Resource Management holds immense promise, reshaping recruitment, engagement, and workforce management [7]. However, realizing these benefits requires addressing ethical challenges. Responsible AI practices, transparency, and a human-centric approach are vital in harnessing the power of generative AI while upholding fairness, equality, and empathy in HRM. This research delves into these roles and challenges, offering insights and recommendations for organizations navigating HRM in the age of generative artificial intelligence.

Table 1. Contribution and challenges of Gemini, ChatGPT and similar generative artificial intelligence in human resource management

Sr. No.	Aspect	Role of Generative AI in HR Management	Challenges in Implementation	Potential Solutions
1	Recruitment and Selection	<ul style="list-style-type: none"> - Automating initial screening. - Personalized applicant communication. - Analyzing resumes and profiles. - Conducting preliminary interviews. - Enhancing diversity and inclusion efforts. 	<ul style="list-style-type: none"> - Ensuring fairness and avoiding biases. - Addressing ethical concerns. - Recognizing diverse qualifications. - Avoiding algorithmic biases. 	<ul style="list-style-type: none"> - Implementing fairness algorithms. - Regular audits for biases. - AI ethics training. - Engaging external auditors.
2	Employee Onboarding	<ul style="list-style-type: none"> - Providing onboarding resources. - Answering policy questions. - Virtual tours and introductions. - Automating paperwork. 	<ul style="list-style-type: none"> - Balancing automation and human touch. - Ensuring data security. - Handling complex queries. 	<ul style="list-style-type: none"> - Blending AI with human interactions. - Robust data encryption. - Seamless transition protocol. - Advanced natural language processing.
3	Training and Development	<ul style="list-style-type: none"> - Personalized learning recommendations. - Interactive training modules. - Real-time feedback. - AI-driven content curation. 	<ul style="list-style-type: none"> - Adapting to various learning styles. - Ensuring accurate and relevant content. - Addressing privacy concerns. - Integrating with existing systems. 	<ul style="list-style-type: none"> - Adaptive learning algorithms. - Regular content updates. - Transparent data usage policies. - Collaborative integration efforts.
4	Employee Engagement and Support	<ul style="list-style-type: none"> - Surveys and feedback analysis. - Instant HR-related responses. - Personalized reminders. - Mental health support chatbots. 	<ul style="list-style-type: none"> - Maintaining employee trust. - Accurate sentiment analysis. - Handling emotionally sensitive issues. - Balancing automation and human touch. 	<ul style="list-style-type: none"> - Secure mental health support channels. - Feedback-driven sentiment analysis. - Training AI for empathy.

Sr. No.	Aspect	Role of Generative AI in HR Management	Challenges in Implementation	Potential Solutions
				- Hybrid approach implementation.
5	Performance Management	<ul style="list-style-type: none"> - Analyzing performance data. - Automating evaluations. - Identifying performance trends. - Offering personalized development plans. 	<ul style="list-style-type: none"> - Defining clear and fair metrics. - Avoiding biases. - Ensuring transparency. - Integrating with existing systems. 	<ul style="list-style-type: none"> - Objective and measurable metrics. - Regular AI bias audits. - Detailed performance reports. - Customized integration solutions.

2. Role of ChatGPT and similar generative artificial intelligence in human resource management

In our rapidly evolving technological landscape, artificial intelligence (AI) stands as a transformative force, reshaping multiple sectors, including human resource management (HRM) [6]. Within the realm of AI, generative AI tools like ChatGPT have emerged, revolutionizing how businesses handle HR tasks [8,9]. Generative AI refers to systems that produce human-like text responses based on the input they receive. This technology has deeply penetrated HRM, optimizing processes, enhancing communication, and increasing overall efficiency [5,8]. This section explores the pivotal role of ChatGPT and similar generative AI technologies in HRM, dissecting their influence on recruitment, employee engagement, training, and HR analytics.

