



From Smart Creation to Self-Driving HR:

Transformation of Human Capital Management with Generative and Agentic AI

June 2025



Preface

Human Capital Management (HCM) is experiencing a profound transformation, fueled by the rapid advancement of artificial intelligence. At the forefront of this evolution are Generative AI and Agentic AI, two groundbreaking technologies that are reshaping how organizations attract, engage, and develop talent.

Generative AI excels at creating content, analyzing large volumes of data, and delivering personalized experiences. It is already revolutionizing HR operations by automating tasks such as job postings, candidate communication, sentiment analysis, and personalized learning recommendations. With its natural language processing and adaptive learning capabilities, Generative AI not only reduces administrative workload but also enhances employee engagement and satisfaction.

Agentic AI marks the next stage in AI evolution, moving from automation to autonomous action. These intelligent agents can independently manage complex HR workflows, including recruitment, onboarding, performance evaluation, and compliance. By understanding context and making informed decisions, Agentic AI empowers organizations to scale operations, accelerate hiring, and maintain precision in workforce management, even in times of economic uncertainty and intense competition.

As organizations face increasing pressure to become more agile, data-driven, and employee-centric, the adoption of these AI technologies is accelerating. From manufacturing and healthcare to finance and retail, industries are recognizing the strategic value of integrating Generative and Agentic AI into their HCM ecosystems.

This white paper delves into the synergistic and transformative impact of Generative and Agentic AI on HCM. It explores their distinct capabilities, real-world applications, and the strategic advantages they offer to organizations aiming to future-proof their HR functions. As the line between automation and intelligent agency continues to blur, the message for HR leaders is clear: adopting these technologies is no longer optional, it is essential for building agile, resilient, and people-focused organizations.

While this paper provides a foundational perspective, we welcome the opportunity to explore these topics in greater depth based on your specific interests and organizational needs. Evalueserve offers AI-driven strategic insights tailored to your unique challenges and goals.

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Understanding Human Capital Management (HCM) and the Strategic Impact of Generative AI (GenAI)

Human Capital Management (HCM) refers to the integrated set of strategies, processes, and technologies that organizations use to attract, manage, develop, and retain their workforce. Traditionally centered around core HR functions such as payroll, benefits administration, talent acquisition, and performance management, HCM has evolved into a strategic enabler of business agility and employee engagement. In today's fast-paced digital landscape, the infusion of advanced technologies is no longer optional—it is essential.



Some of the Key Modules in Human Capital Management (HCM)



Talent Acquisition

Sourcing & Attracting, Recruitment, Onboarding etc.



Talent Management

Learning & Development, Performance Management, Succession planning etc.



Benefits

Group Insurance, Retirement Services, Business Insurance etc.



Payroll Management

Tax Management, Travel and Expense Management, Global Payroll etc.



Workforce Management

Time Tracking & Attendance, Workforce Scheduling & Planning etc.



HR Management

HR Strategy & Solutions, HR Admin, HR Reports, Employee Profile etc.

HCM modules are architected with embedded “Employee Experience” and “Reporting & Analytics” layers to ensure a holistic and data-driven HR ecosystem

Generative AI (GenAI) —an emerging branch of artificial intelligence capable of creating content, insights, and solutions—offers a powerful new dimension to HCM. By harnessing the capabilities of GenAI, businesses can automate complex HR processes, generate personalized employee experiences, and unlock predictive insights that drive strategic workforce decisions.



Practical use cases of GenAI within the domain of HCM

Talent Acquisition



GenAI Use Case

- Resume Screening and Matching
- Automated Job Description Generation
- Document Generation: E.g. offer letters
- Create tailored interview questions
- Candidate Chatbots

Benefits



GenAI Use Case

- Personalized Benefits Recommendations
- AI-Powered Benefits Assistant
- Automated Content Generation such as benefits communication emails, FAQs, and policy documents
- Intelligent Document Summarization

Talent Management



GenAI Use Case

- Feedback Summarization
- Goal Setting Assistance
- Personalized Learning Paths
- Coaching Simulations
- Performance Review Drafting
- Skill Gap Analysis

HR Management



GenAI Use Case

- HR Policy Drafting tailored to local laws
- Document Summarization
- Chatbot for HR Support such as benefits, leaves, etc.

Payroll Management



GenAI Use Case

- Real-time payroll error detection
- Summarizing payroll data for quick audits
- Generating payroll summaries for managers

Workforce Management



GenAI Use Case

- Scenario Modeling: Simulate workforce changes (e.g., hiring freezes, remote work shifts).
- Attrition Prediction: Use historical data to predict turnover risks.
- Diversity & Inclusion Insights: Analyze hiring and promotion data for bias and equity.

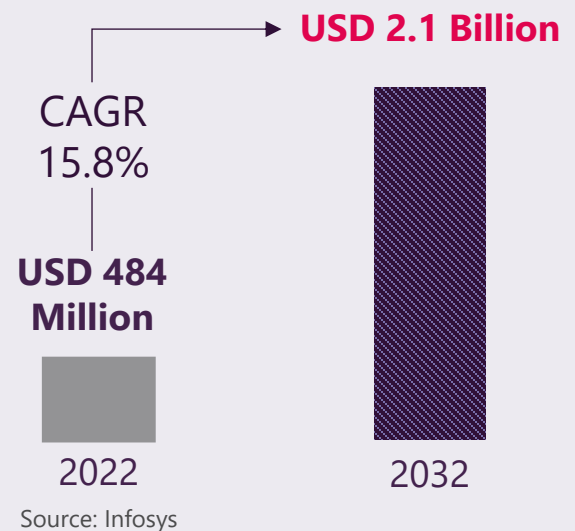
There Is A Rise Of GenAI Penetration In The HCM Market...

