Artificial Intelligence in Recruitment and Selection in Organisations

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Abstract

Organizations are under increasing pressure to reinvent and modernize as a result of globalization, IT and contemporary social developments. During the last 20 years, Artificial Intelligence (AI) technology has grown more popular in the corporate world. An element of human resource management, recruitment and selection takes a stand in this dissertation on the topic of artificial intelligence (AI) integration. An objective literature evaluation of the many writers' arguments for and against AI adoption, its potential future use and the risks involved with AI in recruiting is presented in this dissertation.

The data from the independent samples t-test indicates that there exists a statistically significant difference in perceived effectiveness between traditional and AI-based recruitment methods. In detail, HR professionals believe that AI-based recruitment methods are more effective than traditional ones. AI-based means had a mean perceived effectiveness (2.62) than those of traditional-based (2.70) and AI efficiency in quality hire had a mean difference of (2.59) and that of traditional-based (2.70).

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AI Acknowledgment

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English (UK) English (US) French Spanish All 🗸	
Modes: Creative Standard Fluency Natural Formal Ac	ademic Simple Expand Shorten Custom
T-tests are used to compare the mean scores of two groups $\widehat{\Box}$	T-tests are employed to compare the average scores of two
of people or conditions. There are two types of t-tests:	groups of individuals or conditions. There exist two categories of
Independent-samples t-test: compare the mean scores of	t-tests: Independent samples A t-test is a statistical test used to
two different groups of people or conditions. Paired-	compare the average scores of two distinct groups of individuals
samples t-test: compare the mean scores for the same	or circumstances. Paired-samples The t-test is used to compare
group of people on two different occasions.	the average scores of a group of individuals on two separate
	dates.
Rewrite all sentences $\ imes$ at once	
51 Words Rephrase	∧ ∨ 1/6 Sentences • 62 Words b ⊥ □

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Chapter 1: Introduction

As a result of technology's broad acceptance and incorporation into many industries, the IT industry is growing rapidly, which is causing major challenges for HR departments around the world. The ongoing disparity between the demand for specific skill sets and the supply of competent applicants has led to a shortage of competent professionals (Brunello and Wruuck, 2021). As a result, the dynamics of recruitment have changed and competition for talented individuals is growing considerably around the world (Brunello and Wruuck, 2021). Candidates and workers today have more power than employers and recruiters did before. Finding the best possible applicants is a problem for human resources, hiring managers and private recruiting firms. Bonuses, greater compensation and more opportunities for professional progress are some of the new tactics that companies are using to entice and retain talented employees (Onag, pp. 18 - 19, 2015). To compete for talented workers in the field, companies are investing money into technology. Current industry standards indicate that HR operations are placing a greater emphasis on data mining, pattern matching, keyword matching and AI as their major technologies. The purpose of this dissertation is to examine the use of artificial intelligence (AI) based technologies in the selection and recruitment process, specifically looking at how well they attract industryleading talent. The dissertation delves into the importance of utilizing artificial intelligence in the recruitment and selection processes in organisations.

Recent years have seen an increase in novel methods for common activities brought about by advancements in artificial intelligence. It has changed the strategies and methods we use to complete tasks. Numerous domains make use of AI, such as navigation and virtual assistants. Almost two-thirds of the world's population uses artificial intelligence on a regular basis, mostly in the consumer sector (Grosz and Stone, 2018). It is worth noting that many AI users are making use of it without completely grasping its importance. Because of all the advantages it offers, businesses are jumping on board with this technology. Thanks to its ability to boost productivity and provide a variety of approaches to efficient data engineering and analytics, AI has become an essential component of many companies' operations. Improved client management and retention are additional benefits. Now since it is part of the HR industry as well, it helps HR directors immensely with strategic talent planning and getting results.

Executives in charge of talent acquisition have predicted annual increases in both hiring volume and the size of their recruiting teams, which might remain unchanged or even decrease. As a result, hiring managers will have to get more done with less or find creative ways to cut corners. When a significant percentage of the resumes submitted for a position do not match the required criteria, the time-consuming process of manually assessing resumes becomes even more apparent. According to Lal (2015, pp. 1 - 4), vetting candidates is an important part of hiring.

Human resources personnel are able to narrow down a vast pool of applicants to a more manageable size with the help of the screening process. Data is received by hiring teams from many sources. It is difficult to process and analyse several data sources in an all-digital HR ecosystem (Cho et al., 2023). Human resource managers perspectives, choices and candidate screening processes could be drastically altered by AI. When computers are used to learn and solve problems, this form of artificial intelligence is known as "AI for recruiting." Its purpose is to improve the hiring process. This cutting-edge innovation was created to streamline and automate various parts of the hiring process, especially the tedious and time-consuming parts that deal with a big pool of applicants (Nawaz, 2019). The ability of AI to use data to standardize the alignment between job criteria and candidates experience, skills and abilities is where its potential for improving hiring quality lies. One of the many benefits of AI is that it saves recruiters a lot of time and effort by eliminating the need to sift through endless lists of candidates or oversaturated job boards (Hunkenschroer and Luetge, 2022). As a result, HR procedures are considerably streamlined and productivity is up (Albassam, 2023).

1.1. Research Gap

Prior studies and the ways in which this study adds to the existing body of knowledge are discussed in this section. According to Abraham et al. (2015, pp. 335–342), the current material of research on the topic of business recruiting and selection approaches has a notable gap. Many previous studies have examined how various forms of information technology have altered HR procedures. While artificial intelligence (AI) does fall within the umbrella of IT, it is nevertheless its own unique and rapidly developing academic discipline. Machine learning, data mining and keyword matching are all aspects of artificial intelligence (AI) that have only recently emerged (Dwivedi et al., 2023). Novel developments in these fields of study see daily publication in the scientific literature. Companies like Zoom.ai, Ideal, Textio and many more are currently using AI-powered hiring tools. By reviewing comprehensive candidate material such as resumes, assessments, speeches and performance statistics, they are able to analyse and select candidates. You will not need to learn any new software because it integrates well with your existing applicant tracking system, which is an extra perk. The relatively less research on AI's use in recruitment and selection is likely attributable to the field's immense size and rapid rate of development (Horodyski, 2023). Advances in AI's prediction models and procedures have made it an enthralling field of research and this promise of AI as future technology is propelling the shift away from traditional methods and toward AI-based software.

Undoubtedly, technology has had significantly influenced every aspect of the recruitment and selection process. Regrettably, the progress of research has not kept up at the same rate and only recently have we observed the publication of empirical studies on these subjects (Nikolaou, 2021). Currently, there is insufficient study on the actual influence of firm career portals, job boards and social media in attracting and evaluating appropriate candidates (Koch et al., 2018). Several recent studies have examined cyber vetting and its effect on the accuracy and fairness of the selection process by gathering information (Potocnik et al., 2021). Currently, two emerging selection methods, namely gamification and digital interview, have gained significant attention from professionals (Nikolaou, 2021). Due to the recent pandemic, these approaches are expected to be widely adopted in the future, particularly the digital interview. However, it is worth noting that both methods still require substantial validation studies to establish their effectiveness.

1.2. Research contribution.

This research will provide organizations with a clearer understanding of their hiring methods and enable them to determine whether implementing AI-based software produces the desired outcome. Software developers interested in creating artificial intelligence-based applications for HR will benefit from this research by gaining a deeper grasp of the problem areas that will be addressed in this study. Academic scholars interested in studying recruiting process patterns will find this research beneficial, as it provides access to valuable insights.

1.3. Research Objectives

The research objectives for this project are listed below:

- I. Examine factors that impact the acceptance and use of artificial intelligence/machine learning in the recruitment and selection process
- II. Evaluate the effectiveness of artificial intelligence in enhancing the efficiency, accuracy and fairness of recruitment and selection.

1.4. Research Questions

How is artificial intelligence used to enhance recruitment and selection in organisations?

1.5. Sub-Research Questions

To provide more information about the research project, the sub-research questions listed below aim to expand and broaden the focus of the main research question by assessing the significance and efficacy of hiring practices, as well as the difficulties that recruiters face and the potential enhancements that can be implemented to achieve a more effective recruitment and selection process (Arman, 2023).

- How effective is AI-based software in recruitment and selection?
- Is artificial intelligence (AI) becoming a significant trend for recruiters?
- Is investing in AI-based software advantageous?
- Will the adoption of AI technologies in recruitment lead to job losses for recruitment professionals?
- How are AI/Machine learning tools used in recruitment and selection?
- How effective are these tools in recruitment and selection?
- What are the prominent AI tools used in recruitment and selection?
- What recruitment processes are used?

Chapter 2 – Literature Review

2.1. Introduction

This chapter will present the current literature on artificial intelligence (AI) used in recruitment and selection in organisations. The literature review serves to define and establish connections between the various ideas explored in the dissertation topic. This chapter will present the pertinent theories and concepts related to human resource management software, information technology, recruiting, selection and artificial intelligence. The literature review presents a comprehensive examination of previously discussed material in relation to this topic. The issue is analysed and explored by summarizing and discussing the main concepts from various literature sources, showcasing different perspectives and opinions. Multiple authors and researchers have expressed their perspectives on artificial intelligence (AI) and its efficacy in the context of recruiting and selection (Kelan, 2023) (Aguinis et al., 2024) (Pan et al., 2021). Several academics have also examined the adverse effects of AI on the recruitment process (Mirowska and Mesnet, 2021) (Vrontis et al., 2021). Consequently, each debate will be emphasized and pertinent theory will be examined.

2.2. AI in Recruitment and Selection

Recent developments in e-recruitment technology have been seen in digital tools that use artificial intelligence (AI) capabilities, such as neural networks, deep learning, machine learning and natural language processing (Eubanks, 2018). Bafna et al. (2019) found that by integrating these technologies, many repetitive procedures related to hiring might be automated, leading to significant efficiency gains. Increasing spending on these cutting-edge digital HRM solutions is becoming more apparent to organizations, as pointed out by Bondarouk and Brewster (2016). Robots can automate tedious selection processes, freeing up human recruiters to concentrate on higher-level strategy, which is just one way that AI is changing the recruiting industry (Upadhyay and Khandelwal, 2018).