2.1. Recruitment Process

Recruitment, a cornerstone of HRM, has significantly benefited from generative AI, lightening the burden associated with this critical function. ChatGPT finds application in various stages of recruitment, from initial application screening to final interview rounds.

2.1.1 Initial Screening:

Generative AI systems like ChatGPT streamline job application screening by automating initial communication. These systems analyze resumes and cover letters, delivering personalized responses to candidates based on predefined criteria. This not only saves time for HR professionals but also ensures prompt and consistent responses to all applicants, thereby enhancing the candidate experience.

2.1.2 Candidate Interaction:

ChatGPT engages candidates in real-time, addressing frequently asked questions about company culture, job responsibilities, and application status. By offering instant responses, generative AI enhances candidate engagement, keeping potential hires informed and interested throughout the recruitment process.

2.1.3 Interview Preparation:

Generative AI assists candidates in interview preparation by simulating interview scenarios and providing feedback on their responses. This feature helps candidates refine their answers, boosting their confidence and ultimately leading to better interview performances.

2.2. Employee Engagement and Communication

Generative AI fosters seamless communication within organizations, a vital component of employee engagement and satisfaction.

2.2.1 Onboarding Process:

During onboarding, new employees often have numerous questions about company policies, procedures, and culture. Generative AI provides instant responses, ensuring that new hires feel supported and well-informed from day one. This personalized interaction creates a positive onboarding experience, resulting in higher employee satisfaction and retention rates.

2.2.2 Employee Assistance:

Generative AI-powered chatbots function as virtual assistants, addressing employee queries related to HR policies, leave balances, benefits, and more. Employees can obtain accurate and timely information without needing direct contact with HR personnel, saving time for both employees and HR professionals.

2.2.3 Surveys and Feedback:

ChatGPT automates the process of conducting employee surveys and gathering feedback. Through interactive surveys, generative AI ensures anonymity, encouraging honest employee feedback. Analyzing this data helps HR teams identify areas for improvement, enhancing the overall employee experience.

2.3. Training and Development

Continuous learning and skill development are vital for both employee growth and organizational progress. Generative AI has reshaped how training programs are designed and delivered within companies.

2.3.1 Personalized Learning Paths:

Generative AI analyzes employees' skills, job roles, and learning preferences to create tailored training modules. These modules cater to individual needs, ensuring employees receive relevant and targeted training materials. Personalized learning paths enhance the effectiveness of training programs, leading to improved skill acquisition and retention.

2.3.2 Interactive Learning Modules:

ChatGPT designs interactive learning modules, incorporating simulations, quizzes, and real-life scenarios. This approach captures employees' attention, encouraging active participation and making the learning experience enjoyable and effective.

2.3.3 Real-time Support:

During training sessions, employees might have questions or require clarification on specific topics. Generative AI provides real-time support by answering queries and providing explanations, enhancing the overall training experience. Instant access to information enables smooth progress through the training program.

2.4. HR Analytics and Decision-Making

Generative AI significantly contributes to HR analytics by processing vast amounts of data and generating actionable insights, enabling data-driven decision-making in HRM.

2.4.1 Data Analysis and Reporting:

Generative AI systems analyze HR data, such as employee performance metrics, turnover rates, and engagement levels, to generate comprehensive reports. These reports offer valuable insights into workforce trends, allowing HR professionals to identify patterns and make data-driven decisions. By automating data analysis, generative AI saves time and resources, enabling HR teams to focus on strategic initiatives.

2.4.2 Predictive Analytics:

Generative AI algorithms predict future HR trends based on historical data, helping organizations anticipate challenges and proactively implement solutions. Predictive analytics forecasts employee turnover, identifies potential skill gaps, and optimizes workforce planning. These predictions empower HR managers to devise strategies that mitigate risks and capitalize on opportunities, ensuring the organization stays ahead in a competitive market.