Global Market Size and Growth Rate: GenAI in HCM



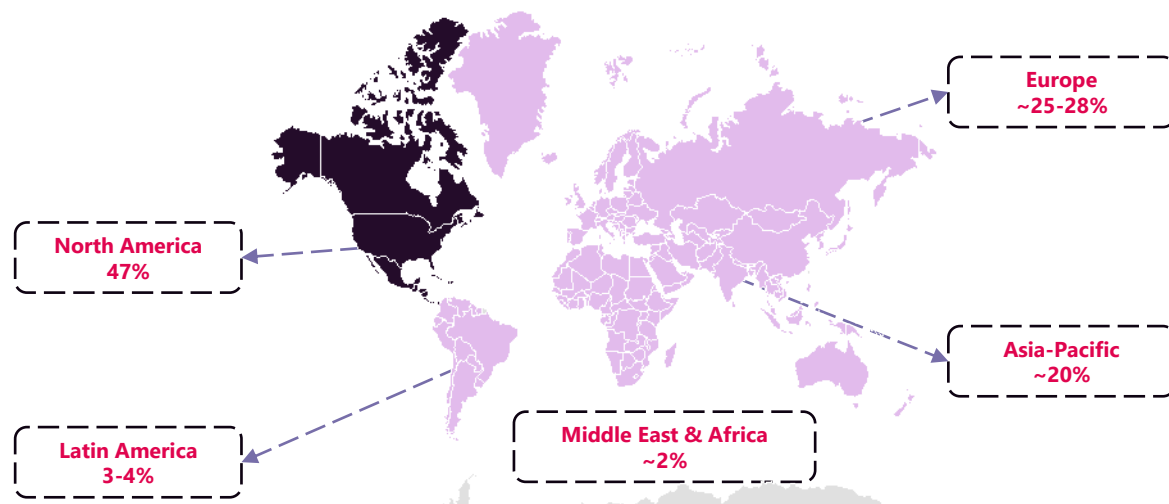
The global market for GenAI in HCM, valued at \$483.59 million in 2022, is projected to soar to \$2,091.4 million by 2032, growing at a compound annual growth rate (CAGR) of 15.77% over 2022 to 2032

Among HCM functions, Talent Acquisition leads in GenAI adoption, with Employee Experience and Learning & Development not far behind. These areas are particularly well-suited for GenAI due to its capabilities in automating content creation, tailoring user interactions, and efficiently analyzing large datasets.



North America Holds The Major Share Of Generative AI In The HCM Market

- The US-based Global HR software giants like Workday, Oracle, and ADP have a major focus on GenAI features in their platforms
- Also, the US and Canada have supportive AI policies that enable faster business experimentation and deployment

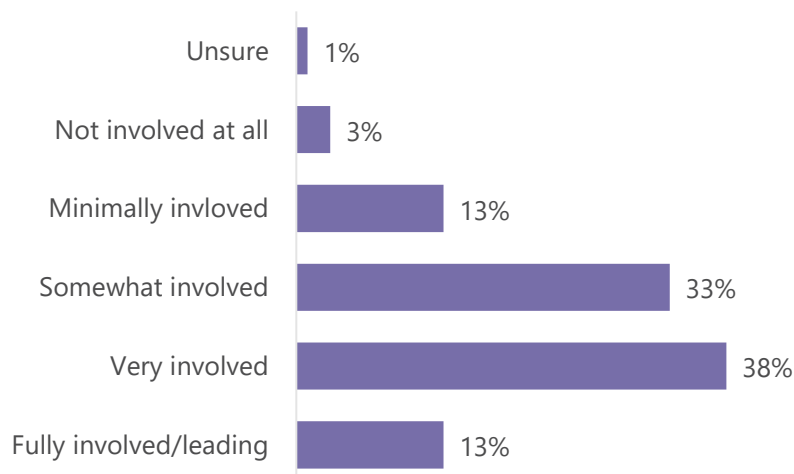


...Due To Rise In Adoption Of GenAI Strategy In HCM, But Expecting Transitional Headwinds

HR's Involvement In Generative AI Strategy



Percentage of HR Leaders



- **62%¹** of companies that have successfully adopted GenAI are now investing in employee training to maximize the technology's benefits
- Only **40%¹** of companies have successfully scaled GenAI. Among these, half have deeply involved HCM in the process, enabling them to outpace their competitors

Note: Values do not total 100% due to rounding

Source: Bain & Company

Key Concerns in GenAI adoption:

- The transformative potential of AI will remain limited without essential upgrades in the organizations' existing platform
- Also, companies in highly regulated industries, such as those using GenAI, face the challenge of balancing innovation with compliance. For instance, HIPAA laws limit the healthcare industry to use of GenAI in HR functions like talent analytics and workforce planning due to data privacy risks
- The ROI of GenAI, from upskilling employees to acquiring advanced tools, companies are worried about spending money without a guaranteed return on investment

