

**A Qualitative Research Study**  
**into The Effectiveness of Artificial Intelligence**  
**In Recruitment & Selection, From The Perspective of Recruitment Specialists in Ireland**

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**Submitted to the National College of Ireland, August 2025**

**Abstract:** The adoption of Artificial Intelligence to aid with functions such as Recruitment and Selection has grown rapidly in recent years. This research study will explore the effectiveness of utilizing AI tools and systems from the perspective of recruitment specialists working in Ireland. Previous research in the field has focused on organizational benefits such as cost reduction, and competitive advantage, this has left a significant gap in the research, to get a better understanding of the viewpoints, opinions and experiences from the professionals using AI daily. This research uses a qualitative semi-structured interview approach to address the gap in literature.

The research adopts an interpretivist research philosophy and qualitative methodology. The study was conducted by semi-structured interviews with six participants working as recruitment specialists in Ireland, participants worked as both in-house recruiters and for recruitment agencies. The interview questions were designed to gather deep insight and first-hand information, avoiding closed ended questions. To analyse the data from the transcripts, this research utilised Braun and Clarke (2006) thematic analysis framework, identifying four main themes: Recruitment & Selection, Organisational Advantages, Strategic Management, and Ethical & Legal Obstacles.

The findings in this research highlight a complex relationship between the recruiters and artificial intelligence. Participants noted the AI tools and systems ability to handle repetitive tasks such as screening applications and CVs, drafting emails, and keeping communication channels open with candidates, for example sending deadline reminders for unfinished applications. Participants mentioned using tools such as LinkedIn recruiter, Loxo, Gamma and Chat GPT, which in return has saved them time to focus on strategic objectives.

Human oversight and supervision were a recurring theme across the research study, participants voiced their concerns about over-reliance on AI and the ethical issues that may follow. Participants pointed out limitations such as AI developing an algorithm bias, potentially overlooking highly skilled candidates. It was a general consensus amongst participants that AI was not going to replace their role but rather assist and enhance their performance, using the AI tools as a personal assistant to perform administrative tasks, allowing more time for the recruiter to engage with clients and candidates on a personal level. The research suggest that AI lacks the ability to identify nonverbal cues and body language, unable to identify an individual's suitability for the organisation. This reflects the findings of many previous research papers, that AI should be used to enhance the recruiter's role rather than replace it. Participants strongly suggested the training and development of individuals using Artificial Intelligence, noting the importance of identifying a bias in the system, conducting regular audits to mitigate this factor and have a strong policy in place regarding the fair use of AI, noting that noncompliance may result in legal issues surrounding bias discrimination, breaches of GDPR and European legislation.

In conclusion, this research study suggests that Artificial Intelligence tools are most effective in recruitment and selection when they are aligned closely with human intervention and supervision. AI tools are most effective at administrative task, but their success depends heavily on the training and experience of the user, and maintaining the human element of recruitment and selections. The limitation of this study is the small sample size and geographical restrictions provide clear avenue for future research, for example getting the candidates perspective and expanding the research on an international level.

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**Acknowledgements:**

I would like to take the opportunity to thank my Mother and friends for their support during my masters. I would also like to thank my Supervisor Robert for his guidance at the beginning of this research project and the staff at NCI for their help and support. A special thank you to all the participants who took the time to allow me do this research.

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## **Chapter 1: Introduction**

### **1.1: Background Information**

Traditional recruitment and selection practices have changed significantly in recent years due to the amalgamation between Human Resource functions and artificial intelligence, .

Organisations have introduced AI systems, such as application screening and candidate shortlisting, predictive data and analytics, performance management tools which can monitor an employee's progression highlighting areas of success or the need for improvement.

Although AI is intended to improve productivity, it can come with problems for the organisation, for example over reliance or trust in the system may have ethical consequences, be in breach of general data protection regulations, but also the loss of human judgement or interaction, Priya (2024) highlights the importance of management overseeing the operations of the systems to avoid negative consequences.

Ireland in the last decade has experienced an influx of organisations introducing and adopting artificial intelligence systems into the workplace to aid departments such as the human resource department with tasks such as recruitment and selection. In a report conducted by IBEC, the Irish business representative group, Dooley (2024) highlights the increase in AI systems adoption, with over 1 in 4 or 26% of employers introducing such systems into the workplace across Ireland. In a report published by Gov.ie (2023) the government have predicted that by 2030 over 75% of organisations will have introduced and implemented AI systems into their operations. Further highlighted in this article is the focus on upskilling the workforce to keep up with pace in which AI systems are developing and the urgency for employers to educate and upskill their employees.

Many universities and colleges across Ireland including NCI currently provide a master's degree course in Artificial Intelligence. The European Commission (2024) developed the AI ACT (Regulation (EU) 2024), which provides organisations operating within the European Union the regulations and policies that employers must strictly adhere to, with significantly large financial penalties in place for those not following the legislation.

## **1.2: Research Objectives**

The aim of this research is to explore the effectiveness of Artificial Intelligence aiding in Recruitment and Selection, from the perspective of Recruitment Specialists working in Ireland. Understanding how recruitment specialists perceive and make use of these AI systems is crucial for evaluating not only the advantages but also the limitations, as recruiters and organisations become more reliant on the forever evolving Artificial Intelligence technology, specifically in recruitment and selection. Previous research regarding the area of AI in recruitment practices has had a main focus on the organisational benefits of utilising these tools, with little research from the professionals working with AI on a daily basis, leaving a gap in the literature.

The aim of the study is to address the gap in the research by examining the views, attitudes and concerns from the professionals working within a human resource management department utilising Artificial Intelligence systems within Ireland. Generating insight into the benefits and drawbacks it has on recruitment and selection.

- How reliant are recruiters on AI?
- How much trust do recruiters have in AI?
- Do recruiters see AI replacing their roles?
- The future of AI and Recruitment & Selection?

### **1.3: Research Structure**

This research will discuss the current literature surrounding the topic of Artificial Intelligence and recruitment and selection. Leading on from the literature review, this research paper will outline the aims and research question. Followed by a breakdown of the methodology used to conduct the research, including the research sample how data will be collected, and how the data will be analysed. The next section of the research paper will give a breakdown and analysis of the findings from the semi-structured interviews, leading onto the discussion chapter, which will outline the positives, negatives, limitations from the data. The final section of this research paper will include the research paper conclusion, alongside recommendations for future research.

## **Chapter 2: Literature Review**

### **2.1: Overview**

This literature review will analyse many studies and journals about the relationship between human resource functions and Artificial Intelligence. Covering areas such as recruitment and selection, strategic management, Organisational advantages, ethical and legal issues related to using these tools to aid with recruitment and selection.

### **2.2: Recruitment and Selection**

Ligeiro (2024) conducted a study on how individuals from different age ranges react to organisations utilising AI systems to aid with recruitment and selection. The results of the study suggested people in the age range 45-54 had more trust in the process but also preferred using AI methods rather than dealing with employees, on the other hand individuals from the 34-44 had concerns about over-reliance and the effectiveness, Mkhize and Lourens (2025) highlighted areas of concern such as the system developing a bias due to the data entered by the controller, the overall tone of the journal highlights the positives of AI. Whereas Pengcheng (2024) performed a study on two organisations, company A employees had effective training on using artificial intelligence, involving them in the process and development of the systems, how they are introduced into the business, by doing so the employee productivity, engagement and satisfaction were all at high levels. The other study was carried out in company B, this time no employees were trained on the new systems, the study concluded opposite results to company A, there was significant pushback from employees, a peak in turnover, and employees didn't have trust in the organisation.