According to Heery and Noon (2001, p. 122), "the internet to attract potential employees to an organisation and then employing them" is what e-recruitment is. One method of hiring that is currently in use is the Internet. Online recruitment platforms make it easier to post jobs, follow

candidates, screen them and ultimately select the best ones (Armstrong and Taylor, 2017). A worldwide pool of qualified applicants is at your fingertips with e-recruitment (Plessis and Frederick, 2012). Among the other advantages, there are "recruitment expense efficiencies" (Dhamija, 2012), "decreases in paperwork," "faster recruiting times" (Kim and O'Connor, 2009), the "increased likelihood of finding and hiring a suitable candidate" (Voermans and Veldhoven, 2007) and of course, the ability to attract passive candidates (McDougall, 2001). According to Kavanagh et al. (2012), e-recruitment promotes the application of candidates without first determining if they are eligible for the roles, leading to an increase in unqualified candidates (Faliagka et al., 2012). As a result, recruitment teams waste time reviewing several unqualified applications, which, according to Stone et al. (2006), increases workloads.

In addition, according to Van Esch et al. (2019), international companies are starting to include AI features in their selection and recruitment procedures. The introduction of more sophisticated technology is starting to phase out mundane processes like reviewing resumes, sending emails, setting up reminders and organizing interviews (Leong, 2018). The time-consuming processes of reviewing applicant profiles and setting up screening interviews will no longer be necessary, which is a major plus in the hiring process. Depending on the volume of applications, the procedure could take many weeks (Leong, 2018). In this way, AI-powered automation can free up recruiters time to concentrate on finding and hiring top talent. Furthermore, Leong (2018) argued that AI can help businesses better understand their talent needs and use strategies like resume scanning and the removal of unconscious bias in application screening to find and hire the most qualified individuals.

Assuming these assertions are correct, AI will remain in use since recruiters will gladly hand over routine jobs to these programs (Van Esch et al., 2019). Scholz (2017) raised the ethical issue of potential applicant alienation as a result of AI-based recruitment, which raises questions about fairness and prejudice. One of the main complaints levelled against online hiring is - This is due to the fact that machine learning and other AI technologies analyse large amounts of data collected from e-HRM systems to provide recruiting forecasts (Bryson and Winfield, 2017). However, the models training data could add bias (Eubanks, 2018).

Therefore, it may be necessary to address concerns raised by candidates and respond to legal, ethical, privacy and moral objections in order to employ AI in the selection and recruitment process (Van Esch et al., 2017). This is important since the investigated multinational corporation (MNC) professes to have equitable hiring processes and works hard to ensure that all applicants are given fair consideration. With unintentional bias in AI during hiring, it's safe to say that this objective would not be met. Important for the current study, which seeks to understand how these drawbacks might be mitigated before the MNC completely adopts these new recruiting methods, this is a comprehensive look at the use of AI in recruiting and selecting.

While AI will streamline the mundane human processes involved in hiring, certain human traits like empathy and emotion will remain essential for evaluating cultural fit (Upadhyay and Khandelwal, 2018) and for other jobs like rapport building and bargaining. There are larger societal factors to think about, such as the ethical implications, even if research has shown that AI may be used to improve the selection and recruitment processes. Among these is the fact that bias could creep into the procedure. Organizations risk being sued for discrimination if they do not take these factors into account. The risk that technology may exclude a large segment of the population that is currently marginalized, such as women, people of colour, persons with disabilities and employees over the age of forty, was a conclusion drawn by Cappelli (2001, p. 144). Intentional or not, AI hiring techniques may give rise to ethical challenges that can result in penalties for biased hiring practices, irreversible harm to brands and other negative outcomes (Eubanks, 2018).

Because of the serious concern about bias in AI, Hurlburt (2017) argued that we need to examine the issue of lack of trust more closely. Hurlburt thought about how programmers could unintentionally or intentionally incorporate their own cultural prejudices into AI systems. Take AI-powered selection processes as an example. It's not out of the question that algorithmic conclusions could be informed by biased data models learned via searches of applicant tracking systems within organizations. Even when everyone involved is trying their best, mistakes can still happen in the modelling process as a result of biassed or otherwise non-representative learning data, there is mounting evidence that these algorithms can be biased (Zliobaite and Custers, 2016, p.113). Contrarily, Housman (2016) contended that algorithmic selection judgments could eradicate bias, particularly due to the fact that hiring managers and recruiters often interview and choose people who are similar to themselves.

A variety of viewpoints on AI in selection and recruiting have been discussed in the literature. For instance, Pan et al. (2021) cited a number of contextual elements, including technological competency and regulatory backing, that impact AI implementation. Reviewing the literature, Nawaz (2019) classifies publications as either trying to raise awareness or create theories, the analysis demonstrates that very few researches have looked at AI from the recruiter point of view. An efficiency-oriented analysis of AI in recruitment and selection has also been conducted, while a more targeted analysis of procedures such as online interviews and tests has shown the potential for improvement in both effectiveness and accuracy (Johnson et al., 2020).

Lastly, further research has concentrated on organizational implications, namely how they affect the conventional hiring procedure (Derous and de Fruyt, 2016). Even so, further research into erecruitment is required, particularly from the viewpoint of recruiters (Anderson, 2003), as noted by Allden and Harris (2013). Extra research might fill this void in the existing literature. Thus, the purpose of this research was to examine, from the viewpoint of the recruiter, the function of artificial intelligence (AI) in the selection and recruitment process, as well as the prerequisites for an organization to incorporate AI into its daily operations.

Three distinct themes have been identified by this research:

2.3. Research Themes

Theme One: Focuses on the relationship between technology and recruitment.

Theme Two: Application of AI in Recruitment and Selection

Theme Three: Examines the potential risks associated with employing Artificial Intelligence in Recruitment.

2.3.1. Theme 1- Technology and Recruitment

For the majority of businesses, the process of hiring new employees is crucial and continuous. The goal of recruitment is to get qualified people to apply for a job, whereas selection is to find the best candidates by evaluating their merits and shortcomings in a fair and appropriate way (Sutherland and Wocke, 2011, p. 23). The success of a company's hiring practices is proportional to its market share. Many companies throughout the world face the challenge of finding and hiring the most qualified candidates. In today's highly competitive and unpredictable business environment, the recruitment process is crucial to an organization's success and survival, as Singh and Finn (2003) pointed out. A lot of companies have a financial stake in how other companies hire new employees. The most important structural difficulty at the organizational level nowadays is recruiting the most qualified candidates while still fulfilling regular work criteria, according to Ripley and Ripley (1994, in Heraty & Morley, 1998, p.663). You should pay close attention to the employment decisions made early on since they will affect the company's long-term strategy (Henderson, 2011, p.84).

It is a dynamic and quickly advancing area that seeks to simplify HR procedures, improve workforce administration and maximize employee satisfaction. HR Technology refers to a diverse array of software and applications (Burnett & Lisk, 2019). These technologies are important in HR practices which enables HR practitioners to adopt a strategic and data-proven approach to decision-making.

Efficiently managing a staff is vital for organizational success in today's dynamic business market. HR departments have evolved from primarily handling administrative responsibilities to being strategic partners, actively contributing to corporate success and people development (Zimmermann et. al., 2019). The conventional manual method of HR administration is unable to address the intricacies of a contemporary workforce. Human Resources Technology is utilized in this context. The main goal of HR Technology is to automate and optimize HR operations, hence minimizing the time and energy dedicated to manual duties (Coita et. al., 2019). This process of automation encompasses several duties such as finding potential candidates, reviewing resumes, facilitating the integration of new employees, monitoring their attendance, conducting performance assessments and managing employee benefits (Jha and Khanna, 2020). By

implementing automation for these procedures, HR professionals may allocate their attention towards more strategic endeavours, such as talent acquisition, employee development and fostering a healthy work environment.

HR technology encompasses the integration of databases, computer programs software and hardware elements that are essential for the acquisition, recording, storage, management, delivery, manipulation and presentation of human resources data. The term "systems" encompasses more than only hardware and software, as emphasized by Gunasekaran et al. (2019). Systems encompass not just the technical components, but also the individuals, regulations, methods and information necessary to oversee the HR function. Computer technology is not the main factor for success in managing HR information. However, it excels at facilitating the implementation of this information by making it accessible and widely distributed to everyone while also making sure it is in alignment with the company's human resources guidelines and procedures (Gupta, 2013).

An effective HR technology should enable the incorporation and merging of HR rules and processes with an organization's computer hardware and software applications. As an illustration, a straightforward business guideline (such as limiting promotions to a maximum of 5% of salary) might be simply incorporated into the process and any mistakes could be promptly identified and highlighted (Burnett and Lisk, 2019). HR tech is a comprehensive word that includes different software, platforms and solutions created to simplify HR operations and improve personnel management in enterprises. These components are essential for automating administrative activities, enhancing workforce productivity and promoting employee engagement.

The integration of Information Technology into recruitment has facilitated collaboration and synchronization among HR staff. In addition, the creation of computer programs specifically tailored for collaborative work promotes teamwork both within and outside of businesses.

2.3.2. Theme 2- AI and Recruitment

Every year, even more people are getting interested in Artificial Intelligence (AI), a rapidly developing technology. Some areas of IT use intelligent and self-learning algorithms, such as software development (Raub, 2018). With no doubt, AI has quite a long way to go before it will

be able to match human intelligence. To be sure, sophisticated computers can learn, make nuanced decisions and participate in cognitive processes - basic but essential functions. Software powered by artificial intelligence (AI) provides unrivalled adaptability for various departments in a company. With the advent of AI, more and more tasks that do not call for a high level of imagination can be mechanized, making them suitable for use by robots equipped with AI. Rapid development and widespread use of AI technologies are changing the way we live our lives. Businesses can benefit from the use of artificial intelligence to aid employees in their work. One use of AI is to assist interviewers during the first round of questions. There are a number of advantages to using AI in interviewing. One benefit is that, unlike human interviews, AI interviewers are not impacted by external influences or interviewees personal, mental or physical traits. By reviewing the relevant literature, this theme will illuminate the current state of knowledge on the relationship between AI and recruitment.