Cost

Talent

Ethics

Privacy

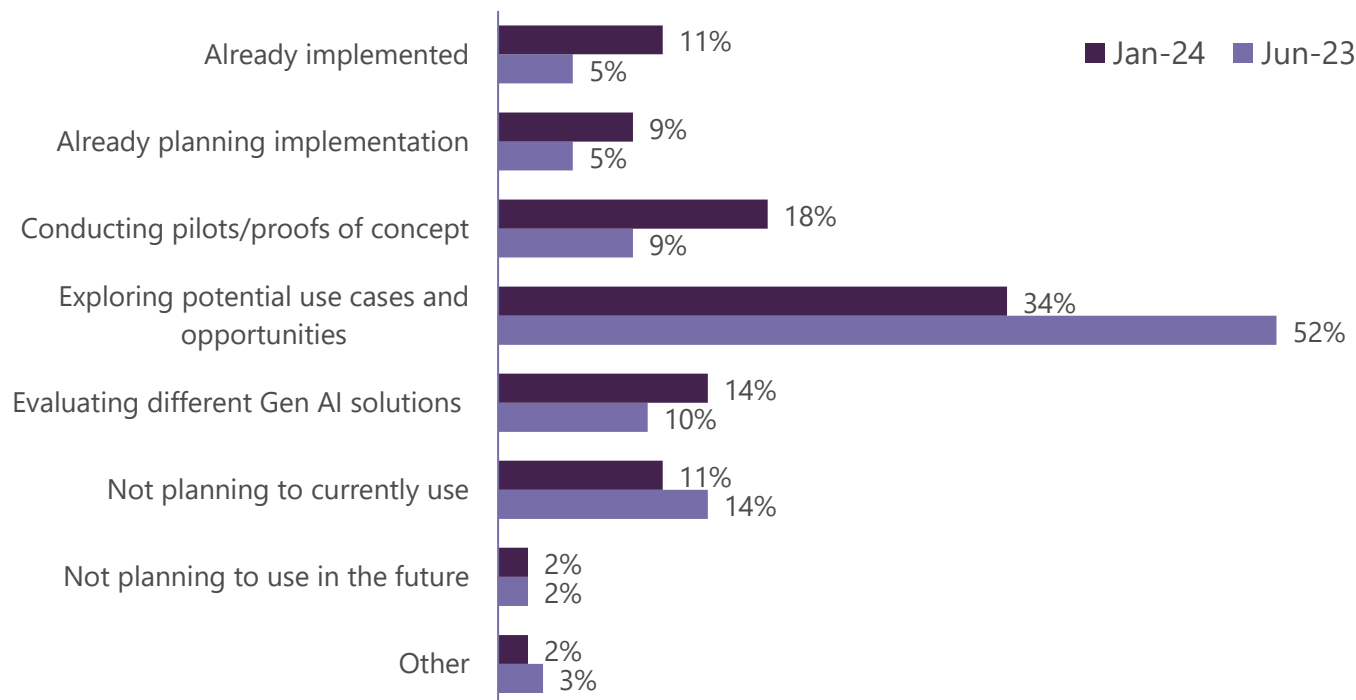
Job Security

HR Leaders Are Now Pushing For GenAI Implementation — From Exploration To Execution...

GenAI Adoption Status: Insights from HR Leaders



Percentage of HR Leaders



n = 179 (January 2024), 105 (June 2023)

Source: Survey by Gartner

GenAI In HR Is Rapidly Gaining Traction, As Organizations Begin To See Its Transformative Potential:

- Between June 2023 and January 2024, the number of HR leaders piloting or planning Generative AI initiatives doubled, underscoring the growing momentum and confidence in its potential.
- The share of leaders advancing to later stages of GenAI deployment has also doubled, marking a clear transition from experimentation to execution.
- Currently, GenAI in HR is primarily being applied to employee-facing chatbots, automation of administrative tasks, and improved management of job descriptions and skills data

...Forcing HCM Vendors To Redesign Their Platform Into AI-First Architectures

Many vendors are now reinventing their platforms, building entirely new systems with AI-first architectures, conversational user interfaces, and embedded multi-model intelligence.

These aren't incremental updates but fundamental redesigns of how HR technology is conceived and delivered.

- **The HR tech landscape is on the brink of a transformational shift. AI, particularly Generative AI, is evolving from a feature to a foundational element for forward-thinking leaders**

Three Major Types Of Emerging GenAI Vendors Categories



AI-Centric Innovators

Startups or reimagined companies led by AI scientists and engineers. Their solutions are built ground-up with AI as the core layer

01

Feature Integrators

These vendors are mostly **large players** who are retrofitting AI capabilities into their existing systems—adding chatbots, automated insights, or machine learning layers

02

Academia Innovators

A segment of the market remains unknown and knows how to leverage AI meaningfully but is not able to develop industry-level products due to a lack of resources, which are mainly **Student organizations**

03

A Shift In R&D Investments May Lead To A Different Breed Of HCM Products

A surge in AI adoption is supported by real-world investment trends, where research momentum is shifting from academia to industry vendors, with **32¹** major ML models (in 2022) emerging from the private sector versus only **three** from academic institutions.