Organisation in India have fully embraced AI into their daily HR operations, using it for functions such as recruitment and selection, data analytics, monitoring their social media accounts to attract potential talent, making use of Chatbots to interact with applicants and

employees, and providing training and development programmes through online platforms, Madhavi and Kaveri (2024) notes in their research that although organisations are using these systems, the country is in the very early stages of developing a AI usage framework, which leaves the door open for organisations to abuse and manipulate AI to their advantages, similar to Farhat et al (2025) who conducted a similar study in Pakistan, suggesting a need for policy regarding its use in organisations.

Currently organisations have access to a number of AI to aid with recruitment and selection such as HireVue (HireVue, 2025), an ai driven video analysis tool to pick on applicant's nonverbal cues or LinkedIn's talent insight offering real time data about available talent (LinkedIn, 2025), aiding in strategic recruitment decisions. Another tool currently available is Xopa AI (Xopa AI, 2025) this system analyses applications and CVs, predicting their suitability and skills for the organisation alongside future predictions about retention and turnover rates. Golej and Pietron (2024) suggests a more refined internal AI system rather than using a number of different tools, stating it can create inconsistency amongst the generated content.

### **2.3: Strategic Management**

Dragomir (2024) and Patil (2024) both emphasise the importance of organisations developing and implementing a strategic framework and policies on the correct usage of AI and human resource functions. Ensuring alignment between the over business strategic goal and the use of AI. Dewi et al (2024) made suggestions such as assessing employee skills and capabilities and providing effective training and development to properly manage but also operate the tools, alongside assessing employees, to develop a specialised team who will supervise the operations, responsible for keeping up to date with the most recent laws and legislation.

As Lodra *et al.* (2024) suggest, there are possible obstacles and negative consequences organisations may come up against if they do not approach implementing these systems in a

strategic manner. Alnajem (2024) highlights the importance of proficient training for employees, because AI systems are capable of picking up a bias from the person entering the data. Pandey and Kirit (2025) suggests lack of effective human supervision can lead to certain demographics or genders being excluded from recruitment campaigns and in legal terms can result in a discrimination case against the employer. RTE (2018) wrote an article regarding Amazons recruitment tool, The system was in place to analyse CVs, but due to how the tool was programmed it develop a bias against women applicants, the system eliminated applications with the 'women'. In January of this year, Gruet (2024) wrote an article for the BBC about amazon's illegal use of employee surveillance in their warehouses in France, due to breach of GDPR, the organisation was fined €32 million.

Both Poliakova *et al.* (2023) and Hernandez (2023) take a broader look into the effectiveness of AI systems and their capability of decision making and analysing data, not only from a recruitment and selection viewpoint but also different areas within the HR function such as performance management, appraisals, predicting future trends, and identifying an influx in turnover rates. Although both articles argue the importance of training and upskilling employees to keep up with the rapid expansion of AI operations, one viewpoint has a focus on the importance of the person entering the data to develop and train the AI system, ensuring that they are not biased in their data entry, and the other viewpoint takes into account how the potential candidate navigates the e-recruitment system.

## **2.4: Organisational Advantages**

Ore and Sposoto (2022) highlighted the importance of organisations investing in AI systems to keep up with the fast pace of the industry. Throughout the article, the authors suggest many benefits of using these systems such as removing menial tasks, in return allowing the HR team to focus on more important duties and assignments and also alluding to the cost efficiency and

financial savings by means of e-recruitment, with a focus more on the positive effects this may have. Tuan and Hoang (2025) go into greater detail regarding the positives, such as performance management tracking system, providing real time data and analytics about employees performance, highlighting areas in need or improvement.

Alaghbari *et al.* (2024) imply that it is essential for organisations to adopt these technologies in order to ensure organisation effectiveness and efficiency. Both helping and influencing human resource strategies in areas such recruitment and selection, performance management, and also employee engagement, similar to previous authors, while Topuz et al (2025) proposes having an effective framework in place, providing employees with effective training and on-going support. The main theme of the research is to get a better understanding of how AI is correctly implemented into an organisation, highlighting the importance of developing a strategy on how senior managers will roll out the systems. While the article has some strong arguments in favour of embracing and introducing AI systems and the potential benefits, it appears to be slightly biased and have a one-sided opinion.

Bisht and Kumar (2024) mentioned the positive effects for International Organisations or Mutli-National Enterprises utilising tools such as WorkDay or Lattice which allows companies to assess employee performance on a global scale, suggesting areas for improvement but also the ability to roll out training programmes on global scale to their subsidiaries, allowing reach to a much bigger audience, whereas Ye and Jiang (2025) argue that relying heavily on AI tools to track employee performance can lead to mistrust from the employees because the process has become to impersonal.

## **2.5: Employee Attitudes**

Manu (2022) suggests the potential resistance and pushback organisations may come up against from employees who may have genuine fears and concerns over factors such as job

displacement, privacy concerns, which in return can have negative consequences for the organisation. For example, employees with concerns for their job may seek employment elsewhere which in turn can affect retention levels. Balcioglu and Artar (2024) emphasises the need for employers to ensure their employees have received the correct training and information around the usage and policies around the adoption of these systems. It gives the employees the chance to address their concerns and get a better understanding of the positive impact that using these technologies may have on their working life. To address these issues, Soleimani *et al* (2025) endorses the idea of creating a specialised management team within the HR department devoted to managing the AI systems. Parveen et al (2025) note the importance of the recruitment specialists being trained, to not only effectively use the tools but also to try and avoid potential legal or ethical related issues by having the ability to identify bias.

## **2.6 Ethical & Legal Obstacles**

Hemalatha *et al.* (2022) proposes possible negative impacts AI systems may have on both the organisation and the employee. The authors highlighted the importance of implementing a strategy which coincides with legislation regarding usage of Artificial Intelligence and General Data Protection Regulations when introducing AI systems into the organisation alongside effective training for all employees on the correct usage of this system to avoid bias or discrimination which may result in legal action towards the organisation. Tolic and Niculescu (2025) notes that employees may feel mistrust towards the organisation for misuse of AI employee surveillance similar to Amazons court case as mentioned previously in the literature review.

On the other hand, Benabou *et al.* (2024) touch on the different sectors that are making use of the systems such as healthcare, education, human resources. But the overall theme of the



research is to identify the potential ethical and legal challenges organisations choosing to use artificial intelligence systems to aid in recruitment and selection may face such as breaches of GDPR, employee privacy. Hunkenschroer and Luetge (2022) emphasise the crucial importance of following both national and international legislation regarding the safeguarding of employees and users of the systems such as the AI ACT 2024 developed by the European Commission.

This is further emphasized in a study conducted by Rezzani *et al.* (2020) and Mori *et al.* (2025), where the authors address the issue of applicants manipulating AI systems to benefit their result and ultimately making the short list. This is another factor that recruitment need to take into consideration when developing a framework for AI recruitment to ensure fairness and equality amongst all candidates. Mollay *et al.* (2024) suggest a strong alliance between the organisations ethical framework and the fair usage of Artificial Intelligence to avoid legal issues resulting from bias or discrimination.