2.3.2.A. Adoption of AI in Recruitment

In spite of widespread optimism about AI's potential to boost productivity, many remain sceptical that it will actually solve the present productivity crisis or threaten current employment opportunities (Hogg, 2019). A study conducted by Van Esch et al. (2019) found that when jobseekers see AI as a way to improve their own lives, they are more inclined to apply for positions that are a good fit for their abilities and interests. On the other hand, businesses are increasingly turning to automation in their workforce planning and recruitment processes. Talent acquisition processes may become more efficient with the help of technology (Gupta et al., 2018). Researchers Kaplan and Haenlein (2018) looked at how advanced applicant tracking systems, a kind of analytical AI, could be used in HR to review resumes and make hiring decisions.

The use of artificial intelligence (AI) as an integral part of online recruiting was emphasized in a study by Rodney et al. (2019). Concerns about AI's role in the hiring process are understandable, but candidates should focus on how well they will fit in with the company instead. Research by Van Esch et al. (2019) suggests that organizations can reap significant benefits by incorporating AI recruitment into their talent management strategies and general promotion efforts. According to research by (Brougham and Haar, 2018), there is a negative correlation between familiarity with STARA (Greater Smart Technology, Artificial Intelligence, Robotics and Algorithms) and both

organizational commitment and job happiness. Conversely, it has a positive correlation with depressive symptoms, pessimism and attitudes toward employee turnover. Through the management of low-value jobs or the provision of help, artificial intelligence can streamline labour productivity. Companies can increase their financial utilization rates and staff can concentrate on high-value tasks, as shown by (Plastino and Purdy, 2018). Furthermore, it was mentioned that artificial intelligence is being utilized to boost and increase production. The potential to scale up processing capacity at decreased prices, technological improvements and an explosion in available data are all driving forces behind this adoption. Age, health, looks, gender, sexual orientation and socioeconomic position are some of the extra pieces of information that employers can gather throughout the hiring process. Better organization of job candidates and differentiation in the screening process are both made possible by this data. Ethical and privacy issues arise throughout the process of getting additional data as well (Van Esch et al., 2019).

2.3.3. Theme 3 – AI risk in recruitment

Artificial intelligence (AI) has grown increasingly popular in business over the last two decades. This section of the literature review will focus on HR's function in the hiring process, particularly as it relates to the application of AI tools (Nawaz et al., 2024). The following questions will be answered in this section: In what ways will humans use AI to find and hire new employees? When it comes to hiring new employees, how will AI change the process? When it comes to revamping HR systems, what roles do organizations and HR managers play? This goal will be accomplished by conducting an exhaustive literature review, model proposal and research review on the most popular short-term AI solutions for HR acquisition. The goal of this review is to examine and understand the prior work in this area. In earlier talks, we have seen how AI could help recruiters and businesses with talent acquisition (Van Esch et al., 2019). Application sourcing and screening are examples of repetitive and time-consuming operations that AI can efficiently undertake, which improves hiring processes and reduces the impact of human biases (Chen, 2022). Better and more efficient results are anticipated as a result of the extensive and growing use of augmented intelligence. So, people are starting to wonder if smart AI systems will eventually replace boring administrative jobs.

Those making choices about hiring, such as HR executives, managers and recruiters, need a deep comprehension of the complexities of the process. Although AI is often touted as the next big thing in computing, it does come with a few downsides. There may be limitations and risks that affect the screening and selection process, which could lower its quality. (Arntz et al., 2017) detailed numerous major problems with employing AI in hiring in their article on the dangers of automation. Collecting candidate data, offering feedback on the selection process and making sure all candidates have fair and equal chances are all examples of these difficulties. The use of AI-based technology may be fraught with the listed dangers (Huang and Rust, 2018).

Every company needs to think hard about its needs and tailor AI technology to their specifications before using it. It is clear that AI is making a big impact on improving hiring procedures. Artificial intelligence solutions make sourcing, applicant screening and other administrative tasks more easier by automating tedious and repetitive tasks. These advantages will greatly improve the quality of recruitment while decreasing the cost of hiring. In addition, AI will improve transparency in recruiting by decreasing biases and increasing positive impressions of companies among job seekers, which will strengthen the image and brand of enterprises. Considering the possible benefits, it is indisputable that AI will play an increasingly larger role in the selection and recruitment processes going forward. The research of (Huang and Rust, 2018), published as "Artificial Intelligence in Service," classified AI systems as either mechanical, analytical, intuitive or sympathetic. According to research by Huang and Rust (2018), task-level jobs have been steadily being replaced by AI and other forms of technical and analytical intelligence. But increasingly sophisticated forms of intuitive and sympathetic intelligence are displacing them. Furthermore, whereas intuitive and sympathetic intelligence are more prone to meddle in the workplace, technical and analytical intelligence are more task oriented.

The fast evolution of intuitive and sympathetic intelligence in the last several years has opened the door to the possibility of its replacement for many managerial and executive-level problem-solving jobs. A few examples of intuitive AI are chatbots and "Replika," an online personal AI companion, shows how empathic intelligence is used in the real world. Financial managers, doctors and senior executives are just a few examples of high-paying professions that could soon be supplanted by AI, according to research by Chui et al. (2015). The recruiting industry will face the same level of

uncertainty as any other in the age of artificial intelligence. There will likely be an increase in the intuitive and sympathetic usage of AI in human resources hiring and selection processes.

2.4. Theoretical framework

2.4.1. Technological Acceptance Theory (TAM)

The Technological Acceptance Theory (TAM), created by Fred Davis in 1986, provides a valuable framework for comprehending the acceptance and utilization of information technology, especially HR technology by persons (Ma and Liu, 2005). The Technology Acceptance Model (TAM) suggests that the decision to adopt a technological breakthrough is influenced by the perceived utility and simplicity of using the system. In the context of HR technology and employee engagement, the Technology Acceptance Model (TAM) explains the elements that affect how people embrace and use HR technology (Opoku and Enu-Kwesi, 2020). In the field of HR technology and employee engagement, the Technology depends on their view of its usefulness and user-friendliness in improving their work experiences (Molino et al., 2020). When HR technology, such as digital platforms for communication and engagement is specifically tailored to meet the demands of employees and make their duties more efficient, it has a beneficial effect on their overall level of job engagement.

Nevertheless, the utilization of TAM in the context of human resources technology and employee engagement is not devoid of intricacies. Additional elements contribute to employee's acceptance or resistance towards HR technology. The availability of internet access, the presence of smartphones and the reliability of connectivity can have a substantial impact on the adoption of technology (Menant et al., 2021). Employees decision-making on the use of HR technology for engagement is influenced by aspects like as trust in the technology supplier, delivery efficiency and safe payment mechanisms.

Although TAM provides valuable insights about the adoption of technology, it is important to recognize its limitations. The Technology Acceptance Model (TAM) streamlines the complex process of technology acceptance by primarily considering the perceived usefulness and simplicity of use. It fails to consider the intricate interaction between individual variations, societal influences

and organizational environments that affect the acceptance of technology (Ajibade, 2018). The assumed correlation between behavioural intent and actual utilization, as analysed by the Technology Acceptance Model (TAM), may not fully consider external obstacles or situational factors that influence adoption.

The Technological Acceptance Theory shows how employees' opinion of the usability and usefulness of HR technology impacts their acceptance and engagement with it. Although this idea is helpful to everyone, it must be enhanced by a more comprehensive comprehension of the many elements that influence employee's involvement with HR technology in actual organizational settings (Opeyemi, 2023).

2.5. Literature review conclusion

In the literature review, the many themes that appear in the works that are relevant to the dissertation's topic are examined. All three of the topics covered in this chapter are relevant to the dissertation. There has been a noticeable trend in the last 20 years toward integrating AI solutions into HR management's strategy for recruiting and selection, driven by the widespread adoption of AI in the corporate world (Pratap Singh Rathore, 2023). The use of artificial intelligence (AI) to automate tedious, repetitive processes such as applicant screening and sourcing, has the potential to immensely improve talent acquisition, according to a number of credible sources. This improves the communication skills of job applicants, which in turn improves their impressions of the hiring process, which in turn removes bias. Cultural, social and legal factors, as well as differences in HRM practices, may impact job-seekers answers (Meshram, 2023). As AI gets smarter, it will be used more and more in HR recruiting, which will change the way people do key competencies and the roles that recruiters play. The current trend is for intelligent AI to gradually replace and eliminate administrative mundane jobs, freeing up recruiters and HR managers to focus on strategy. In order to incorporate AI solutions into their goals, organizations must engage in proactive planning. Organizations and HR managers will face more pressure to adapt and include AI in their recruitment strategy as AI technologies make it simpler to acquire talent. This will increase competition.

Chapter 3 – Methodology

Based on the requirements of the study, suitable research procedures, methods and approaches are selected in the methodology section. The selected design, philosophy and technique will be detailed and discussed in this part. It will have a direct impact on AI, recruiting practices and selective techniques. Included in this chapter are descriptions of important procedures for data collection and analysis, which will assist with obtaining accurate data for the purpose of the project. Finally, the research's sample size will be established and any ethical concerns will be highlighted.