Global AI R&D funding soared 27% in 2022 to **\$92Bn¹**

The AI-driven future of HR promises **Systemic HR**: a model where systems help organizations understand how various HR domains, skills, culture, diversity, compensation, and more, interact to influence business outcomes.

These AI-First HCM Platform Has Potential To Transform Into An Insight-Driven Product

GenAI has catalyzed HCM systems' integration with artificial intelligence at an unprecedented pace.

While traditional AI tools have made slow inroads in HR technology, GenAI capable of synthesizing content from diverse data sources and summarizing complex datasets in real time, ***s redefining what HCM platforms can deliver.***

Organizations are already embedding GenAI-powered chatbots into their HCM suites, revolutionizing how users interact with systems for tasks such as leave management, benefits inquiries, and candidate screening.

38%¹

HR leaders surveyed in 2024 were planning to implement GenAI in HCM, a significant rise from **19%** in 2023

GenAI is significantly boosting productivity in HR by automating repetitive tasks and supporting more strategic decision-making.

With the right maturity level, clear objectives, and strategic deployment, organizations can see up to 30%² productivity improvement in HCM functions.

HR Leaders must make intentional choices about the role of GenAI in HCM in the future—either as a lean, efficient feature or as a strategic feature in workforce transformation.

Real World example

An early adopter of AI in HCM demonstrated that financial gains are achievable, successfully reducing its annual HR budget by 10% year over year for three consecutive years.

Showing that GenAI isn't just theoretical—it can produce tangible ROI when implemented effectively.

..Driving Innovation in HCM with smarter Decision Making and Personalized User Experiences

Implementing GenAI in HCM offers a wide range of benefits across various HR functions. Here are the key advantages:

1

Enhanced Employee Experience

- Personalized communication and support through AI-powered chatbots.
- Tailored recommendations for benefits, learning paths, and career development.
- 24/7 self-service for HR queries and tasks.

2

Increased HR Efficiency

- Automates repetitive tasks like document generation, policy updates, and onboarding materials.
- Speeds up processes such as performance reviews, benefits enrollment, and compliance reporting.

3

Smarter Decision-Making

- Provides predictive insights on employee turnover, engagement, and workforce planning.
- Generates data-driven recommendations for compensation, promotions, and talent acquisition.

4

Improved Communication

- Drafts personalized emails, announcements, and policy summaries.
- Translates HR content into multiple languages for global teams.

...Offering Immediate Value And Efficiency To HCM Users

5

Cost Savings

- Reduces manual workload and administrative overhead.
- Optimizes resource allocation through better forecasting and planning.

6

Faster Talent Acquisition

- Automates job description creation and candidate communication.
- Analyzes resumes and matches candidates to roles more effectively.

7

Stronger Compliance and Risk Management

- Monitors HR data for anomalies or policy violations.
- Helps ensure documentation and processes align with legal standards.

8

Enhanced Employer Branding

- Generates compelling content for career pages, social media, and recruitment campaigns.
- Personalizes outreach to attract top talent.

GenAI empowers organizations to operate more efficiently while fostering a more agile and responsive HR function. As companies continue to adapt to evolving workforce needs, GenAI stands out as a strategic enabler of innovation, productivity, and long-term talent success.

However, Certain Challenges Could Hinder GenAI Adoption Rates Across HCM Modules...

Talent Acquisition



- **Bias and Fairness:** GenAI models may inadvertently replicate or amplify biases present in historical hiring data
- **Data Privacy:** Handling candidate data with AI raises concerns about compliance with data protection laws (e.g., GDPR).
- **Candidate Trust:** Overuse of AI may reduce the human touch, affecting candidate experience.

Talent Management



- **Personalization vs. Privacy:** Creating personalized development plans using GenAI must balance relevance with employee data sensitivity.
- **Skill Mapping Accuracy:** AI-generated skill assessments may lack context or nuance, leading to misaligned development paths.