2.4.3 Sentiment Analysis:

ChatGPT performs sentiment analysis on employee feedback, social media mentions, and other textual data sources. Understanding employee sentiments allows HR professionals to gauge the overall mood within the organization. Positive sentiments indicate a healthy work environment, while negative

sentiments highlight areas of concern that require attention. Generative AI processes this textual data, providing sentiment analysis reports guiding HR strategies to enhance employee morale and satisfaction. Generative AI, exemplified by systems like ChatGPT, has become indispensable in human resource management. Its applications in recruitment, employee engagement, training, and HR analytics have streamlined processes, improved efficiency, and enhanced the overall employee experience. By automating tasks, delivering personalized interactions, and generating actionable insights, generative AI empowers HR professionals to focus on strategic initiatives driving organizational growth.

However, it is crucial to acknowledge the ethical considerations tied to generative AI in HRM [8]. Ensuring data privacy, maintaining transparency in AI-driven decisions, and addressing potential biases are vital aspects that organizations must prioritize [7]. As technology advances, HR professionals and organizations must stay informed and adapt practices to harness generative AI's full potential while upholding ethical standards and fostering a positive work environment for all employees.

3. Challenges of ChatGPT and similar generative artificial intelligence in human resource management

The integration of artificial intelligence (AI) technologies, specifically generative AI models such as ChatGPT, has brought about significant transformations across various industries, including human resource management (HRM) [13,16]. Developed by OpenAI, ChatGPT is an advanced language model crafted to generate human-like text based on input [8,10]. Despite the promising solutions they offer in HRM, these technologies pose several challenges that organizations must navigate [17-25]. This section delves into the multifaceted challenges associated with deploying ChatGPT and similar generative AI in HRM, spotlighting ethical, technical, and societal concerns.

3.1. Ethical Implications

A primary challenge in integrating ChatGPT into HRM revolves around ethical concerns regarding data privacy and confidentiality. AI systems, including ChatGPT, rely on extensive datasets that often contain sensitive employee information. Safeguarding the privacy and security of this data is crucial to prevent unauthorized access and misuse. Ethical quandaries also emerge concerning AI-generated content, blurring the line between human and machine-generated communication, potentially leading to misinformation or misrepresentation.

3.2. Bias and Discrimination

Another critical challenge stems from the inherent bias in AI models. ChatGPT learns from the data it is trained on; if this data carries biases, the model can perpetuate and amplify them. Biases related to gender, race, ethnicity, and other demographic factors in HRM data can influence decision-making

processes. Careful monitoring and curation of AI-generated content are essential to avoid reinforcing these biases, thereby preventing discriminatory practices.

3.3. Contextual Understanding

Human communication is nuanced, relying on context, tone, and non-verbal cues for accurate interpretation. ChatGPT, while advanced, may struggle to grasp these subtleties. In HRM, understanding an employee's emotional state, deciphering sarcasm, or grasping complex interpersonal dynamics is crucial. Generative AI models must be fine-tuned to recognize these nuances, ensuring meaningful and empathetic responses in HRM scenarios.

3.4. Trust and User Acceptance

Building trust in AI-generated content is vital for its acceptance in HRM. Employees and HR professionals need assurance that the AI system can handle their queries and concerns accurately and confidentially. Transparent communication about AI capabilities and limitations, regular user feedback incorporation, and addressing concerns promptly are essential to establish trust. Without trust, employees might resist engaging with AI-driven HR processes, hindering the potential benefits of automation and efficiency.

3.5. Technological Limitations

Despite advancements, generative models like ChatGPT face challenges such as generating incorrect or irrelevant information. In HRM, providing inaccurate information can lead to confusion and frustration among employees. Ensuring accuracy and reliability requires continuous monitoring, feedback loops, and frequent updates to underlying algorithms.

3.6. Integration with Existing Systems

Integrating generative AI into existing HRM systems presents technical challenges due to complex workflows, databases, and software applications. Seamless integration demands significant technical expertise, addressing compatibility issues, data synchronization challenges, and customization needs. Collaboration between AI developers and HR professionals is crucial to align AI capabilities with organizational requirements.