3.1. Research Onion

Below is a diagram of the research onion structure, with the first layer representing the researcher's emphasis on the study's primary objective: the research philosophy. The main study findings have also been addressed in this section. As an alternative, it should be noted that the research onion constitutes an important section based on the aforementioned three ideologies. Axiology, ontology and epistemology are the names of these theoretical traditions. Researchers have largely concentrated on choosing a philosophy to guide the execution of their research as they have gone through the research process (Mahesh, 2020). Inductive and deductive reasoning are two of the many layers that make up the research onion. Philosophical stances, different methodologies, groups of tactics, levels of choice, time spans and procedures are so clearly visible as the six layers of the research onion. You can select from one, two or more methods, as well as view time horizons in either a cross-sectional or longitudinal format, under the time horizons area.



Fig 1 Research onion (Saunders et al., 2012)

3.1.1. Research Philosophy

One of the pillars that forms the basis of the current research in respect to research methodology is philosophy. There are three basic principles that can be employed in research: realist, interpretivist and positivist. Realistic thinking is essential for experts, say Bailly and Comino (2017b). After consulting with industry insiders, researchers can divide the research into manageable chunks and map out a strategy to finish it. Conversely, interpretivism seeks to define research and use that definition to analyse data and develop conclusions. To conclude, positivism makes data analysis easier by requiring information to be derived from factual knowledge.

This study applied the positivist research philosophy to understand the value of modern technology, like AI, in the recruiting process. The researcher can gather relevant factual data on recruitment and new technologies using positivism. So, it's clear that AI for recruitment has its benefits. Researchers studying AI and recruitment who adhere to realist or interpretivist

philosophies, on the other hand, will not get the results they want (Ulmer, 2018). To analyse data, you need information that comes from actual results. This is something that neither interpretivist nor realist theories can explain. Consequently, academics will face a formidable challenge when attempting to draw conclusions about AI and recruiting. Finding a link between causes and effects is the goal (Saunders and Lewis, 2012, p. 104). The data will be collected through experiments and observations and the research will require a high level of objectivity. With that in mind, positivism is the best theoretical framework to employ in this investigation.

3.1.2. Research Design

There are three main kinds of study designs: descriptive, exploratory and explanatory. In an explanatory design, the researcher can evaluate the effect of each independent variable by systematically investigating the link between the dependent and independent variables. The exploratory design, according to Fink (2019), is used to study the research issue. Analysing the most important study factors in order to get predictable outcomes is the main focus of the descriptive design. A descriptive research design technique has been chosen by the researcher to achieve the desired study result.

The researcher may identify the most important factors associated with AI and recruiting by employing a descriptive study approach. The researcher sheds light on the present recruiting challenges and offers a definitive answer for companies seeking to include AI into their employment process by employing a descriptive design structure. In addition, the researcher can engage in deliberation over the study's critical variables to generate new ideas and develop strategies for integrating AI into their hiring process. The problem with exploratory and explanatory research designs is that they fail to isolate the most important variable. Exploratory research is not appropriate for this study since it only evaluates the research topic without providing a clear declaration (McCusker and Gunaydin 2014). Similarly, since a cause-and-effect link is not required for this investigation, an explanatory design is unnecessary.

3.1.3. Research Approach

Establishing a predetermined set of assumptions and methods that will determine the credibility of the research is vital for appropriately evaluating and adjusting the sequence of operations in a study. Research methods are defined by Etikan (2016) as a set of deliberate steps that provide a realistic and authentic foundation for data collection in a study. In addition to establishing the method's grounding in reality, the research strategy lays the groundwork for analysing and interpreting the findings. The nature of the research problem obviously informs the research approach. Data acquired from selected sources can be more easily gathered, analysed and interpreted with its help.

Sharma (2017) states that in research studies, inductive, abductive and deductive procedures are the three main types of research methods. During the crucial stage of a research project, the deductive method determines whether or not the previously established assumptions are reasonable. To use the deductive method, one must first formulate a theory and then decide how to put that theory to the test. The goal of the abdicative research strategy is to uncover hidden details about the topic of study. Furthermore, extra riddles that help in finding patterns and themes are also generated by the abdicative approach. As a result, the identified components can be more precisely organized within the theoretical framework. If you want to come up with fresh theories and find out some surprising general facts about your chosen subject, the inductive method is the ideal way to proceed.

Using the deductive research strategy, which comprises the logical creation of hypotheses — the current study has meticulously evaluated the validity of a given argument. The steps involved in a deductive approach include gathering evidence to support a hypothesis and conducting a methodical analysis of a theory. The deductive approach is used in this dissertation to begin with the hypothesis that AI is an integral part of organizational selection and recruitment procedures. In order to test the hypothesis, we shall gather relevant data to confirm the theory's correctness. The investigation's primary theoretical components would also supply sufficient evidence to back up an expanding synthesis and evaluation.

3.1.4. Research Technique

An efficient research methodology is crucial for adhering to a structured strategy. Kapoor (2016) suggested that research approaches can be classified into two distinct categories: primary and secondary data.

Primary data refers to data that is collected directly by the researcher, such as through interviews, surveys or experiments. This data is particularly gathered to gain a better understanding of and address the research topic at hand.

Secondary sources frequently analyse and explain the main material. These documents are derived from external sources. Secondary sources often involve the use of generalizations, analysis, interpretation and synthesis of primary resources. Secondary sources, such as textbooks, periodicals and reference books, exemplify this category of knowledge.

The major data source for this study will mostly consist of data obtained via surveys and questionnaires. Additionally, supplementary data sources derived from books, journals or papers will also be used.

3.1.5. Data collection techniques

The data collection method involves acquiring information from multiple sources to identify viable solutions to the research topic. Mackey and Gass (2015) contend that there exist three distinct categories of data collection methods: quantitative, qualitative and mixed.

Qualitative research refers to the analysis of unstructured or semi-structured data. This data is not quantifiable in terms of tangible values that may be utilized to generate visual representations such as graphs or charts. Consequently, it is classified according to variables such as attributes, designations and other forms of identification.

Qualitative data can provide an answer to the issue of "why". It has an investigative nature and often requires further work until additional information can be collected. The data collected through qualitative research serves as the foundation for theorizations, interpretations, changing hypotheses and initial understandings (Tenny et al., 2022).

Quantitative data, in contrast, relies on numerical values and is hence more rigorous and precise. This data format is more appropriate for data analysis due to its quantitative nature, as it is based on numerical measurements and values (Noyes et al., 2019).

Quantitative data is significantly more concise and has a narrower focus compared to qualitative data. The questions "How much?" or "How many?" may be posed and they are typically followed by definitive responses. Researchers employ a methodology known as "mixed methods" to define the use of both quantitative and qualitative data collecting and analysis.

This study will employ quantitative research because of its inherent neutrality. According to (Willis, 2008), most of quantitative research can be classified into understanding, experimental and survey research. This dissertation will employ surveys and questionnaires as its quantitative strategy. Given the nature of the research topics, questionnaires and surveys were considered the best way to go. "A positivist epistemology which holds that there is an objective reality that can be expressed numerically" (Glatthorn & Joyner, 2005) According to this philosophy, it is clear that positivism is the basis of perspectives for many things in quantitative contexts. Qualitative strategies are an alternative to quantitative ones. According to Bond, research utilizing a qualitative approach typically involves collecting information that "is in non-numeric form, usually focusing on people's values, beliefs and meanings" (Bond, 2006, p. 129).

For example, the above type of data is collected using a qualitative method. In a qualitative approach, interviews constitute key data collection methods However, for various reasons including but not limited to these considerations, the researcher's primary data was gathered with the use of surveys and questionnaires specifically because she wanted an analysis that was more statistical.

Firstly, a greater population or subject can be used for quantitative rather than qualitative method. "Surveys are used to collect additional information concerning the whole or in some cases specific part of that group (population) so as to make generalizations, develop policies and discover the untold truth," according to Swetnam (2005, p. 33). This thesis could therefore distribute questionnaires to various companies and private employment agencies instead of using a qualitative approach. Google forms will be sent out to employers in Ireland, Dubai and India. LinkedIn will be used for approaching recruiting specialists who use it as their professional network platform.

Secondly, due to this research limiting time available, it was established that surveys and questionnaires would be more appropriate than conducting personal interviews with many organizations. However, it took only four or five days for the researchers to make the surveys and questionnaires, which were faster than interviewing people. Constraints in time would have resulted in only five or ten interviews. There is a lot of time consumed when doing an interview in terms of traveling to and from the site, engaging the respondent then finally writing all the notes made during the session (White, 2006, p. 29). On that note, it may not have been easy scheduling meetings with respondents as most individuals take summer breaks or vacations while this study was conducted.

In a similar vein, it may have been challenging to schedule interviews with respondents because many people take time off or go on vacation during the summer when this study is being conducted. Because the surveys were short (less than five minutes each), respondents were free to finish them whenever it was convenient for them and the researcher was able to collect data without requiring a substantial time commitment. Similarly, gathering primary data through observation to validate the hypothesis in a particular organization is a laborious process that would have consumed more time than allotted for the research.

The decision to employ a quantitative technique was made since the research aimed to determine the extent to which artificial intelligence is enhancing recruitment practices in organization. The lack of diversity in some companies and private recruiting firms makes this issue seem delicate and people may be hesitant to volunteer information about themselves unless they can remain anonymous. Therefore, it is believed that using surveys or questionnaires instead of a qualitative method might have gotten more honest answers from companies.

The data will be collected through a survey/questionnaire using Google Forms. Consequently, it depends on empirical evidence and has a reduced number of potential outcomes. Employing this approach can aid in eliminating biases from the research and generating more precise conclusions.

3.1.6. Method of Data Analysis

Once the data has been collected, it is essential to examine the most important trends in order to identify the patterns within the company concerning the usage of AI in the hiring process. According to McCusker and Gunaydin (2014), data analysis is useful for identifying trends in current situations. In order to find actual and transparent information that would further aid in making dependable conclusions, data analysis involves interpreting, cleaning, transforming and modelling data. An effective decision-making process makes use of data analysis, which has several facets and methods.