Payroll Management



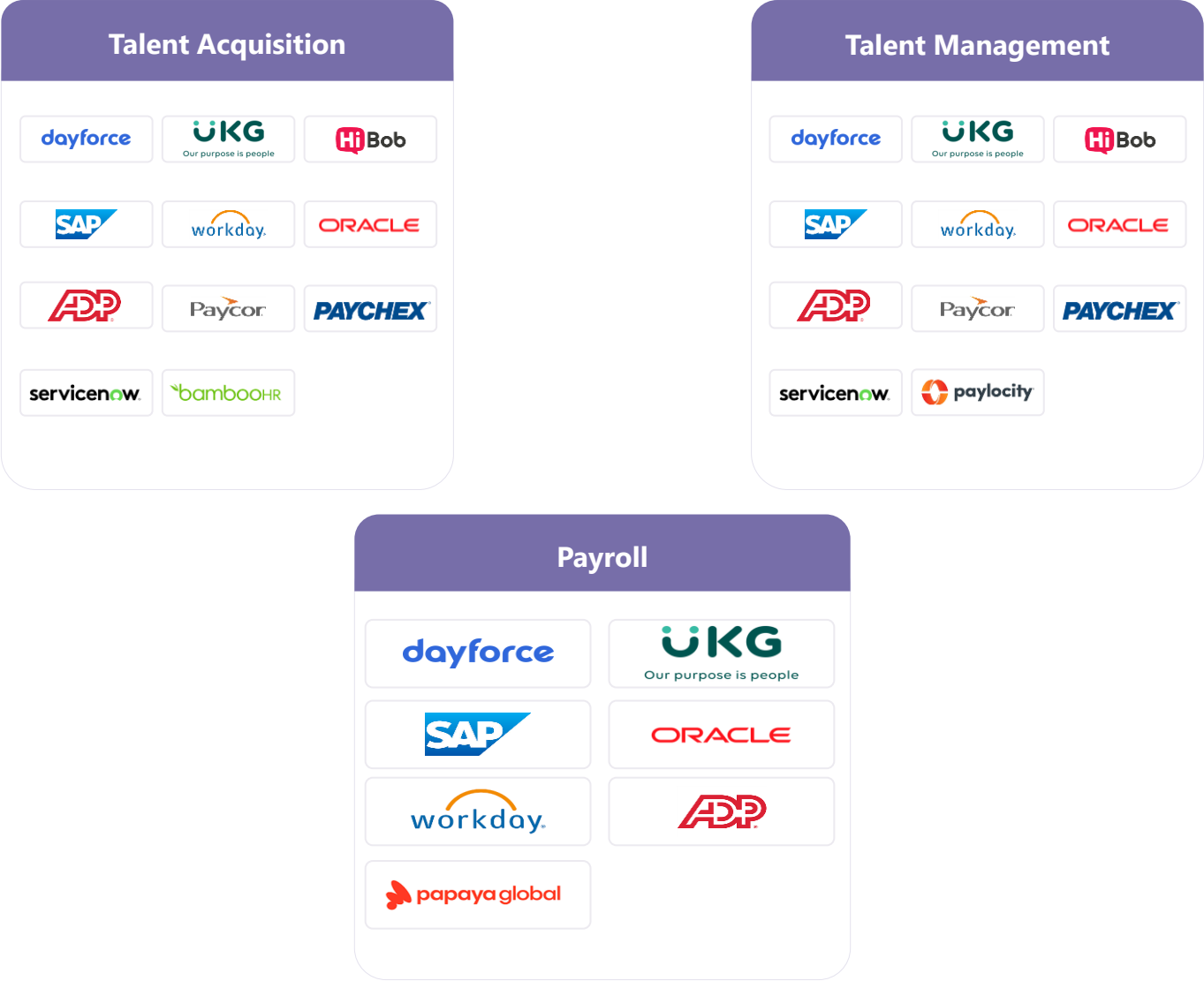
- **Regulatory Compliance:** Ensuring GenAI-generated payroll insights or recommendations comply with local tax and labor laws is complex.
- **Accuracy and Auditability:** Payroll requires precision—GenAI must be transparent and auditable to avoid costly errors.
- **Security Risks:** Payroll data is highly sensitive, and there is a risk of breaches or misuse.

Benefits



- **Lack of Explainability:** GenAI models often lack transparency, making it difficult to understand the rationale behind specific benefits recommendations.
- **Authenticity:** AI-generated messages or feedback may feel impersonal or robotic if not carefully designed.
- **Over-Automation:** Excessive automation may overlook nuanced employee needs or special cases

Leading HCM Solution Providers Integrating GenAI Across Core Functional Areas



A growing number of HCM solution providers are actively investing in and integrating GenAI across their platforms to elevate workforce management and employee experience.

Major players in the HCM space are actively advancing their AI strategies, Workday, for instance, has significantly expanded its AI capabilities by integrating generative AI into its talent management and recruiting modules. SAP SuccessFactors has introduced AI-driven features for skills-based talent matching and dynamic job profiling. Oracle has also enhanced its Fusion Cloud HCM with generative AI tools that assist in writing performance reviews and job postings.

These developments reflect a broader industry shift toward intelligent, adaptive HR systems that not only automate tasks but also support strategic decision-making and workforce agility

Industry Experts' Views



Carl Eschenbach
CEO

"The business world is in the midst of a tectonic shift...our customers want AI they can trust, embedded in the processes they run every day."



Christian Klein
CEO

"We promised to infuse Generative AI throughout the portfolio...and now we're using the power of GenAI across our stack to once again revolutionize how businesses run and how end-users work."



Maria Black
President & CEO

"With ADP Assist, we're providing an intelligent platform that simplifies HR tasks, leaving time for people leaders to be more strategic."



Chad Richison
Founder & CEO

"Beti is a paradigm shift for the payroll industry, and the value of perfect payroll is showing tremendous ROI for our clients."



Chris Leone
EVP Apps Development,
Oracle Cloud HCM

"Business leaders need the tools to upskill their teams quickly and efficiently; Oracle Grow leverages AI-powered skills recommendations and Generative AI to make that happen."



Hugo Sarrazin
CPO/CTO

"We believe GenAI can be a tremendously powerful tool that changes how people analyze information and insights at work."



Hanno Renner
Founder & CEO




"AI will have a special role within people teams...The thoughtful implementation of AI in HR is a transformational moment."



David Ossip
Chairman & CEO

"As one united brand – Dayforce – we'll further work-life-better through ongoing investment in AI-driven innovations and best-in-class experiences."