## **2.7 PANDEMIC/COVID-19 -Impact on HRM**

Al-Omari *et al.* (2023) took a different approach and highlighted the impact of Covid-19 on organisations and their sudden reliance on online and artificial intelligence and automated systems to help perform duties and tasks normally undertaken by humans. Due to pandemic restrictions, companies had to be quick on their feet and introduce systems allowing employees to perform their jobs from home. Tasks such as team meetings, recruitment, onboarding, performance management all moved to the virtual world, allowing employers and employees to engage and continue with as little disruption to the strategic business objectives. Although this was a turbulent time and a lot of quick planning and trial and error took place to introduce these systems, it has changed how the working relationship is viewed, allowing for a more work/life balance but this is not without its consequences. Sahyaja

(2024), indicates the positive impact remote working has had on employee attitudes towards the organisation. Employees feel as though they have a stronger balance between work and their personal lives, rates of employee burnout have lowered significantly, and productivity has increased, these are positive impacts for organisations still utilising artificial intelligence for remote working. On the other hand, organisation who reverted back to full office-based work seen an increase in turnover rates and employees disengaging, noting the important link between remote working and a healthy work life balance.

### **Theme and Research Gap**

The running theme throughout the research journal articles that have been reviewed, appears to be more focused on the positives and negatives of introducing and adopting AI systems to aid with recruitment and selection from the organisation's standpoint. This is where this research seeks to potentially fill the gap and conduct research from the recruiter's perspective. Seeking to identify how effective recruitment specialists feel Artificial Intelligence tools are at identifying highly skilled individuals, how they utilise the AI tools, how much trust they have in the AI tools.

### **Chapter 3: Research Question**

The many organisational benefits of utilising Artificial Intelligence has been documented in previous research in the area leaving a significant gap from the perspective of recruitment specialists utilising AI to aid with Recruitment and Selection practices.

The main of this research is to explore the effectiveness of utilising Artificial Intelligence to aid with Recruitment and Selection, from the perspective of Recruitment Specialists in Ireland.

#### **Sub Questions:**

- How reliant are recruiters on AI?
- How much trust do recruiters have in AI?
- Do recruiters see AI replacing their roles?
- The future of AI and Recruitment & Selection?

## **Chapter 4: Methodology**

### **4.1: Introduction**

This chapter will provide the methodology used to investigate the attitudes and perspective of recruitment specialists utilising Artificial Intelligence systems to aid in recruitment and selection practices. This will include the research philosophy, research design, the methods used to collect the data and how it was analysed, and also the limitations faced while conducting the research. The overall purpose of this section is to outline why and how these research methods are utilised.

### **4.2: Research Philosophy**

- **Ontology:** Ontology refers to the researcher's assumption of reality, an assumption can be either objective or subjective. In relation to this research topic, an objective ontological position would assume that Artificial Intelligence systems are useful and aid in the recruitment and selection process or they do not. Whereas a subjective ontological position would assume that it depends on the user's experiences, for example a recruitment director and a recruitment consultant may have different attitudes or experiences with AI tools. This research paper is of that assumption.
- **Epistemology:** Epistemology refers to the knowledge and what method the research feels is the best. For example, gathering information or knowledge through a positivism approach, would involve the use of measurements and statistics, analysing large data sets from specific demographics such as male/female, certain age brackets, these are common forms of quantitative research methods. An interpretivism approach gathers information by getting first-hand information from an individual's experiences, gaining better insight into the attitudes towards utilising AI tools in recruitment and selection.

This research paper will adopt an interpretivism epistemology; by using qualitative semi-structured interviews, the study will aim to produce professional insight from recruitment specialists using Artificial Intelligence tools to aid in HR practices, specifically Recruitment and Selection.

- **Paradigm:** The overall paradigm for this research study will be interpretivism, as the researcher seeks to gather information and insight from Human Resource and Recruitment specialists utilising Artificial Intelligence to aid in functions such as recruitment and selection on a day-to-day basis. The researcher feels this is the best approach to gain a better understanding of the attitudes towards the AI systems. A positivist approach wouldn't gain this experiential knowledge, as mentioned in the literature review, Ligerio (2024) conducted a quantitative study on specific age groups, resulting in very limited data in relations to the attitudes.
- **Justification:** The research surrounding the topic of the attitude towards utilising Artificial Intelligence tools to aid in practices such as Recruitment and Selection has been approached many different ways by previous researchers. For example, both Tolici and Niculescu (2025) and Sahyaja, C. *et al* (2024) took a case study approach, focusing on large international organisations such as IBM and how their HR department use AI for attracting, hiring and also employee career development, another case study was done on Amazon's controversial recruitment tool and how it was deemed unfit for purpose. Rezzani, A. *et al* (2020) conducted their research using solely literature reviews, analysing the data and conclusions from previous researchers. Pengcheng (2024) and used comparative analysis, while Ore and Sposato (2022) used a qualitative approach, but their focus was on individuals from different grades within one organisation. Madhavi and Kaveri (2024) approached their research with use of

quantitative methods such a survey, the researchers noted that although this method gave them access to large amounts of data it lacked insight from professional's experience using these tools and their attitudes and feeling towards them. Mohammed, A. *et al* (2024) suggests further research into the opinions of professionals using AI in a more inductive qualitative approach rather than relying on numerical data sets.

### **4.3: Research Method**

Building upon these recommendations, this research will take an inductive qualitative approach to get a better understanding of the attitudes and opinions of using Artificial Intelligence tools to aid in Human Resource practices, specifically Recruitment and Selection. Utilising a inductive qualitative approach will allow the research to gain a deeper insight from the perspective of recruitment specialist using these tools on day-day basis.

The researcher has chosen to use a semi-structured interview format. As mentioned previously, Madhavi and Kaveri (2024) suggested that research in the field was lacking qualitative research such as interviews with professionals working within the recruitment sector which can help to gain better inside knowledge and insight.

**4.4: Research Instrument:** Previous research has had a focus on the effects of using Artificial Intelligence to aid in Human Resource practices such as Recruitment and Selection from the perspective of the organisation and the effect it has had on the overall business performance (Farhat et al, 2025). This study aims to build upon previous research, by gaining further insight from the perspective of professionals using AI recruitment tools. The semi-structured interviews will consist of pre-determined questions to address the gap in research literature.

The researcher has broken the interview questions into two sections. The first section is aimed at all individuals working within the recruitment sector who utilise AI tools, to get a better

understanding of their feelings towards working with these systems, the second section of the is aimed at senior management level to get a better understanding of the strategic element of introducing AI into the organisation.

The interviews will start with general questions to get a better understanding of the participants background within the recruitment sector, leading onto more focused questions about their day-to-day use and experiences with Artificial Intelligence, and what they see for the future of AI and Recruitment and Selection.

#### **4.5: Interview Design**

The interviews will be around 15 minutes in length, depending on each participant. The researcher originally proposed to conduct the interviews in person but due to time restraints and location issues, the interviews will take place through the Microsoft teams online video platform. Ahead of the interviews, the researcher will send all participants a breakdown of the process including the nature of the project, a consent form explaining the ethical considerations, explaining that the process is fully confidential, and a copy of the pre-determined questions to be fully transparent with the participants. See *Table 1* below for a list of participants.