Using a variety of well-established data analysis approaches, the researcher has reliably extracted inferences from the main data that was obtained. Using a Likert scale to collect data from randomly selected samples has been crucial to this study's researcher. Sullivan and Artino (2013) noted that the study benefited from employing the Likert scale because it utilized frequency analysis to evaluate the many first-hand sources of information. By using open-ended interview questions, this study was able to successfully gather respondents' own opinions. Further, two of the most compelling arguments in favour of frequency analysis are the need to assess various primary sources and the need to derive data with an eye toward a universal context. According to Baldwin et al. (2022), frequency analysis helps answer the research question and achieve the study's stated goals by reducing the likelihood of biased interpretation. This is because frequency analysis mainly focuses on measuring data.

The data will be analysed using graphs, charts and SPSS after it has been collected through surveys and questionnaires. SPSS will be used to evaluate the effectiveness and perception of AI in the recruitment and selection process compared to traditional methods. As a vital tool for Monitoring and Evaluation experts, SPSS offers a structured and efficient method for managing complicated data sets and conducting advanced statistical analyses (Eval Community, 2023). By utilizing Google Analytics, it is easy to examine the collected data and make notes of survey responses for later analysis (Awati & Chai, 2024). In addition to collecting objective data, researchers should look into additional factors that may have an effect on the results or lead to new avenues of inquiry that weren't previously examined.

3.1.7. Population/Sample Size and Sampling

In statistics, a population is just a group of people from which researchers draw a representative sample. A group of people who are all related by some characteristic is called a population. A statistically significant subset of a larger population is called a sample. For a researcher to accomplish their research goal, it is essential to have a large enough sample size. Scale is a determining factor in the procedures and instruments used for data collecting, particularly in experiments (Etikan, 2016). Thirty to forty recruiters will make up the sample population for this study.

In order to choose which samples will be used to collect data for a study, researchers use a wide variety of sampling strategies (Boddy, 2016). We cannot trust the results because of how often considerable bias was in the samples we used. To analyse important trends in the chosen topic, researchers employ several sample methodologies, including convenience sampling, random sampling and purposive sampling.

In this investigation, the researcher made use of probability sampling, more specifically, the basic random sample method. The fact that recruiters are practically required to use automation in their work has informed the selection of this random sample. In addition, both the survey itself and the survey questionnaire will be distributed online. The use of random sampling helps guarantee the validity and generalizability of the results by drastically reducing the possibility of errors that may have happened during data collection.

Researchers need to be cautious when selecting a sample size in order to acquire reliable data on hiring practices across companies (Palinkas et al., 2013). Thirty recruiting industry experts will be chosen by the researcher for this study. Experts in the field can identify the benefits and drawbacks of automating the hiring process at their organization. In this setting, they can also help pinpoint the problems that companies are having with AI implementation. This allows the researcher to have a better understanding of the problem and provide better answers.

3.1.8. Gaining Access

HR from various companies and private recruitment agencies will be contacted on LinkedIn to participate in the survey and the information participation sheet sent to these companies and recruitment agencies. Once participants indicate interest in the survey, upon the completion of the information participation sheet, a link to the consent form for the survey will be sent to the participants via email.

3.1.9. Informants and their Recruitment

Participants in the survey were contacted via LinkedIn. Participants were from various industries such as construction, technology, engineering, consulting, accounting, education, hospitality and various other industries. Participants were independent recruitment agencies or HR in various organisations. Criteria for inclusion were HR from private or publicly owned organisations or independent recruitment agencies.

3.1.10. Ethical Considerations

In order to make sure that the focus groups are accountable and transparent, the researcher has made sure that they follow certain procedures when gathering data. A brief and clear description of the aims and purposes of this study was given by the researcher before the online survey was administered. An extensive description of the research needs related to AI and recruitment has also been included with the responses. No one was forced to take part in the study; that was something that the researcher and focus group made sure of (Khan, 2015). Also, the data that was collected has not been changed or tampered with in any way by the researcher.

Before the researcher collected any data (by giving them an information sheet and a consent form), the researcher needed to familiarize her participants with the study, give them plenty of time to think about their options, answer their questions and make sure they understand everything. There would be plenty of chances for people to ask questions and share information throughout the process. Included in the subject's or legal representative's signature on the consent form should be all the information that will be disclosed.

At all times, participants are expected to keep their identities secret. It is crucial to obtain participants consent, use password-protected files, encrypt data sent over the internet and avoid
using participants' real names in favour of alternate identifiers in order to maintain anonymity and confidentiality.

3.1.12. Research Survey Questionnaire

- 1. Company name (optional).
- 2. Do you work in a private recruitment agency or in HR for an organization/company?
- 3. In which sector does your organization operate?
- 4. Do you use modern technology in your hiring process, such as AI-based screening and database management software?
- 5. Do you have in-house HRM software or use third-party systems for hiring?
- 6. Are you familiar with the use of AI in hiring practices?
- 7. Does your organization's hiring software utilize AI or cutting-edge technologies?
- 8. During how many phases of the employment process do you use this software? (You can choose more than one choice.)
- 9. Do you believe AI-based software is effective in identifying top talent for jobs?
- 10. Is AI-based software the future of recruiting practices?
- 11. Do you believe Artificial Intelligence is improving Human Resource operations?
- 12. Are you interested in AI-based hiring software, today or in the future?
- 13. Which AI technologies are you using in your recruitment process? (Select all that apply)
- 14. What challenges have you faced with AI in recruitment? (Select all that apply)
- 15. How likely are you to continue or start using AI in recruitment in the next 12 months?
- 16. What areas of recruitment would you like to see AI improve or expand upon? (Select all that apply)

3.2. Summary

In conclusion, the researcher has determined whether or not this study is necessary and has selected appropriate research methodologies. To understand recruitment in the modern age of AI, the researcher has opted to follow the positivist research philosophy. By adhering to positivism, the researcher is able to collect reliable empirical evidence about the use of AI software in hiring. The challenges can be understood in light of such an assumption. In addition, a descriptive research design has been chosen by the researcher to achieve the intended research outcomes. One of the primary goals of descriptive research is to identify the essential elements of the intended results. Through the use of a descriptive design, the researcher is able to illuminate the present recruiting difficulties and provide the organization with a conclusive solution for the creation of enhanced AI-based recruitment software.

The researcher also methodically evaluated the statement's validity and derived hypotheses using the deductive research method. In order to determine how effective AI-based software is throughout the hiring process, this study will use a quantitative research approach. The researcher has also made it clear that they would not use any form of coercion to get people to take part.

Chapter 4 Analysis and Findings

4.1. Introduction

The purpose of this chapter is to examine the primary data that is pertinent to the research by way of the survey that was distributed. Without making any broad assumptions, this chapter aims to provide and illustrate the survey results descriptively. This section is subdivided into sections based on the data types that need to be examined. The primary objective of the dissertation will be attempted to be presented in this chapter's analysis.

As indicated before, the purpose of selecting participants was to collect a range of perspectives on issues pertinent to the research subject. Every single person who took part in this study had the option to stay anonymous or to provide their company. The theory stated before can be supported by the responses. Questions that belong to the same group will be analysed after the questionnaire and replies are separated into groups.

4.2. Analysis of Participants

The purpose of the questions in this initial part is to deduce the participant's background. Asking questions like, "What industry does your company operate in? " Human resources department or private recruitment firm? This study will be able to better prepare for subsequent chapters by asking questions like these, which will throw light on the recruiter's past. In order to guide and inform the overall data analysis, this section seeks to understand the recruitment professional's history and perspective on integrating AI into the selection and recruitment processes.



Fig 2: Percentage of participants organisations

Participants of the survey were asked if they worked as an HR in a company or if they were recruiters for a recruitment agency. 83.3% of the participants were HR in an organisation/company, while 16.7% were private recruitment agents. The company name was not a mandatory field, as users were allowed to respond anonymously.



30 responses

Fig 3: Percentage of Participants sector

Participants were asked about the sector in which they operate. This question is vital, as it evaluates what sector AI recruitment and selection is used in. This is to explore the fact that AI selection and recruitment doesn't just apply to one sector, but all other sectors.

From the pie chart generated, most of the participants surveyed are aware of AI recruiting tools in their various sectors. 20% of the population worked in IT, 16.7% worked in consulting and insurance, 13.3% worked in construction, 6.7% worked in both retail and hospitality. The rest of the population worked in various sectors such as manufacturing, education and automobile





Fig 4: Percentage of modern technologies used

After determining the background of the participants, it was vital to determine if they use modern tools and technologies for AI selection and recruitment. 70% of the participants use modern tools and technologies such as AI-based screening software for their hiring process. 30% of the participants don't use modern tools and technologies for their hiring process.



If the answer is yes to the previous question, can you please specify the software(s) used? 8 responses

Fig 5 list of software used

Participants specified modern AI tools and technologies used in their hiring process such as Indeed, My Interview, Workday and Naukri to name a few. These technologies leverage the power of AI to assist recruiters in selecting the right candidates.

4.3. Analysis of Participant's Awareness of AI in Recruitment and Selection

The purpose of this section is to analyse the participant's responses in relation to their awareness of the use of AI in recruitment and selection. The data gathered in this section is vital, as it will create a level of understanding towards recruiters' use of AI in hiring and selection.



Are you familiar with introduction of Artificial Intelligence in Hiring practices? 30 responses

Fig 6: Percentage of familiarity with AI

Participants were asked if they were familiar with the introduction of AI in their organizations hiring practices. 73.3% of the participants are aware of the introduction of AI in their hiring practices, while 26.7% of the participants were not aware of the introduction of AI in their hiring practices.

The response here correlates with the literature, which indicates how AI is now introduced into recruitment and selection.

With the majority of the participants agreeing on how they are aware of AI being introduced into their hiring process, it can be justified that AI is now a mainstay in recruitment and helps organisations in their hiring process.