Examples of Other AI-Centric Innovators

	Focus	Offerings
	Talent Intelligence Platform	<ul style="list-style-type: none">• Leverages AI to provide a unified platform for hiring, retaining, and developing talent.• This includes AI-powered talent acquisition (matching candidates to jobs, understanding skills), talent management (identifying internal mobility, upskilling opportunities), and workforce planning.
	AI-powered Interviewing and Assessment	<ul style="list-style-type: none">• Helps companies screen candidates using AI-based gamified assessments and text analysis (e.g., identifying personality profiles from text data).• They also provide personalized personality reports to applicants, focusing on fair and unbiased hiring
	Cloud-based AI-powered HCM Suite	<ul style="list-style-type: none">• . They recently launched a Model Context Protocol (MCP) Server to enable seamless and secure collaboration between AI agents and enterprise systems, unlocking new possibilities for enterprises in areas like leave requests and intelligent workflows.
	AI-powered Employee Experience	<ul style="list-style-type: none">• Offers an AI platform designed to enhance employee experience through conversational AI.• This often includes AI chatbots for answering HR queries, automating HR tasks, and providing personalized support.

Some companies that have implemented Gen AI in HCM [1/2]

Use Case

Impact



Unilever employs AI to assess video interviews, streamlining recruitment by highlighting top candidates.

- Cost Reduction: Saved over USD 1 million annually in recruitment costs
- Efficiency Gains: Reduced hiring time by 75%
- Enhanced diversity in hiring
- Improved candidate experience



Amazon has developed AI tools to support applicants throughout the hiring journey—from finding suitable roles to offering flexible online assessments




- A fair, legally compliant hiring process that promotes equity.
- Minimized bias and improved recruiter effectiveness.
- Real-time job role suggestions through intelligent candidate search.
- NLP-powered resume screening to align with candidates' interests, skills, and experience



Delta Air Lines uses AI to improve hiring, including a chatbot that answers questions and gives personalized feedback.

- AI-driven recruitment helped Delta Air Lines earn a Forbes ranking as the world's sixth-best employer.
- The company surpassed its goals by filling 25% of corporate and management roles
- Efficiently analyzes candidate data to pinpoint the best fit for each role

Some companies that have implemented Gen AI in HCM [2/2]

	Use Case	Impact
	Hilton leverages AI to improve the candidate experience and streamline its recruitment process. The company's AI-powered chatbot answers applicant questions, offers personalized feedback, schedules interviews, and provides timely updates	<ul style="list-style-type: none">• Faster, more efficient hiring by filtering top hospitality talent from thousands of applicants.• Modern, engaging candidate experience that strengthened Hilton's employer brand.• AI-driven analysis boosted hiring rates by 40% and cut vacancy fill times by 90%.
	P&G uses AI in recruitment, including a foundational model-based bot that supports cloud engineers. This investment enabled the company to pilot various generative AI tools, including its in-house solution, chatPG, launched in beta in February 2025	<ul style="list-style-type: none">• P&G's chatbots engage candidates and simplify knowledge sharing, reducing manual effort and saving time.• They also streamline responses to FAQs.• By leveraging AI, P&G aims to fully optimize its hiring process and efficiently identify top talent.
	Darussalam Assets employs GenAI tool in their recruitments process, including creation of Job description	<ul style="list-style-type: none">• Efficiency Gains: Reduced hiring team from 3 to 4 months to 3 to 4 weeks



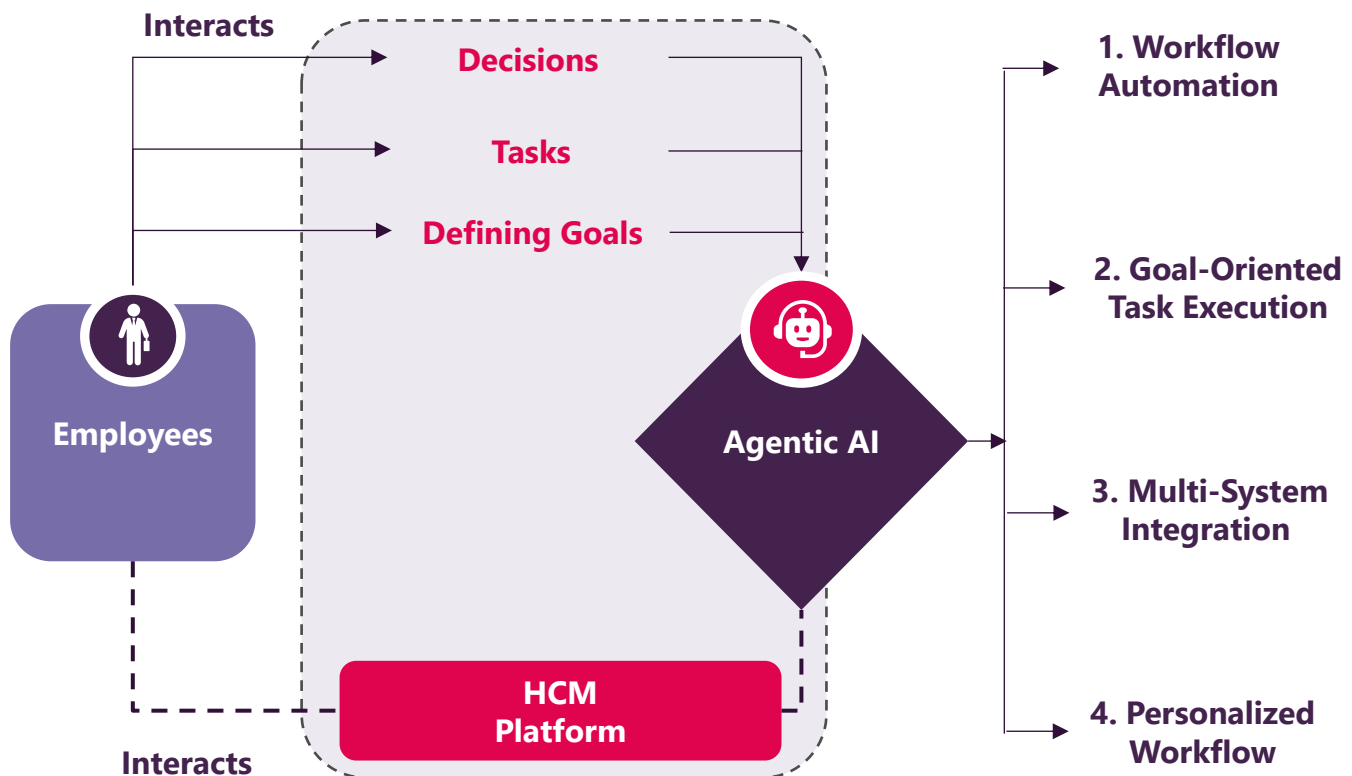
Beyond 2025 – A New Breed Of AI, Agentic AI