**Table 1: Participants**

<b>Participants:</b>	<b>Role:</b>	<b>Time in Recruitment:</b>	<b>Interview Length:</b>
<b>P1</b>	Managing Director *(Co-owner of recruitment company)	3 years in total *2 years as MD	15m 13s
<b>P2</b>	Senior Recruitment Manager *(In house)	3 years	12m 8s
<b>P3</b>	Talent Acquisition Specialist *(In house)	6 years	15m 35s
<b>P4</b>	Recruitment Consultant *(Recruitment Agency)	Less than 1 year	13m 9s
<b>P5</b>	Recruitment Consultant *(Recruitment Agency)	3 years	13m 20s
<b>P6</b>	HR Advisor *(In house)	4 years	14m 51s



#### **4.6: Research Sample**

**Participants:** Recruitment specialists with experience utilising AI tools within Ireland.

**Sample:** Mix of senior/junior recruitment specialists, both in-house and agencies.

**Reasoning for Sample Choice:** As mentioned previously in the study, earlier research has focused on the effectiveness of using AI and organisational performance or employee opinion by means of quantitative survey data analysis, analysing large data sets. These methods have overlooked the professionals utilising Artificial Intelligence to aid in recruitment and selection. The research aims to fill this gap by getting first hand information and insight into the individuals who are using AI to aid in recruitment.

Selecting the participants was purposeful to address this gap in the literature; by using this method it allowed the researcher to choose participants working with AI in Recruitment. The researcher used two methods to reach out to participants, LinkedIn and a referral which resulted in an extra participant. The original plan was to interview 10 participants, but due to circumstances and time constraints the number decreased to 6 participants.

This method of research came with a number of limitations, the first being the small sample size of participants. This was due to time restraints and participants having to withdraw due to personal reasons and circumstances. Although the sample size is limited, the researcher is confident the interviews will provide excellent insight and information due to the variety of experience from the participants using AI for recruitment. Another limitation of using this method of research was conducting the interviews online rather than in person. The majority of interviews went ahead with out any issues but one in particular had a broken connection resulting in loss of information.

#### **4.7: Data Analysis**

The research interviews will be focused on four of the main themes which have emerged from the literature review when conducting the interviews such as Recruitment & Selection, Organisational Advantages, Strategic Management and Ethical & Legal obligations.

During the interviews the researcher will take note of keywords and themes throughout. All of the interviews will be conducted via Microsoft Teams and each session will be recorded to revise the transcripts at a later stage. This will ensure the researcher becomes familiar with the data.

To analyse the data, the researcher will use Braun and Clarke (2006) framework for the thematic analysis approach, this will involve revising the raw data from the interview transcripts. It is important for the researcher to become familiar with the transcripts this will help to identify different points the participants make and code them manually into groups. Using these codes the researcher will identify themes and recurring opinions. The themes were assessed and cross checked to ensure the participants are being represented accurately. The themes were then defined and given clear descriptive names which reflect their nature and presented in table format.

#### **4.8: Themes/Codes**

The researcher designed the questions around four of the emerging themes from the literature review, Recruitment & Selection, Organisational Advantages, Strategic Management, and Ethical & Legal Obligations. During the coding process, further themes materialised from the raw data codes were assigned to recurring words and themes.

#### **4.9: Ethical Considerations**

As mentioned previously, the researcher will provide all participants with information about the nature of the research, how the study will be conducted, information explaining the ethical considerations and confidentiality of the process. Alongside this information, the participants will receive a consent form outlining that their data will be kept full confidential throughout the process and that they can withdraw from the research study at any time. All participants will be required sign the consent form prior to the interviews.

To be fully transparent with the participants the research will provide a copy of the questions. At the beginning of the interview, the researcher will once again inform the participants that the process is confidential and any identifiable personal data will be anonymised, informed they may withdraw at any time, and also seeking their permission to record the session to further analyse the transcript at a later date. The researcher has kept in line with NCI's ethical policy.

#### **4.10: Limitations**

This research produced a number of limitations. The first and main limitation was the limited number of participants, this was due to a number of different factors such as, the short time frame to conduct the interviews, another problem was trying to work around participants busy work schedules, and quite often participants having to withdraw due to personal reasons. Another limitation is the variety of participants, in terms of their roles within recruitment. The researcher originally planned to interview 50% senior level and 50% junior level to get a better understanding from an operational aspect but also a strategic aspect.

## **Chapter 5: Analysis and Findings**

### **5.1: Introduction**

The aim of the research was to identify how effective AI tools are at aiding in hr practices such as recruitment and selection from the perspective of a recruitment specialist. The research was conducted by a comprehensive literature review, and qualitative semi-structured interviews. This section of the research will demonstrate the findings of the study from the viewpoint of recruitment specialists utilising AI tools to aid with recruitment and selection.

The raw data was coded using a mix of both deductive and inductive methods. The deductive elements stem from the themes emerging in the literature review such as Recruitment & Selection, Organisational Advantages, Strategic Management and Ethical & Legal Obligations, this led onto the sub themes/codes (Braun and Clarke, 2006). By using a mixed method approach this allowed the researcher to merge previous research with new insight and research.

### **5.2: Theme 1 – Recruitment & Selection**

- **Use of AI Tools in Recruitment & Selection:**

All participants reported that they use different AI tools on a daily basis to aid in Recruitment & Selection practices such as creating job advertisement's, screening CV's and applications for keywords related to the job role, creating reminders to alert potential candidates about deadlines.

One participant in particular utilises many different AI tools, for example, Loxo, APR Automation, Chat GPT, and LinkedIn Recruiter.

*“We use Loxo, it's an AI driven tool for ATS and CRM. We use APR for automating our workflows. We use Chat GPT to help with content creation and*

*sometimes strategic writing. We also use LinkedIn recruiters, it helps to get a better talent insight” (P1)*

Another participant mentioned the fact their organisation has integrated AI tools into their internal systems to aid in tasks such as job advertisements, scanning CVs. The participant stated that English is not their first language, and they find AI tools useful to help them word emails when liaising with clients, or to summarise documents. Their experience using AI for day-to-day administrative tasks are all mostly positive, noting the AI systems can produce small mistakes but in general very useful.

*“Preparing maybe a job ad and spec or things I wouldn’t be familiar with such as email wording and to be honest I use quite a lot because English is not my first language” (P2)*

The participants working for recruitment agencies used a range of external AI tools, whereas the participants working as in-house recruiters had systems built into the organisations software. One participant in particular expressed their concern about screening tools overlooking highly skilled candidates, suggesting the need for human supervision. Overall the feedback from the participants was positive in relations to administrative tasks and content development

*“We started using AI tools just over 2 years ago in my company, the first few months was a real learning curve. We had to closely manage the system but also avoid over reliance” (P5)*

These points made by the participants mirror both Pandey and Kirit (2025) and Mkhize and Lourens (2025) claim that poor supervision of the AI systems can

result in the tools developing a bias and overlooking potential talent for the organisation.

- **Candidate Screening:**

All participants mentioned the convenience of using application and CV screening. The systems scan for key words related to the job role and advertisements, but the participants also voiced their concerns about overlooking talented and highly skilled individuals, suggesting the importance of human supervision because AI is currently not capable of taking cultural fit for the organisation, or identifying certain mannerisms into account when screening candidates, whereas a human can pick up on body language and tone of voice.