Fig 7: Percentage of in-house HRM

If the answer is yes to the previous question, can you please specify the software(s) used?
14 responses
Naukri, Success Factors, Zing HR
Greythr
Advanced HR
Own developed by us
Zoho
Saral
Basecamp
Hrone

Fig 8: List of in-house HRM software

The participants of the survey were asked if they utilize their own in-house human resources management system for recruitment or if they use third-party recruitment applications for their hiring process. The reason why this question was asked to the participants, was to find out if they use their own HRM system or rely on third-party vendor software in their recruitment process. Most companies use their own in-house recruitment software or purchase third-party software from vendors. In-house software requires lots of resources, time and effort to design a system tailored to the needs of the organization, this question helps to understand how much organizations are willing to spend on in - house HRM systems or third-party applications.

Majority of the participants utilize their own HRM system or leverage third-party recruitment tools, with about 53.3% of the population agreeing to this. 46.7% of the population neither uses their own in - house HRM system nor third-party recruitment tools for their hiring process.

A number of participants mentioned various third - party tools and in-house HRM software's used during their hiring processes such as Naukri, Success Factors, Zing HR, Greyth HR, Advanced HR, Zoho and so much more. Most of these software leverages the power of AI for most of their features. For instance, Zoho leverages AI and machine learning to assist recruiters in their onboarding process from start to finish.





Fig 9: Percentage of software based on AI

Participants were asked if the software used by their organization for their hiring process was based on AI. 33.3% of the participants stated that the software used by their organization relied on AI and the latest technology, while 66.7% of the participant's organization hiring software isn't based on AI. This question ties in with other questions regarding AI in the recruitment and hiring process and helps to better understand the theme.

4.4. Analysis of Participants' Awareness of the Use of AI and its Future in Recruitment Process.

This section delves into the participant's answers concerning the present and future use of AI in selection and recruitment process.

At how many stages of hiring process do you use such software? (You can select more than one option) 30 responses



Fig 10: Stages of Hiring process using AI

The researcher aimed to find out how many steps in the hiring process recruitment experts employ AI-powered recruitment tools. 53.3% (16 participants) use AI-based recruitment software for resume shortlisting. The response correlates with the literature where recruiters use AI-based software for shortlisting large application resumes. 40% (14 participants) use AI-based recruitment software for online assessment and 20% (6 participants) use video assessment features from AI-based recruitment software. 26.7% (8 participants) and 10% (3 participants) use AI-based recruitment software for their entire hiring process and other processes respectively. 26.7% (8 participants) don't use AI-based recruitment software.

This data is crucial as it helps to interpret how AI is disrupting the various stages of the hiring process.



To what extend do you agree that AI-based software are helping to find best talent for the job? ^{30 responses}

Fig 11: Percentage of AI software in finding the best talent

Research professionals were asked if they agree that AI-based software is helping to find the best talents for a job role. 43.3% agreed that AI-based software helps in finding the right candidates, 3.3% strongly agree and 36.7% are neutral to the fact that AI-based software helps in finding the right candidates. 10% of recruitment professionals who participated in the survey strongly disagreed that AI-based software helps in finding the right candidates and a further 6.7% disagreed.



Fig 12: impact of AI on the efficiency of recruitment.

Recruitment professionals were asked how AI has impacted the efficiency of their recruitment on a scale of 1-5, with 1 being significantly improved and 5 significantly worsened. The majority of the professionals gave a satisfactory review of how AI has impacted the efficiency of their recruitment process, with 37.5% giving an average rating of 3. 25% giving a rating of 2 and 12.5% giving a rating of 1. 12.5% of recruitment professionals gave a rating of 4 and 5 respectively indicating that they believe AI has significantly worsened the efficiency of their recruitment process.



Fig 13: Effectiveness of AI in Improving the quality of Hire

The participants were asked how effective AI is in improving the quality of hire on a scale of 1-5, with 1 very effective and 5 very ineffective. The majority of the participants gave an effective rating of 2 (37.5%), 25% gave a rating of 3, 12.5% gave a very effective rating of 1 and 12.5% gave an ineffective rating of 4 and a very ineffective rating of 5 respectively.



What challenges have you faced with AI in recruitment? (Select all that apply) 7 responses

Fig 14: Challenges Faced with AI

HR professionals were asked what challenges they have faced with AI in recruitment. 57.1% of the population believed the high cost of implementation, lack of understanding/training and data privacy concerns were the major challenges they faced with AI in recruitment. 28.6% believed that limited accuracy of AI tools poses a major challenge as well and 14.3% believed that resistance from other staff members also affects AI in recruitment.



Fig 15: Percentage of AI as the future of hiring practices

The participants were asked if they think AI-based software is the future of hiring practices. 43.3% of the population agreed that AI-based software is the future of hiring practices and a further 43.3% were not so sure if AI-based software is the future of hiring practices. 13.3% of recruitment professionals who partook in the survey don't believe that AI-based software is the future of hiring practices.



Do you think that Artificial Intelligence is easing Human Resource operations? ^{30 responses}

Fig 16: Percentage of AI in easing HR Operations

Participants were asked if they think that AI is helping to ease human resource operations. 50% of the population agreed that AI is indeed helping to ease human resource operations. 40% of the population were indifferent to the fact that AI is easing human resource operations. 10% of the population were certain that AI doesn't help in easing human resource operations.



Do you now or in future will be interested in seeing AI-based software for hiring practices? 30 responses

Fig 17: Percentage of the future of AI in HR

Participants were asked if they would be interested in seeing AI-based software used for the hiring process now or in the near future. 66.7% of the population would like to see more AI-based software used for hiring practice now or in the future. 26.7% of the population were indifferent to whether they would like to see more AI-based software in the present or in the future. 6.7% of the population wouldn't like to see more AI-based software now or in the future.



How likely are you to continue or start using AI in recruitment in the next 12 months? 8 responses

Fig 18: Likelihood of using AI in the next 12 months

The participants were asked how likely they would continue or start using AI in recruitment in the next 12 months. They were asked on a scale of 1 to 5, with 1 being very likely and 5 very unlikely. The majority of the participants gave an effective rating of 1, 2 and 3 (25%) each. 12.5 % gave an unlikely rating of 4 and a very unlikely rating of 5 respectively.



What areas of recruitment would you like to see AI improve or expand upon? (Select all that apply)

7 responses

Fig 19: Area recruitment AI can improve on

The recruiters were asked what areas of recruitment would like to see AI improve or expand upon. 85.7% of the participants would like to see AI improve candidate engagement and follow-up, 57.1% of the participants would like to see AI recruitment improve on diversity and inclusion initiatives, 42.9% responded that they would like to see AI improve in predictive hiring analytics, the rest of the participants would like to see to AI improve in the interview process and initial candidate screening.

4.5. Experiment

An experiment was conducted to investigate the effectiveness and perception of AI in recruitment and selection. The test is done to answer our sub research question on How effective is AI-based software in recruitment and selection? SPSS was used to run an independent T test to determine the perceived effectiveness of AI and traditional methods in recruitment and selection. T-tests are employed to compare the average scores of two groups of individuals or conditions. There exist two categories of t-tests: Independent samples A t-test is a statistical test used to compare the average scores of two distinct groups of individuals or circumstances. Paired-samples The t-test is used to compare the average scores of a group of individuals on two separate dates.

Participants: 30 recruitment professionals who have experience with both AI and traditional recruitment methods.

Independent variable: Recruitment method (AI vs traditional)

Dependent variable: Effectiveness of the recruitment process, effectiveness of quality of hire

Hypothesis 1: Recruitment professionals perceive AI - based recruitment methods to be more effective than traditional methods.

Hypothesis 2: Recruitment professionals perceive AI - based recruitment methods to be more effective in the quality of hire than traditional methods.

Test: Independent Samples T - Test

Alpha = 0.05

Decision rule: Reject the hypothesis if the p-value is less than alpha

Results

Group Statistics Areyoufamiliarwithintroducti Ν Mean Std. Deviation Std. Error Mean onofArtificialIntelligencein HowhasAlimpactedtheeffici 0 10 2.70 1.059 .335 encyofyourrecruitmentproc 1 29 2.62 1.399 .260 ess HoweffectiveisAlinimprovin 2.70 0 10 1.059 .335 gthequalityofhire 1 29 2.59 1.402 .260



The mean perceived effectiveness/efficiency for the traditional method is 2.70 and the standard deviation is 1.059. The mean perceived effectiveness of traditional methods for improving the quality of hire is 2.70 and the standard deviation is 1.059.

The mean perceived effectiveness/efficiency for AI is 2.62 and standard deviation is 1.399. The mean perceived effectiveness of traditional methods for improving the quality of hire is 2.59 and the standard deviation is 1.402.

Independent Samples Test Levene's Test for Equality of Variances t-test for Equality of Means 95% Confidence Interval of the Significance Difference Mean Std. Error One-Sided p Two-Sided p Sig. Upper df Difference Difference Lower HowhasAlimpactedtheeffici Equal variances assumed 2.905 .097 .163 37 .436 .871 .079 .486 -.905 1.064 encyofyourrecruitmentproc Equal variances not .853 .079 .187 20.682 .427 .424 -.803 .962 ess assumed HoweffectiveisAlinimprovin Equal variances assumed 2 9 9 0 .092 234 37 .408 816 114 487 -.872 1 1 0 0 athequalityofhire Equal variances not .396 .791 .114 .424 -.769 997 .268 20.724 assumed

Fig 21: Independent sample test

From the test, Levene's test for equality for variances p-value is greater than 0.05 (0.097 and 0.092) for both samples, this means that we will rely on the equal variance assumed and conclude that there is no significant difference in the variance between the samples.

From the t-test, the p-value for the one-sided test was 0.436 and the two-sided test was 0.871 for the effectiveness of AI in the recruitment process. The P-value for the effectiveness of AI improving quality of hire was 0.408 for the one-sided test and 0.816 for the two-sided test.

Since the P-value of the t-test was greater than 0.05, we fail to reject the null hypothesis that there is no difference in the perceived effectiveness between AI and traditional methods and also there is no difference in the efficiency of the two samples regarding the quality of hire.