Agentic AI – A New Breed Of AI Which Is Redefining Workflows In HCM

HCM Agentic AI Workflow: Illustration

- An AI systems that operate autonomously with a defined goal, taking initiative, making decisions, and coordinating tasks across systems like how a human agent would



Use Cases: Agentic AI in HCM

1. Workflow Automation Across Employee Lifecycle:

- Orchestrate and automate end-to-end HCM workflows such as: Recruitment, Onboarding, Performance Management, etc.

2. Goal-Oriented Task Execution: Instead of relying on manual triggers, the AI agent:




- Understands the intent (e.g., "hire a data analyst")
- Breaks down tasks autonomously (e.g., "create job post → review applicants → schedule interviews")

3. Multi-System Integration:

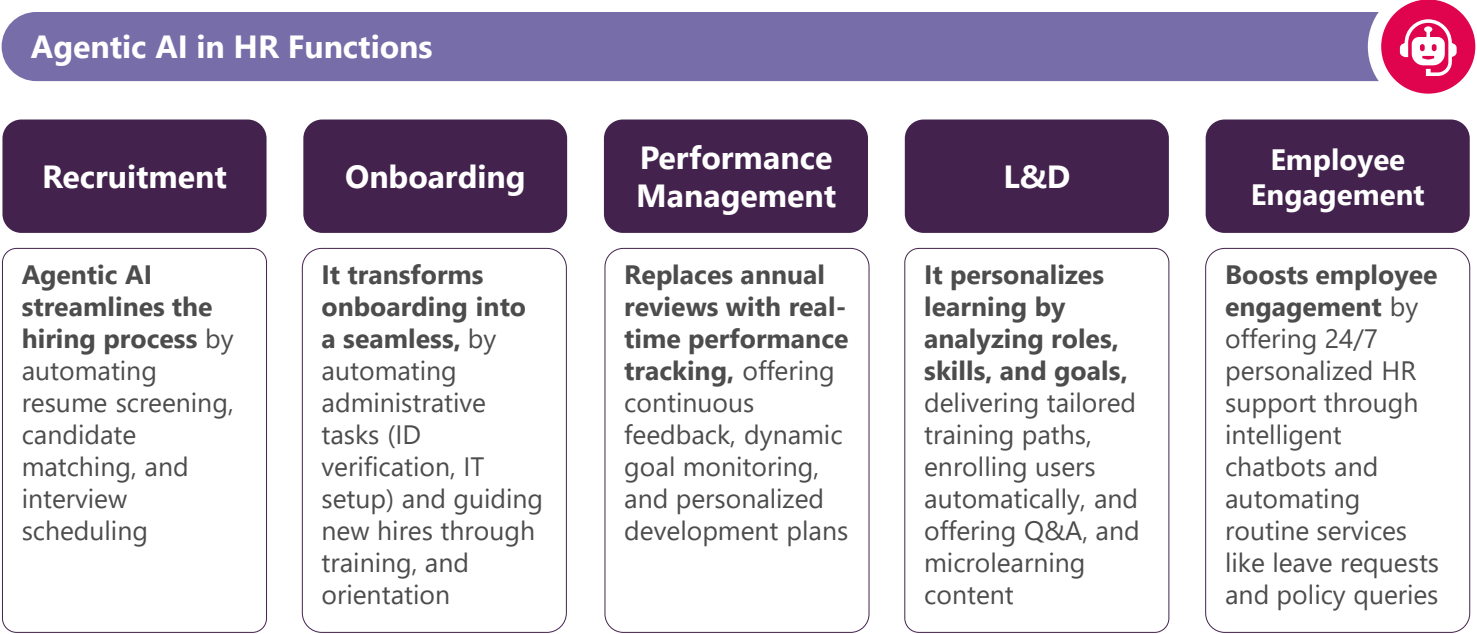
- Acts as an orchestrator, pulling and pushing data as needed across systems like: ATS (Applicant Tracking Systems), HRIS (Human Resource Information Systems), Payroll and Benefits software, and Communication tools (Slack, Outlook)