*“It screens for keywords, but for cultural fit you need a human. AI doesn’t take these factors into account” (P1)*

*“Sometimes it overlooks things...I think you need to have a conversation with every candidate” (P2)*

*“I find the screening tool can overlook certain skills and also suggest unsuitable candidates at times. I have to monitor the results regularly” (P3)*

The participants in more junior roles noted the positives of using screening tools, while senior level candidates spoke about the positives, they also suggested negatives sides such as overlooking candidates or suggesting candidates who are not suitable for the role, showcasing the need for human management. This information backs up Madhavi and Kaveri (2024) claim

that AI is in the early stages of its development and mistakes are bound to happen, emphasising the need for close supervision.

- **Candidate Experience:**

The participants talked about how AI can enhance the candidate's experience because it can help to keep the communication channel open by sending timely reminders to individuals who may not have completed their application prior to the closing date. One participant noted using AI to ensure all applicants get a response, whether it's for a job offer or informing the candidate they were unsuccessful, this helps to avoid applicants to feel like the organisation has 'ghosted' them.

The participants spoke about the positive side such as engagement with applicants, but some also noted the risk of this process being impersonal and the individual may feel as though they are interacting with a robot rather than a recruitment consultant, claiming that using AI to interact with applications can cause them to disengage from the process.

One participant also made an interesting point about sounding too automated and robotic, especially in a time where online and phone scams are happening daily, relying too heavily on AI and less human interaction could result in candidate perceiving it to be a scam.

*“So 100% I think it's a game changer for the candidate experience in a sense that there shouldn't be any ghosting. Candidates should be updated at every stage of the process. If they are rejected, they should receive a message also. So from that perspective its good for the candidate experience, the*

*disadvantage with that would be that it can sound a little bit robotic, so again that's where the human element comes in" (P1)*

*"You should host quarterly reviews to make sure the messages are not sounding too automated, because we are all getting messages, emails and calls that are all clearly a scam. So you don't want to lose human interaction" (P6)*

### **5.3: Theme 2 – Organisational Advantages:**

- **Efficiency**

The participants mentioned how efficient the AI tools are at administrative tasks such as filtering through applications and CVs, creating job advertisements, and one participant noted that AI played a significant role in helping to improve communication for non-native English speakers. Another participant who has only worked in recruitment for less than a year, spoke about how AI was helpful to aid them through the initial stages of the role.

*"When I started my career in recruitment a few months back, I came from a retail environment and was quite nervous about admin stuff like answering emails professionally or not understanding certain information. Having access AI really helped guide me in the right direction" (P4)*

Similar to subsections in theme 1, senior level recruiters all mentioned that over reliance on AI can result in a bias in the algorithm, overlooking potentially highly skilled applicants, once again they voiced the importance of a human overseeing the process throughout. One participant spoke about the



efficiency and time saving effects but also expressed the need for human interaction. They felt the need to interact with applicants and let them express themselves, as not everybody can sell themselves on paper and interacting with them allows this.

*“My personal opinion is you need to have a conversation with every candidate. You can’t just look at what their background and skills are because they might be ambitious, give an opportunity to talk about themselves. Its something the AI can’t do. AI scanning CVs is a big minus for me . I like to talk with every candidate and give everybody an opportunity to express themselves” (P2)*

- **Cost Reduction**

Participants noted that by using AI tools to aid in recruitment and selection, they have reduced labour costs especially for smaller organisations, reduced outsourcing costs for organisations using in-house recruiters. One participant highlighted the high costs associated with investing in AI tools initially but can help to lower costs in the long-term such as being able to keep their team small, these statements mirror the claims of Poliakova et al (2023) and Hernandez (2023) in relation to a strategic approach to adopting AI can have long-term savings for the organisation.

- **Time Management & Productivity**

Time management was a common theme throughout all the interviews, participants noted that utilising AI tools to aid with recruitment and selections processes has resulted in freeing up significant amounts time for them to focus

on important tasks such as maintaining the relationship with clients and candidates, strategic planning and making use of data analytics to make decisions. Senior participants noticed a significant increase in productivity, for example one mentioned using Gamma AI to produce presentations, noting in the past presentations could take their team several hours to produce and by using this tool they can develop a finished presentation in less than thirty minutes.

Another participant talks about using AI tools to aid in several Human Resource practices such as drafting emails, contracts, employee performance management, scheduling meetings, the participant noted that they act alone as the HR advisor for a small organisation; by having these tools at their disposal it freed up time for them to deal with employee relations issues. Similar to all participants, they stated all users of AI tools should cross check the content and ensure it is correct.

*“Theres another tool that we use called Gamma, it creates presentations and helps prepare for client meetings. The team spent a couple of hours trying to prepare, whereas half an hour and its ready. So it’s a huge time saver” (P1)*

*“As I am the only HR point of contact, I can draft an email or contract in a few seconds. This saves me so much time to deal with other stuff that need my attention” (P6)*

#### **5.4: Theme 3 – Strategic Management:**

As previously mentioned in the methodology section, the researcher broke the questions into two sections, questions focused on the opinions of all individuals working in recruitment, and questions directed at senior level recruiters to get a better understanding from a strategic

management perspective. As mentioned in the methodology limitations section, the research only had access to two senior level recruiters for interviews, and the following data is generated from both.

- **Competitive Necessity**

Both participants made similar remarks around organisations adopting and utilising Artificial Intelligence to aid in tasks such as recruitment and selection. Both participants voiced their concern for organisations and recruitment professionals who do not upskill and train on these tools and systems. Noting that not only organisations, but individual's seeking a career in recruitment should invest in upskilling to get a competitive advantage in their career.

*“Companies not jumping on the band wagon will be left behind, It affects everyone in the company. I see many new roles emerging with experience working with Artificial Intelligence and data analytics as a requirement. Recruiters also need to keep up to date with the latest tech to remain relevant”*

**(P1)**

One of the participants mentioned that by using AI tools to work on administrative tasks, it has given them more time to focus on the clients needs, stating that with all of the AI tools they use they should be freeing up 1 day worth of time per week, but they haven't started to experience that yet.

*“Oh it has given me so much more free time to focus on strategic initiatives. I'm spending so much more time in front of clients knowing that work is being done for me in the background. So its given me a lot of freedom. And I think*

*there is still so much to do, like yes we are AI literate, but there's still a long way to go. Like realistically with all the tools that we are using, we should be getting 20% back a week, which is a full day. But I don't feel that yet.” (P1)*

- **Evolution of the Recruiters role**

Both participants suggested a strong alliance between Artificial Intelligence and recruiters as the technology continues to evolve, noting that AI will not replace recruitment specialist but rather act as personal assistant in a sense.

One participant gave an excellent example of this, stating that in the past when calculators were invented, accountants thought their jobs would become redundant, but in fact it was quite the opposite. Similar to the calculators, Artificial Intelligence is there to assist and support the recruiter's role rather than replace it.

*“I think it was 40 years ago or 30 years ago, somebody invented the calculator and all the accountants, and all the people were like, Oh my God. We're going to lose our jobs. But now from calculator, we have gone all the way to computers with internet, and it has changed our lives, so I think that's what AI is going to be at some point as well. I think it will improve our jobs and work so much better, in 5 – 10 years there will be such a difference” (P2)*

Although this section of the research was not directed towards junior recruiters, it is worth noting that all participants suggested in the interviews that as AI develops it will only enhance the recruiter's job, acting as there assistant rather than replacement.