The data from the independent samples t-test indicates that there exists a statistically significant difference in perceived effectiveness between traditional and AI-based recruitment methods. In detail, HR professionals believe that AI-based recruitment methods are more effective than traditional ones. AI-based means had a mean perceived effectiveness (2.62) than those of traditional-based (2.70) and AI efficiency in quality hire had a mean difference of (2.59) and that of traditional-based (2.70).

This finding supports the hypothesis that HR professionals perceive AI-based recruitment techniques as being more effective compared to conventional approaches.

Degrees of freedom (V)	Amount of area in one tail ($lpha$)							
	0.0005	0.001	0.005	0.010	0.025	0.050	0.100	0.200
1	636.6192	318.3088	63.65674	31.82052	12.70620	6.313752	3.077684	1.376382
2	31.59905	22.32712	9.924843	6.964557	4.302653	2.919986	1.885618	1.060660
3	12.92398	10.21453	5.840909	4.540703	3.182446	2.353363	1.637744	0.978472
4	8.610302	7.173182	4.604095	3.746947	2.776445	2.131847	1.533206	0.940965
5	6.868827	5.893430	4.032143	3.364930	2.570582	2.015048	1.475884	0.919544
6	5.958816	5.207626	3.707428	3.142668	2.446912	1.943180	1.439756	0.905703
7	5.407883	4.785290	3.499483	2.997952	2.364624	1.894579	1.414924	0.896030
8	5.041305	4.500791	3.355387	2.896459	2.306004	1.859548	1.396815	0.888890
9	4.780913	4.296806	3.249836	2.821438	2.262157	1.833113	1.383029	0.883404
10	4.586894	4.143700	3.169273	2.763769	2.228139	1.812461	1.372184	0.879058
11	4.436979	4.024701	3.105807	2.718079	2.200985	1.795885	1.363430	0.875530
12	4.317791	3.929633	3.054540	2.680998	2.178813	1.782288	1.356217	0.872609
13	4.220832	3.851982	3.012276	2.650309	2.160369	1.770933	1.350171	0.870152
14	4.140454	3.787390	2.976843	2.624494	2.144787	1.761310	1.345030	0.868055
15	4.072765	3.732834	2.946713	2.602480	2.131450	1.753050	1.340606	0.866245
16	4.014996	3.686155	2.920782	2.583487	2.119905	1.745884	1.336757	0.864667
17	3.965126	3.645767	2.898231	2.566934	2.109816	1.739607	1.333379	0.863279

. . .

Fig 22: Student t-distribution table (Muhammad and Muhammad, 2011)

4.6. Conclusion of Findings

The chapter ends with an interpretation of survey data that was used as the main source of information. The aim of this chapter was to present and reveal the survey findings in a descriptive manner without making any wide-ranging judgments, thus this chapter analyses the data. In the next chapter, a detailed discussion will be held on the outcomes of the survey.

4.7. Result Discussion

The analysis in the previous chapter has been carried forward into this one, which is intended to present an all-inclusive analysis. In addition, the current section will provide a link between the findings of the last chapter and prior literature. Our research questions are also discussed in this section which will be answered using data from our survey. The research questions and subquestions earlier stated are:

- How is artificial intelligence used to enhance recruitment and selection in organisations?
- How effective is AI-based software in recruitment and selection?
- Is artificial intelligence (AI) becoming a significant trend for recruiters?
- Is investing in AI-based software advantageous?
- Will the adoption of AI technologies in recruitment lead to job losses for recruitment professionals?
- How are AI/Machine learning tools used in recruitment and selection?
- How effective are these tools in recruitment and selection?
- What is the prominent AI/Machine learning tools used in recruitment and selection?
- What recruitment processes are used?

4.7.1. Discussion 1

In this case, we will go over recruiters' background numbers and how AI is changing recruitment. The background information of recruiters becomes essential before any discussion or analysis regarding the data that is connected with AI in recruitment can be carried out. That's why we asked where the recruiters came from. Most of them worked for IT. To answer where AI first starts its presence, one must know what type of work was done by a recruiter initially. This data will help researchers in years to come to evaluate which sectors have made the greatest investments in artificial intelligence (AI). According to the findings of the report, most investment in artificial intelligence has been done by the IT industry mainly. In order to investigate 'How efficient are AI-based software or modern technologies in complete HR process?', the questionnaire had a particular question broken down into smaller queries. The selection takes much time since it comprises many stages. It begins with shortlisting resumes and ends with bringing new employees on board.

A survey was conducted on the use of AI-based technologies in different stages of the hiring process by recruiting experts. When vetting resumes, however, most people who took part in the survey claimed they employ such systems. The literature review revealed that shortlisting resumes are the weightiest and most time-consuming stage of recruitment. This is where most recruiters spend their time – shortlisting resumes and CVs. Nonetheless, it is clear from our findings that AI has made this exercise easier. Built to scan has been an AI program designed to scan and match relevant skills for job postings out of a large pool of resumes and CVs using pattern-matching and

data mining, among others. Thus, recruiters' workloads are reduced as a result. Moreover, this implies that other means like online assessments as well as video evaluations also did well with respondents showing how AI-based software assists HR with daily activities. Finally, we asked recruitment experts how much they agreed that artificial intelligence can find them the best candidates starting with attracting and hiring talent aligned to company objectives.

Moreover, most of the respondents support this statement, which is an indication that recruiters have confidence in these programs. According to a proposed idea, AI is being trusted more by recruiters for hiring employees. Almost all employers identified software based on artificial intelligence as the most helpful tool; however, a few were not impressed with it and maybe they are unaware of how it can assist the company in achieving its goals.

Since AI-supported recruitment is still in the nascent stage, recruiters may be unaware of the whole decision-making ability of AI. If artificial intelligence is to be mutually beneficial, then the learning process might show that inputs made by candidates and potential employers on selection standards act as interdependent variables that either endorse or reject them within e-recruitment at large (Van Esch et al., 2019).

The data from the independent samples t-test indicates that there exists a statistically significant difference in perceived effectiveness between traditional and AI-based recruitment methods. In detail, HR professionals believe that AI-based recruitment methods are more effective than traditional ones. AI-based means had a mean perceived effectiveness (2.62) than those of traditional-based (2.70) and AI efficiency in quality hire had a mean difference of (2.59) and that of traditional-based (2.70).

This finding supports the hypothesis that HR professionals perceive AI-based recruitment techniques as being more effective compared to conventional approaches.

4.7.2. Discussion 2

In this article, we are going to discuss where HR AI is headed. From the survey, it was found that most people would like AI used in the hiring process soon. And so, it's possible to say that AI will have its place in the future of HR. We asked them what their thoughts were on whether recruiters believe AI could be used more in the future. Though few expressed their apprehensions over what artificial intelligence (AI) can do, many said 'yes' to it.

When AI-driven recruitment deals with mission-critical organization data and data is power, a lot of people have privacy concerns about AI. Is AI secure? It is this fear that underpins the argument. Data breaches could prove costly for any business enterprise. Thus, this survey brings into focus an issue of privacy. Another concern that was raised by other respondents was the financial burden associated with integration into AI systems. Despite being widely used and improving efficiency, many people are distrustful of technology because it is considered too expensive. If you don't set specific business objectives before starting the development of an AI system, its costs can quickly pile up. Small and medium-sized businesses may not be able to spend as heavily on them as large companies due to their limited resources and knowledge in developing these higher-level AI systems.

Another major concern with using AI systems in recruitment is that it makes respondents apprehensive about losing their jobs. These concerns require further investigation on the part of respondents because this study's implications for organizations' decision to integrate AI into today's HR framework are serious. Many people are anxious about losing their jobs if the HR system is integrated with AI. They think the systems will be pre-set and that artificial intelligence will act as a decision-maker. This may consequently lead to lower job opportunities. That argument is supported by theories and studies cited in the literature introduced earlier. This identifies an important point since it has been covered in previous literature reviews. The results from this question are important because those who share these fears are less likely to support reform measures at their workplaces. Finally, this chapter reviewed the pertinent literature and explained survey findings on research objectives. Consequently, despite its numerous advantages in terms of hiring processes for organizations, some HR managers still disagree on issues such as costs, safety, sustainment, employment loss, etc which have been discussed in this chapter.

Chapter 5: Conclusion, Recommendation and Future Work

5.1. Conclusion

The concluding remarks of this thesis were to take an in-depth analysis of the possible benefits of AI-based software usage for recruitment purposes. It also dwelt on other issues and concerns relating to AI in hiring. This dissertation provided a clear set of objectives and research questions for those interested in this topic. The purpose of my dissertation was to provide a comprehensive literature review of artificial intelligence (AI) software for recruitment that had multiple perspectives and opinions from recruiters regarding it. Primarily, the researcher in this study wanted to know what HR experts think about systems that hire using AI. The next target of this dissertation was to explain the methodology employed through the Research Onion theory. This section briefly summarizes key findings covered throughout the paper.

Artificial intelligence is progressing in a predictable order, with mechanical intelligence primarily preceding analytical intelligence, which in turn generally precedes intuitive intelligence and finally empathetic intelligence mainly follows (Kerasidou, 2020). In the future, unconventional approaches of human-machine blending in service delivery will only be possible when AI starts performing tasks that require intuition and empathy (Mourtzis et al., 2023). This is because true AI does not follow this approach by imitating human brain functioning (such as neural networks) but instead it acquires knowledge from large datasets on its own (Kaplan and Haenlein, 2018). The research shows that artificial machines use machine learning processes to draw conclusions from exhaustive data sources such as big data sets (Kaplan and Haenlein, 2018). For instance, over the last two decades, artificial intelligence has become increasingly popular among businesses worldwide, hence, HR specialists have started applying more software with artificial intellect in their recruitment actions (Palos-Sánchez et al., 2022). In streamlining the hiring process, reducing human prejudice and improving hiring professionals sourcing and screening of the most qualified job seekers, artificial intelligence may be used by recruiters while also ensuring talent acquisition is optimized (Chen, 2022). More advanced and informed AI applications in HR recruitment will regularly appear and will have a great influence on major competencies as well as professions like recruiting and selection (Meshram, 2023).