Agentic AI — From Reactive Support To Strategic Value Creation






- By 2025-26, most mainstream HR platforms are expected to include autonomous features such as chat-based copilots that take action and AI recruiters that operate independently, Agentic AI is set to accelerate this transformation in HR.
 - Major impact will be on delegating repetitive tasks to AI, which is projected to cut HR service costs by 40% - 60%¹.
 - Additionally, roles such as People Partner, Talent Architect, and AI Steward are rapidly evolving in response to the rise of generative and agentic AI

HCM Sub-Module	 Old System	 Agentic AI	 Strategic Pay-off
Recruit	<ul style="list-style-type: none"> Keyword resume parsing Manual email & calendar ping-pong for interviews 	<ul style="list-style-type: none"> LinkedIn Hiring Assistant automates 80%² of pre-offer workflow (sourcing, screening, outreach) 	Reduction in Time-to-hire
Onboard	<ul style="list-style-type: none"> Static checklists & portals Ticket escalation for every FAQ 	<ul style="list-style-type: none"> Sheldon (Moveworks) answers policy questions 24/7 and guides new hires through tasks 	Faster day-1 set-up; HR freed for high-touch culture work
HR Service & Ticketing	<ul style="list-style-type: none"> Static chatbots answering scripted FAQs Manual routing of complex tickets 	<ul style="list-style-type: none"> Agentic ticket agents auto-classify, resolve, and learn from every interaction; organizations see 50% faster resolution & 40% cost cuts 	Reduction in Service-desk cost
Workforce Planning	<ul style="list-style-type: none"> Spreadsheet-based head-count forecasts Lagging monthly reports 	<ul style="list-style-type: none"> Workday's Agent System of Record orchestrates specialized planning agents that model scenarios continuously and surface skill gaps 	Improvement in forecast accuracy

Agentic AI’s Core HCM Functions And Its First Movers



- It is expected that about 50% of enterprises will deploy Agentic AI in at least one core HR function by the end of 2025. It is also expected that over 60% of enterprises to use agentic AI for reducing HR admin burden by 2026

Company	How They Use Agentic AI	Leadership Commentary
	Workday’s Illuminate AI platform introduces AI “agents” (conversational digital assistants) to automate business processes	Emma Chalwin (CMO): “[Workday] truly believes agents are the future of AI.”
	SAP embeds its Joule’s collaborative AI agents draw on HR and other business data to provide contextual support	Christian Klein (SAP CEO): “Joule has the power to redefine the way businesses – and the people who power them – work.”
	ServiceNow integrates Now Assist AI into HRSD and employee service workflows. It provides conversational help and automation in employee portals	Bill McDermott (CEO): “We are in a race to put AI to work for people... And that’s a race ServiceNow intends to win.”
	Darwinbox is developing contextual AI assistants (agents) that employees can interact with for personalized HR service	Jayant Paleti (Co-founder/CTO): “We’re embedding AI into day-to-day HR workflows... Our approach is to keep AI both accessible and value-driven, so it meaningfully improves employee and HR experiences rather than adding complexity.”
	Personio is launching an HR-specific AI assistant. The assistant (coming in beta) acts like a personal team aide	Hanno Renner (CEO): “The AI revolution will have a massive impact on the way that we all work... The thoughtful implementation of AI in HR is a transformational moment and is a core part of our Intelligent HR Platform.”

To Summarize...



From Content Creation to Autonomous Action - The Dual Disruption of GenAI and Agentic AI is transforming Human Capital Management into a Strategic Powerhouse

The rise of Generative AI is already making a significant impact on Human Capital Management (HCM), equipping HR teams with advanced capabilities for content generation, personalization, and process automation throughout the employee journey. From crafting dynamic job postings to delivering tailored learning experiences and enabling real-time performance insights, GenAI is driving both operational efficiency and more meaningful employee interactions.

Looking ahead, the emergence of Agentic AI signals the next major disruption. Unlike GenAI, which enhances what HR can produce and communicate, Agentic AI introduces autonomous, goal-oriented agents that can make decisions, take initiative, and adapt through continuous learning. These systems go beyond support; they actively manage tasks, anticipate needs, and optimize outcomes with minimal human intervention.

Together, GenAI and Agentic AI are not just improving HR, they are redefining it. Their convergence is ushering in a new generation of intelligent, proactive, and adaptive HCM systems. Organizations that embrace this dual innovation will be better positioned to attract top talent, nurture continuous development, and build agile, future-ready workforces.

As AI capabilities continue to evolve, HR's role will shift from administrative support to strategic leadership driven by the combined power of creative and autonomous intelligence.

About Evalueserve



200+ Domain Experts

Deep expertise across sectors, functions and processes

Integrated Approach

Address client specific business problem through tailor-made solution combining domain, consulting and data analytics

End-to-End Solution

Partners with clients not only to design solutions but also to implement, drive internal adoption, and manage them comprehensively

Partners Ecosystem

Extensive network of empanelled partners for SME interviews, customer/ consumer surveys, focus group discussions, UX research and translation

Technology Enabled Delivery

Self serve tools/platforms, agentic AI/GenAI, micro-automations, custom integration and configuration

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