## 5.5: Theme 4 – Ethical & Legal Obstacles

- **Accuracy**

Throughout all of the interviews, participants highlighted the importance of cross checking content created by the AI tools, for example one participant noted reviewing job advertisements for any potential bias or discrimination within the wording, suggested keeping up to date with employment law legislation because organisations relying solely on information or legal advice generated by Artificial Intelligence may result in legal issues for the company.

One participant mentioned that the results can vary depending on the information and data entered into the system, noting that extra caution must be when entering data into the system because it can pick up on unconscious bias the recruiter may have, which can result in overlooking or discriminating against potential candidates.

- **Human Supervision:**

All participants strongly suggested human supervision throughout the whole process noting ‘You can’t fully rely on AI’, this was a recurring theme throughout the research, all participants at different points in the interviews emphasised this. As mentioned previously in this study, participants spoke about information or content generated by AI can sound ‘robotic’ or ‘automated’ and should be supervised. One participant mentioned treating AI as a new junior employee, supervising and ensuring their work is correct. The general consensus throughout the study was that the recruiter or member of staff utilising AI for recruitment and selection should always be the final decision maker. One participant spoke about a previous colleague’s experience

with over reliance on AI, the individual used an AI tool to develop an email response to a client, without checking the content generated the individual sent the email response. This resulted in disciplinary action due to the poor choice of wording in the email.

Other participants in the study spoke about how AI is not capable of picking up on a candidate's body language, emotions or even tone of voice, noting the importance of a human interacting with candidates to get a better understanding and insight into their experience or skillset. One participant noted the "gut instinct" recruiters have when assessing or interviewing a candidates face to face, speaking about how they can pick up on subtle body language or if they will be a good fit for the organisation. Suggesting AI aid in the administrative side of recruitment but the recruiter needs to intervene to not only supervise but add a personal or human touch.

- **Bias & Fair Procedure:**

All participants throughout the interviews noted the effectiveness of the tools but they all highlighted the limitations which may result ethical issues such as bias or discrimination. For example, screening tools may pick up on certain keywords but it may overlook a persons experience or skills if they have not worded their CV or application correctly, this point was emphasised by all participants throughout the study.

Two participants spoke about their organisations policy regarding the use of AI tools, noting that the policies cover areas regarding fairness, transparency, GDPR and data protection and ethical issues which may arise while using the tools. One participant suggested organisation should be conducting regular

audits on the systems to pick up on any bias in the system, addressing the issue immediately to avoid any legal issues which may occur.

One participant spoke about a 'hack' that some candidates have figured out to manipulate the AI screening tools by adding hidden text into their applications or CVs that can bypass the system and suggest them as a potential candidate even though they do not meet the criteria or job requirements, another participant mentioned a similar point, they spoke about AI suggesting unsuitable candidates and the need to check the CVs and applications manually.

## **Chapter 6: Discussion**

### **6.1: Introduction**

The main aim of this research study was to analyse how effective Artificial Intelligence tools are at aiding recruitment and selection, from the perspective of Recruitment Specialists in Ireland. As evident in the literature review, there has been plenty of research conducted on the topic of organisations utilising AI. Previous research has focused heavily on the benefits for organisations using AI tools, leaving a gap in the research to get a better understanding of how effective these tools and systems are from the people who are using them on a day-to-day basis. The study was conducted by qualitative semi-structured interviews, the research sample consisted of recruitment specialists working either in-house for organisations or recruitment agencies. This research has identified the positives, the negatives, the limitations and ethical concerns from their perspective and opinion.

This section discusses four of the main themes that emerged from the literature review in chapter 2, Recruitment & Selection, Organisational Advantages, Strategic Management, and the ethical & Legal Considerations. After analysing the raw data from the interviews, the researcher identified a number of sub-themes as evident in chapter 5. This discussion will critically evaluate the findings from the study in comparison to previous research, highlighting similarities, contradictions and the potential for further research in the area.

### **6.2: Recruitment & Selection**

- **Use of AI Tools:** This research has highlighted the fact that many organisations are currently utilising Artificial Intelligence to aid in functions such as recruitment and selection. Participants noted the use of tools such as Loxo – a talent intelligence recruitment platform, Chat GPT, Applications tracking systems, client relationship management systems, LinkedIn Recruiter, Gamma AI, and AI systems integrated into



the organisations work system. Participant's spoke about using AI tools to aid with tasks such as CV and application screening, drafting up emails and documents, helping with grammar and spelling. One participant pointed out that AI is very useful for them with language barriers, noting that English is not their first language and AI can help them to translate or getting a better understanding of the wording, this aligns with Madhavi and Kaveri (2024) statement about how adopting AI tools can improve inclusivity by helping employees with language barriers.

The feedback regarding using AI tools to aid with simple administrative tasks was positive in general but all participants noted errors and mistakes in the content generated by AI, all highlighting the importance of human supervision (This a recurring theme throughout the research), similar to a research study conducted by Mkhize and Lourens (2025).

The research found that participants using AI tools integrated into their internal systems had more positive experiences in comparison to organisations using a range of external tools, noting the importance of recruiters being appropriately trained on the systems and keeping up to date with the forever evolving technology, Pengcheng (2024) emphasised this point in their research study, stating that the effectiveness of the AI tool links back to the training and development of the user.

- **Candidate Screening:** The participants all mentioned use of screening tools to identify potential candidates for different roles, one participant noted the time-saving aspects of using a screening tool and the convenience of key word searching, but all participants spoke about the limitations of relying on these tools. For example, the system overlooking potentially highly skilled employees due to bias algorithm it may have picked up from data entered into the system, this mirrors Lodra et al (2024) and

Farhat et al (2025) point regarding poor management of AI tools leads to a risk of developing a bias, overlooking certain demographics.

All participants in this study spoke about human intervention when it comes to the final selection of candidates, this aligns with Rezzani et al (2020) and Golej and Pietron (2024) and their view on recruiters supervising the process to ensure fairness. Senior participants in particular highlighted the limitations associated with full reliance on the tool to identify top talents. For example, one participant spoke about the AI tools inability to pick up on an individual's body language, their tone of voice or subtle expressions of emotion. Participant highlighted the importance of giving everybody a fair opportunity. These findings correlate with Hemalatha *et al* (2022) and Ligeiro (2024), both authors mentioned how AI tools are not capable of picking up on non-verbal cues in comparison to a human's ability to notice subtle behaviours.

- **Candidate Experience:** Senior participants spoke about the positive and negatives using AI tools, regarding the candidates experience through the recruitment process. The participants highlight benefits such as keeping communication channels open with applicants, sending reminders for deadlines, ensuring all applicants receive a response regardless of the outcome to avoid the feeling they have been 'ghosted' by the organisation, this aligns with Ore and Sposoto (2022) point how AI automation can improve transparency for the clients experience throughout the process. On the other hand, participants pointed out the risk of the automated systems sounding too robotic and impersonal.

One participant highlighted a point that the researcher did not come across while conducting a literature review, they spoke about the current climate of scam calls, texts and emails. The participant said relying to much on AI to engage with candidates can result in potentially deterring them as they may interpret the interaction as a scam

if the AI tool sounds too robotic or automated. This point aligns with the recurring theme of human supervision and intervention throughout the research study, all candidates suggested interacting with candidates to add a human touch to the process, also mirroring claims made by Ye and Jiang (2025) that relying on Artificial Intelligence to interact and engage with candidates can make the process impersonal. .