3.7. Impact on Human Roles and Job Displacement

The automation of HR tasks through generative AI raises concerns about human roles in HRM. While AI enhances efficiency, it may lead to job displacement. Addressing concerns involves upskilling HR employees, emphasizing human judgment, creativity, and emotional intelligence, areas where AI currently lacks proficiency.

3.8. Legal and Regulatory Compliance

Compliance with diverse legal frameworks is fundamental in AI-driven HRM. Adhering to regulations related to data protection, privacy, anti-discrimination, and labor practices is essential to avoid legal consequences. Close collaboration between HR professionals and AI developers is necessary to navigate this complex landscape.

3.9. Cybersecurity Concerns

AI integration increases susceptibility to cybersecurity threats. Safeguarding AI systems requires robust cybersecurity measures, encryption protocols, and continuous monitoring to identify and mitigate risks promptly.

3.10. Psychological and Societal Impact

Widespread AI adoption in HRM can have psychological and societal implications. Addressing discomfort among employees interacting with AI and considering societal impacts on employment patterns and economic structures requires proactive efforts from HR professionals.

The integration of ChatGPT and similar AI models in HRM offers vast potential but comes with challenges. By actively addressing issues related to ethics, bias, contextual understanding, trust, technological limitations, human roles, legal compliance, cybersecurity, and societal impact, HR professionals can harness generative AI's power while preserving human-centric values. Through thoughtful consideration and collaboration, organizations can navigate these challenges and revolutionize HRM's future.

4. Conclusions:

In today's fast-paced digital landscape, artificial intelligence (AI) has become deeply ingrained in various aspects of our lives, including the realm of Human Resource Management (HRM). Among the array of AI applications, groundbreaking tools like ChatGPT and similar generative AI technologies have emerged, reshaping HRM practices profoundly. This study delves into the multifaceted roles and challenges presented by ChatGPT and its counterparts in HRM. A thorough analysis reveals that while these technologies offer transformative potential, they come with complexities. A pivotal role played by ChatGPT in HRM is enhancing communication and engagement. Its ability to provide instant, personalized responses streamlines HRM processes, fostering efficiency and responsiveness. Additionally, these AI tools automate routine tasks, enabling HR professionals to focus on strategic aspects of their roles. ChatGPT also contributes to a positive candidate experience during recruitment, ensuring seamless interactions that leave lasting impressions.

Generative AI technologies significantly contribute to data analysis and decision-making in HRM. By processing vast data sets, ChatGPT identifies patterns, empowering HR professionals to make informed decisions related to employee performance, engagement, and organizational culture. These insights facilitate targeted strategies for talent acquisition, retention, and development. However,

challenges must be addressed for effective ChatGPT integration in HRM. Ethical concerns surrounding data privacy and security are paramount. HR departments handle sensitive employee data; robust protocols and ethical guidelines are essential to build trust and safeguard this information. Additionally, biases in AI algorithms pose a challenge. HR professionals must identify and rectify biases to ensure fair practices. Ongoing monitoring, transparency, and diverse development teams are crucial.

The issue of technological unemployment is another concern. While ChatGPT automates tasks, it raises worries about human job displacement. Striking a balance between automation and human intervention is vital. HR professionals should focus on upskilling and reskilling the workforce to align with digital demands. Cultivating a workplace culture that views technology as augmentation, not replacement, is essential. ChatGPT and similar generative AI technologies have revolutionized HRM, offering unparalleled efficiency, engagement, and data-driven decision-making. Their integration demands a meticulous approach addressing ethical concerns, biases, and employment impacts. HR professionals must embrace these advancements proactively, fostering a harmonious coexistence between human expertise and AI. This approach ensures a future where technology enhances human capabilities, creating an agile, responsive, and empathetic HRM landscape.

Authors Contributions

Conceptualization, methodology, Results, writing—original draft, N. R.

Conflicts of Interest

The authors declare no conflict of interest.

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