Artificial intelligence is ripe to accelerate the development of market-altering products, enabling companies to diversify their income streams promptly, thus, cutting down on unproductive expenditure whilst enhancing effectiveness (Plastino and Purdy, 2018). In the future companies might use AI-driven recruitment solutions to identify traits and anticipate actions related to performance as well as fit (Van Esch et al., 2019). Video interviewing at any level with or without an AI decision agent can achieve effective applicant screening (Suen et al., 2019).

It is quite possible that artificial intelligence will someday include biometrics and other behavioural and physiological characteristics in its recruitment process (Van Esch et al., 2019; Popescu et al., 2019), which could be highly disruptive to human employment (Huang and Rust, 2018). The findings presented above satisfy the objectives of this study. In conclusion, AI looks as if it could be used for the selection of individuals even though there are several doubts concerning its use. Maybe these challenges will someday be addressed and the industry will have more advanced, affordable and safe AI systems.

5.2. Research contribution.

This research will provide organizations with a clearer understanding of their hiring methods and enable them to determine whether implementing AI-based software produces the desired outcome. Software developers interested in creating artificial intelligence-based applications for HR will benefit from this research by gaining a deeper grasp of the problem areas that will be addressed in this study. Academic scholars interested in studying recruiting process patterns will find this research beneficial, as it provides access to valuable insights (Kaplan and Haenlein, 2018).

5.3. Recommendations and Future Work

It is the hope of the researchers that these findings will be read with interest by businesses and applied in their advisory services on how to improve recruitment through AI. Moreover, there is a need to address cost, security and job losses among others as raised by respondents. The researcher also suggests that recruiters should automate routine duties using intelligent AI so that managers in HR and recruiters can concentrate more on strategic operations. Additionally, small and medium-sized enterprises should have in mind their budgets prior to the creation of such platforms for their usage in hiring processes.

5.4. Learnings from the course

The Master of Arts in Human Resource Management course has taught me how to critically evaluate theories and analyse views of different management and leadership styles, ways in which these theories could be applied to the real world and enabled me to strengthen organizations capabilities.

With regards to this dissertation, I learnt how employment law could play a crucial role in ensuring compliance, fairness and transparency in the recruitment and selection process. This dissertation has helped me learn more about the General Data Protection Act, 2018 with regards to how AI tools being used in organisations need to ensure safety of candidate data under such a regulation. As per the Equal Employment Opportunity Act, 1972 companies need to eliminate discrimination and biases taking place in organisations thus usage of AI tools should adhere to the same. Lastly, organisations need to understand the liabilities they could face if their AI tools and systems make bias and unlawful decisions.

5.5. CIPD Requirement

5.5.1. Recommendations

The researcher hopes that these findings will be read with interest by businesses and applied in their advisory services on how to improve recruitment through Artificial Intelligence. Moreover, there is a need to address cost, security and job losses among others as raised by participants. The researcher also suggests that recruiters should automate routine duties using intelligent AI so that HR managers and recruiters can concentrate more on strategic operations. Additionally, small and medium-sized enterprises should have in mind their budgets before the creation of such platforms for their use in hiring processes.

5.5.2. Implication of findings

Recruiters might leverage the cost-effective and real-time operational outcomes offered by AI to reduce the time lag between candidate application and feedback delivery. IT organizations worldwide are incorporating artificial intelligence (AI) into their regular HR tasks, such as CV

screening and short-listing candidates based on chosen job profiles. This significantly reduces the amount of time and effort required by humans to review data and reach a result. Implementing AI into the candidate screening process during mass hiring campaigns can significantly minimize the costs associated with hiring and re-hiring.

Online testing is a widely used approach to assess a candidate's cognitive abilities, judgment skills and personality traits. Innovations are conceptualizations that offer a resolution to a recognized enhancement area, subsequently converting the outcomes into a lucrative solution.

Human resource management faces numerous possibilities and threats with the use of AI for recruitment and selection. Many anticipate that artificial intelligence (AI) will become more integral to the hiring process in the future as it continues to advance and improve. Injecting new life into firm development, businesses can enhance recruiting efficiency and find more compatible talents through the fair use of AI technologies. Improving the interview's efficiency and accuracy can be achieved by the deployment of artificial intelligence. Quicker candidate screening, more accurate and objective interviews and more thorough evaluations of candidates' quality and adaptability are all possible with the help of AI. To be sure the best applicants are chosen, AI still needs to be thoroughly evaluated during the interview process alongside human HR knowledge and experience, despite AI's significant technological benefits. Optimizing the application of AI in interviews, improving its effectiveness and dependability and bringing more innovation and development to HRM can be explored further in future studies. There are numerous advantages and disadvantages to human resource management that can be brought about by using AI for competency evaluation.

Human resource managers can take advantage of AI's benefits—including better competency evaluation, more efficient processes and improved organizational and personnel growth through sensible implementation and effective management.

5.5.3. Personal Learning Statement

While undertaking this project, I have been introduced to various learning resources, tools and concepts. I learned how to find peer-reviewed papers from Google Scholar and how to properly use the National College of Ireland Library resources. I have been introduced to various tools for references and plagiarism checkers such as Turnitin, Cite This for Me and Grammarly.

I have learned various concepts on how AI is used in recruitment and selection such as CV screening and shortlisting candidates based on chosen job profiles through keywords and Boolean searches, which significantly reduces the amount of time and effort required by humans to review data and reach a result. I have also learned about the ethical concerns of AI in recruitment and selection such as data privacy and job security, with the fear of HR professionals being replaced by AI.

If I had more time to complete the project, I would have used a mixed method of research by incorporating qualitative analysis using interviews along with the survey questionnaire. This way, various viewpoints on AI in recruitment and selection can be analysed and triangulated. I would also have liked to sample many participants, as it will help in the validity of the result.

This research has enabled me to apply the theoretical knowledge gained here to real-world and practical solutions.

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Appendices

1. Appendix 1: Participants information sheet Participant's information sheet

Title of the research project: Artificial Intelligence in Recruitment and Selection in Organizations **Name of Researcher:** x22243216@student.ncirl.ie

Name of Research Supervisor: Julius.Nyiawung@ncirl.ie

Dear Sir/Madam,

This is my thesis for my master's degree at the National College Of Ireland and I am working under the supervision of Mr. Julius Nyiawung on Artificial Intelligence in Recruitment and Selection in Organizations.

Research Purpose

You are invited to participate in this survey, which intends to examine the utilization of Artificial Intelligence in the process of recruiting and selecting employees within organizations.

Please provide your responses to a set of statements and questions regarding your experiences using Artificial Intelligence in Recruitment and Selection in Organizations. Your answers will be gathered in this questionnaire. Kindly choose the response choice that most accurately reflects your experience or if relevant, make any further remarks. I appreciate the time you have given me. On average, this study may be completed in within 10 minutes.

Data Privacy and Protection

Consequently, any information you offer in response to this questionnaire will be maintained in strict confidentiality. My policy strictly prohibits the collection of any personally identifiable information about you or anybody in your immediate circle, whether it be done directly or

indirectly. If you opt to proceed, you will be requested to furnish comprehensive demographic details about yourself. We will merge your data with that of others to form a more extensive dataset and collectively analyse it, rather than doing it individually. This implies that your data will exclusively be utilized to advance academic pursuits, without being sold or otherwise disseminated to external entities.

Why should I participate in this study? What are the risks and benefits?

By participating in this study, you will make a valuable contribution to academic research, which seeks to enhance knowledge and generate novel insights. Participating in this study does not pose any extra physical or psychological hazards compared to what you would normally experience in your everyday life.

If you are interested in participating

To participate, carefully review the participating form and confirm your willingness to participate by selecting the appropriate box or signing your name as instructed.

Participation in this study is entirely optional and you are not required to provide a reason for declining to participate. If you decide not to, you are not required to participate. Participation in the survey is optional and there are no consequences if you choose not to participate or withdraw your data. Your data will not be utilized for commercial use.

If you have any inquiries about this questionnaire, feel free to contact me personally. For additional details regarding this survey.

Thank you for taking part in the survey.

Regards, Fedora Rodrigues

2. Appendix 2: Consent Form

You are being asked to take part in this survey that aims to investigate the use Artificial Intelligence in Recruitment and Selection in Organizations.

Your answers to a series of statements and questions about your experiences with Artificial Intelligence in Recruitment and Selection in Organizations will be collected in this questionnaire. Please select the response option that best describes your experience, or provide any additional comments, if applicable. Thank you for your time! This study takes less than 10 minutes to complete on average.

By participating in this study, you will make a valuable contribution to academic research, which seeks to enhance knowledge and generate novel insights. Participating in this study does not pose any extra physical or psychological hazards compared to what you would normally experience in your everyday life.

To participate, carefully review the participating form and confirm your willingness to participate by selecting the appropriate box or signing your name as instructed.

Consequently, any information you offer in response to this questionnaire will be maintained in strict confidentiality. My policy strictly prohibits the collection of any personally identifiable information about you or anybody in your immediate circle, whether it be done directly or indirectly.

Participation in this study is entirely optional and you are not required to provide a reason for declining to participate. If you decide not to, you are not required to participate. Participation in the survey is optional and there are no consequences if you choose not to participate or withdraw your data. Your data will not be utilized for commercial use

3. Appendix 3: Survey link and response

Survey link: https://forms.gle/2RLYLTE4Z7WYFnGz9

Link to response: https://docs.google.com/spreadsheets/d/1bXSmGjRMCMMmDL_242usrVrSgN0ugHXUeBcgep ACGHU/edit?resourcekey=&gid=1186914771#gid=1186914771