### 6.3: Organisational Advantages

- **Efficiency & Productivity:** All participants noted the efficiency of AI tools for repetitive and time-consuming tasks such as drafting an email, summarising documents instantly, and sending automated responses (Topuz et al, 2025). Mentioning benefits such as freeing up time to focus on more strategic activities such as building and maintaining strong relationships with not only the candidates but also clients, this was more evident from participants working for recruitment agencies (Mori et al, 2025). These suggestions correlate with Alaghbari et al (2024) statement that organisations can increase their efficiency and productivity by adopting AI tools to help with administrative tasks and leaving time to focus on more strategic aspects of the job.  
  
One participant spoke about their transition from the retail sector into recruitment, mentioning how beneficial AI was during their first few months, helping with tasks such as drafting up a professional email, something they had not done before, or getting information about tasks they were not familiar with. This finding backs up Tuan and Hoang (2025) and Dewi et al (2024) claim that AI can be adopted as a performance support tool to increase employee productivity.
- **Cost Reduction:** The research in this section came mostly from senior participants. One in particular is a managing director and co-owner of a recruitment agency, they spoke about the large initial investments are required to implement AI tools and

systems but noted the long-term savings as they can keep their teams much smaller, even utilising AI to act as the HR business partner, similar to Bisht and Kumar (2024) statement that adopting AI tools allows smaller organisations to compete more effectively with larger organisations when it comes to recruitment practices.

- **Time Management:** Time management was a common theme amongst all of the participants, all mentioning the time saved by delegating repetitive tasks to the AI system, which resulted in getting to spend more time with the clients, even noting us AI tools specifically Gamma to produce presentations in minutes compared to the long hours it previously took their team. One participant who is employed as the HR advisor for a small organisation and manages all aspect of human resources alone, they really emphasised how adopting AI to help with HR admin tasks has allowed them more time to focus employee relations issues and grievances. These findings correlate with Alaghbari *et al* (2024) statements that when used appropriately, AI can significantly reduce the time spent on repetitive tasks, allowing for more

#### 6.4: Strategic Management

- **Competitive Necessity:** Senior level participants spoke about the importance of both the recruiter and organisations training and upskilling on Artificial Intelligence tools and systems, similar to Ore and Sposoto (2022) point about the importance of training and development to keep up with the evolving technology. Participants voiced their concern for individuals who don't take the opportunity to upskill and keep up with the forever evolving technology, stating that they may become irrelevant in the recruitment market , . One participant spoke about a change in the requirements for job roles they advertise for clients. For example, many jobs now require data and analytics or experience working with Artificial Intelligence as a necessity. These

findings certainly mirror both Dragomir (2024) and Patil (2024) point regarding the alignment of Artificial Intelligence with overall strategic goals

Participants working as in-house recruiters using internalised AI systems spoke about having access to training and development programmes as their AI systems go through regular updates, similar to Poliakova et al (2023) suggesting that as AI will soon become a significant part of the HR skillset and training and development will be an important factor in the success in adopting these tools, mirroring the running theme of the importance of human supervision over the systems, using AI to assist rather than replace which leads to the next section and the evolution of the recruiters role (Soleimani et al, 2025).

- **Evolution of the Recruiters Role:** In general, all participants felt positive about the future relationship between Artificial Intelligence and Recruiters, stating that AI will become a personal assistant, allowing more time to focus on strategic activities such as engaging and maintaining important relationships with clients. When asked if they think AI will replace their roles, the general consensus was no, the participants looked at it as job enhancement rather than replacing them as recruiters (Balcioglu and Artar, 2025). One participant made an interesting point, they talked about the time calculators were invented 30-40 years ago and accountants feared they would lose their job, but the calculator only made their job easier, and it became an important tool in the finance sector, this aligns with Hernandez (2023) statement regarding AI having the ability to take over repetitive tasks. Senior participants spoke about the how AI is still in the early stages of its development and how they are hopeful for the future technology (Parveen et al, 2025).

## **6.5: Ethical & Legal Obligations**

The importance of human supervision was a running theme across the research, participants suggested human intervention during all aspects of the process such as cross-checking emails and content generated by AI to avoid possible legal issues (Rezzani et al, 2020). For example, one participant spoke about their colleagues over reliance on AI to respond to emails resulting in disciplinary action (Hemalatha et al,2022). Other participants in the study spoke about AI screening tools developing an algorithm bias, which has resulted in the system overlooking potentially highly skilled candidates, while one mentioned AI suggesting individuals for roles without the relevant skillset or experience for the job (Mollay et al, 2025). All of these findings further emphasise Hemalatha et al (2022) recommendation for humans to monitor the process to avoid ethical issues. One senior recruiter suggested conducting regular audits to mitigate the risk of algorithm bias similar to Tolici and Niculescu (2025) and Rezzani et al (2020) suggestion of assigning a team to oversee and monitor all AI systems and tools, ensuring compliance with local legislation. It must be noted that one participant spoke about a new ‘hack’ some candidates have learned which allows them to manipulate and bypass the AI screening tool by coding hidden key words into the system, this would suggest a need to develop some form of cyber security to reduce the risk of this happening, Mori et al (2025) notes the manipulation of AI to bypass screening tools in several instances.

## **6.6: Conclusion**

Findings suggest that while AI can improve organisational performance, conduct repetitive administrative tasks which gives the recruiter more time to focus on more strategic aspects such as liaising with clients and candidates, the tools can help with language issues, screen applications and CVs instantly, allowing smaller organisations to downsize their workforce, but the success of all these benefits relies heavily on how these tools are utilised, the training

and development of individuals using these tools to avoid potential legal issues arising (Al-Omari et al, 2023).

From the participants perspective, Artificial Intelligence is not seen as a replacement for their roles but rather a personal assistant in a sense, creating more time to create interpersonal relationships with potential candidates and clients, as mentioned previously in the research senior recruiters suggested humans engaging with candidates for the selection process, noting that AI lacks human touch and the ability to pick up on body language. Similar to previous research, Human supervision was a recurring theme throughout the study, for reasons such as conducting regular audits to identify algorithm bias, ensuring the content created by AI is not discriminatory, and ensuring the process is fair and transparent (Sahyaja et al, 2024) (Benabou et al, 2024) (Solemani et al, 2025).

## **6.7: Limitations**

The main limitation of this study stems from the small sample size of six participants and restricting the sample to recruitment specialists working in Ireland. This has resulted in the opinions and perspectives of many different stakeholders in Ireland and internationally being excluded from the research. The candidate's viewpoint is also excluded from the research; this is important information because it gives a better understanding from both sides of the recruitment process. Another limitation of using qualitative interviews can be the participants personal bias, for this reason the researcher designed the questions to be open ended to try and avoid this happening.

## **Chapter 7: Conclusion & Recommendations**

### **7.1: Research Overview**

The main aim of this research was to explore the effectiveness of Artificial Intelligence in aiding recruitment and selection from the perspective of recruitment specialists in Ireland. Previous research in the area has focused on the organisational benefits, leaving a significant gap in the literature. This research study gathers insight from the professionals utilising AI tools and systems to aid with recruitment and selection. The research was conducted using qualitative semi-structured interviews, exploring the advantages, limitations and legal obligations associated with using AI.

### **7.2: Key Findings**

Four main themes emerged from the literature review, Recruitment & Selection, Organisational Advantages, Strategic Management and Ethical & Legal Obligations.

In terms of recruitment and selection, participants noted using AI tools such as Loxo, LinkedIn Recruiter, Gamma AI and even chat gpt to help with a range of tasks such as candidate screening, drafting job advertisements, keeping communication channels open with potential candidates and analysing data to generate strategic reports. While participants appreciated the speed of the tools and ability to draft content instantly or identify candidates by searching for keywords in applications and CVs, they voiced concern about AI developing a bias and overlooking potentially highly skilled candidates. Participants argued that AI can not replace human instincts to pick up on factors such as cultural fit, interpersonal skills, or the ability to pick up on subtle expressions or body language, all of which are an important part of the recruitment process. One participant noted that screening tools can not only overlook potential talent but also suggest candidates who do not match the criteria or have the relevant skillset.



Participants spoke about the advantages of using AI to keep communication channels open with candidates, for example sending deadline reminders, informing individuals on the outcome of their applications to avoid the feeling they have been ghosted by the organisation. Alongside the positives, participants noted some negative such as over reliance on AI to communicate with candidates can result in the experience becoming too impersonal and risk deterring talent, or the communication being perceived as a scam.

In terms of organisational advantages participants highlighted the efficiency of using AI for developing job advertisements, summarising large documents, and even helping to diminish language barriers within the organisation but not without limitations such as having to review the content for mistakes or undetected bias which in itself can be a time-consuming task.

Participants working for small organisations utilised AI to help with multiple HR functions such as performance management, learning and development, allowing them more time to focus employee relations issues. Another advantage highlighted in the research was junior recruiters using AI as a learning tool to help them transition into their role, especially for employees with no experience in the recruitment sector. Senior participants noted the large investment required for adopting AI into the organisation but suggested this can be offset in the long-term. While advantages were recognised, the research suggests that AI adoption requires human oversight to avoid mistakes and errors, contradicting the time saving aspect.

In terms of strategic management, participants suggest that AI adoption is vital for organisational strategy. Senior participants in particular suggest that AI literacy is an essential skillset for both the organisation and the individual, noting that failing to upskill may result in becoming irrelevant in the employment market. Participants pointed out a change in job requirements, stating AI and data analytics experience as an essential requirement.

Participants did not feel as though AI was going to replace their roles, but rather enhance their performance, acting as a personal assistant, allowing the recruiter to focus on more

strategic aspects of the role such as building and maintaining strong relationships with clients. One participant linked AI adoption to the appearance of calculators, initially accountants feared the calculator would replace their jobs, but in return it made improved their job and productivity.

Ethical and legal concerns surrounding the use of AI in Recruitment and Selection was a running theme throughout the literature review and this research study. Participants strongly suggested human supervision of the tools, one in particular spoke about treating AI like a junior employee, checking the work before it is finalised, suggesting that poor management or oversight may result in AI generating content with negative consequences. Participants voiced their concern about algorithm bias, noting that AI tools can pick up on unconscious bias of the user entering the data into the system, resulting in overlooking highly skill individuals. To address this issue, participants suggested having a strong framework on the fair usage of AI, conducting regular audits and reviewing systems functionality to ensure the process is fair and transparent, while consulting and referring to local policy and legislation surrounding the fair and ethical use of Artificial Intelligence.

In conclusion, the findings of this research suggest Artificial Intelligence is a powerful, multifunction, effective tool to aid with repetitive administrative tasks, providing developmental support for recruiters, allowing more time to focus on strategic aspects of the job. On the other hand, the research also identifies the limitations of AI such as the need for persistent human supervision to avoid algorithm bias and ethical errors, the lack of interpersonal skills and human touch. These findings would suggest the most effective way to utilise Artificial Intelligence in Recruitment and Selection is to create a healthy balance between AI technology and human oversight,

### **7.3: Limitations**

There was a number of limitations while conducting this research study. The first limitation is the small sample size of six participant's, this is due to a number of factors such as the time restraint of completing the research, arranging and scheduling interviews to suits the participants busy schedule, often times participants would arrange a date and then have to withdraw due to personal circumstances. Another limitation was confining the sample to recruitment specialists working in Ireland, this has excluded the opinions and perspectives of many other stakeholders in the organisation and on an international scale. The researcher feels if they had more time or took a hybrid approach of research such as the semi-structured interviews along side quantitative data, this may have given a wider overview of how AI is perceived.

### **7.4: Recommendations**

1. Maintain human supervision throughout the process.
2. AI should be used to draft content as a template rather than over reliance.
3. Regularly review and audit Artificial Intelligence tools and systems to identify any hidden flaws of discriminatory bias.
4. Organisations should provide training and support for employees who are expected to use Artificial Intelligence.
5. Organisations should have clear and transparent policies and procedures surrounding the fair usage of AI.
6. Ensure full compliance with local legislation surrounding AI use, and GDPR

### **7.5 Future Research**

This research highlights the benefits and limitations of utilising Artificial Intelligence from the perspective of recruitment specialists in Ireland. Leaving a gap in research to get insight

from the candidate's perspective, understanding their attitudes towards AI, how was their experience during the recruitment process, did they feel as though the process was too impersonal and automated. Another research avenue would be expanding reach on an international level, gaining a better understanding from individuals with different cultural backgrounds, and recruitment practices. The research of this study would like to continue this study at PhD level, which would allow more time to immerse themselves into the research, gathering insight and knowledge from a larger sample size using a mixed method approach of both quantitative and qualitative methods.

## **Appendix 1:**

### **Dissertation – Research Questions**

1. Could you tell me about your role and responsibilities within the HR department and the recruitment and selection function at your organisation?
2. How long have you been involved in recruitment and selection?
3. Are you currently using any AI systems or tools in the recruitment and selection processes? If so, could you name them?
4. Could you tell me about your experiences while using AI tools in recruitment and selection? Could you describe some specific ways you have used them?
5. In your opinion, What are the main advantages of using AI in the recruitment and selection process?
6. ☐ In your opinion, What are the main disadvantages or challenges of using the AI systems?
7. How has the use or reliance of AI tools impacted your role and responsibilities in recruitment and selection?
8. How effective do you believe AI is in identifying and sourcing qualified candidates compared to traditional methods?
9. What is your perspective on the effectiveness of AI in screening applications and shortlisting candidates? How does it compare to human screening in terms of accuracy and efficiency?
10. How do you believe the use of AI in recruitment and selection impacts the overall candidate/applicants experience? Are there any positive or negative aspects you may have noticed?

**(The above questions can be used for all levels in the HR department)**

### **(The below questions are more tailored for senior management/Specialists)**

11. From your perspective as an HR specialist, how has AI changed the strategic aspects of recruitment and selection?
12. What skills or competencies do HR specialists need to develop to effectively work with AI in recruitment and selection?
13. What level of trust do you have in the recommendations and insights provided by AI systems in recruitment and selection? What factors influence your level of trust?

14. How do you ensure fairness, equity, and mitigate potential biases when using AI in recruitment and selection?
15. In your opinion, what is the ideal balance or middle ground between the use of AI and human judgment in the recruitment and selection process?
16. How do you see the role of AI evolving in recruitment and selection in the coming years? What are some potential future developments or trends you may forecast ?

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