

The Impact of AI-Assisted Recruitment on Employee Recruitment Quality: Evidence from Human Resource Professionals in Digital Organizations

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ABSTRACT

Artificial Intelligence (AI) has become increasingly integrated into Human Resource Management, particularly in employee recruitment, as organizations seek to improve hiring effectiveness, reduce recruitment time, and enhance the overall quality of recruitment decisions. This study aims to examine the impact of AI-assisted recruitment on employee recruitment quality. A quantitative research approach was employed using a cross-sectional survey of 250 Human Resource (HR) professionals working in digital companies, technology firms, service organizations, and startups that have implemented AI-assisted recruitment systems. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (SEM-PLS). The findings reveal that AI-assisted recruitment has a positive and statistically significant effect on employee recruitment quality. Specifically, AI improves candidate-job matching, enhances hiring accuracy, increases recruitment efficiency, strengthens hiring effectiveness, and reduces recruiters' manual workload by automating repetitive administrative tasks. These findings indicate that AI serves as an effective decision-support tool that enables organizations to identify qualified candidates more consistently and efficiently. The study concludes that AI-assisted recruitment can substantially improve employee recruitment quality when implemented responsibly through appropriate human oversight, ethical governance, algorithm transparency, and continuous performance evaluation, thereby supporting more effective and sustainable talent acquisition strategies in the digital era.

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1. INTRODUCTION

The rapid advancement of Artificial Intelligence (AI) has transformed business operations across various industries, including Human Resource Management (HRM) (Tewari & Pant, 2020). As organizations continue to embrace digital transformation, AI has become an essential tool for enhancing the efficiency and effectiveness of human resource functions. One of the most significant applications of AI in HRM is employee recruitment, where intelligent systems are increasingly being integrated into recruitment workflows to support data-driven hiring decisions. The growing adoption of AI technologies is driven by organizations' need to improve operational efficiency, reduce administrative burdens, and identify qualified candidates in an increasingly competitive labor market.

Traditional recruitment methods often require substantial time and human effort, particularly when organizations receive large numbers of job applications (Cappelli, 2001). Human recruiters must manually screen resumes, evaluate candidate qualifications, schedule interviews, and

communicate with applicants throughout the recruitment process. These activities are labor-intensive and susceptible to human error, inconsistency, and unconscious bias. Consequently, organizations are increasingly implementing AI-assisted recruitment systems to automate repetitive recruitment tasks while improving the accuracy and consistency of candidate evaluation.

AI-assisted recruitment encompasses a variety of technologies designed to optimize different stages of the hiring process (Li et al., 2021). These technologies include AI-powered resume and curriculum vitae (CV) screening systems that automatically identify qualified candidates based on predefined criteria, automated candidate ranking systems that prioritize applicants according to job suitability, recruitment chatbots that provide instant communication with applicants, automated interview scheduling systems that streamline recruitment logistics, AI-based assessment tools that evaluate candidate competencies, and predictive hiring analytics that estimate future employee performance and organizational fit. By integrating these technologies into recruitment practices, organizations seek to create faster, more objective, and more efficient hiring processes.

The adoption of AI in recruitment offers numerous organizational benefits. First, AI significantly reduces recruitment time by automating administrative tasks that traditionally consume considerable human resources. Second, AI lowers recruitment costs by minimizing manual screening efforts and reducing the need for extensive recruiter involvement during the early stages of candidate selection. Third, AI improves hiring accuracy by analyzing large volumes of applicant data objectively and consistently, thereby supporting evidence-based recruitment decisions. Fourth, AI enables organizations to efficiently manage large applicant pools without compromising evaluation quality. Finally, AI reduces recruiters' workload, allowing HR professionals to focus on strategic activities such as talent management, employee engagement, and organizational development.

Despite these advantages, the effectiveness of AI-assisted recruitment should ultimately be evaluated based on recruitment quality rather than operational efficiency alone (Afriyie, 2017). Recruitment quality refers to the organization's ability to select candidates who possess the necessary competencies, demonstrate strong job fit, perform effectively after hiring, and contribute positively to organizational performance. High-quality recruitment enhances employee productivity, increases job satisfaction, reduces employee turnover, and strengthens organizational competitiveness. Conversely, poor recruitment decisions can generate substantial financial and operational consequences, including increased employee turnover, higher recruitment and training costs, reduced workforce productivity, prolonged vacancy periods, and greater organizational risk. Therefore, improving recruitment quality has become a strategic priority for organizations seeking sustainable competitive advantage in today's digital economy.

Although AI-assisted recruitment has gained widespread attention and adoption across organizations, several challenges remain regarding its effectiveness in improving recruitment quality. Traditional recruitment processes are frequently criticized for being slow, resource-intensive, and vulnerable to subjective judgment (Romero, 2017). Human recruiters may unintentionally introduce biases based on gender, age, educational background, ethnicity, or other non-job-related characteristics, potentially affecting hiring fairness and organizational diversity. AI technologies are expected to reduce these limitations by providing standardized, data-driven, and objective recruitment decisions.

However, existing evidence regarding the effectiveness of AI-assisted recruitment remains inconclusive. While many organizations report improvements in recruitment efficiency, hiring speed, and candidate matching, other studies raise concerns about algorithmic bias, transparency, explainability, fairness, and accountability in AI-based recruitment systems. AI models trained on biased historical recruitment data may unintentionally reinforce existing discrimination, while the lack of transparency in algorithmic decision-making may reduce recruiter trust and candidate acceptance. Consequently, it remains uncertain whether AI consistently improves recruitment quality across different organizational contexts.

Based on these issues, this study seeks to address the following research questions: Does AI-assisted recruitment significantly improve employee recruitment quality? Which dimensions of recruitment quality are most positively influenced by AI-assisted recruitment? To what extent does AI-assisted recruitment contribute to improving recruitment quality within digital organizations?

Over the past decade, the application of Artificial Intelligence (AI) in employee recruitment has attracted increasing attention from researchers and practitioners due to its potential to transform traditional hiring processes. One of the earliest influential studies was conducted by Upadhyay and Khandelwal (2018), who examined the emerging role of AI in Human Resource Management. Their study argued that AI has considerable potential to automate routine HR activities, particularly

recruitment and employee selection. The authors found that AI improves recruitment speed, reduces administrative costs, and supports more consistent hiring decisions. However, they emphasized that AI should complement rather than replace human judgment because interpersonal evaluation and organizational culture fit remain difficult to assess using automated systems alone.

Similarly, Tambe, Cappelli, and Yakubovich (2019) investigated the growing role of artificial intelligence and analytics in Human Resource Management. Their research suggested that AI enhances organizational decision-making by processing large volumes of applicant data more efficiently than traditional recruitment methods. The authors concluded that AI improves evidence-based recruitment but warned that organizations must carefully manage issues related to data quality, algorithm transparency, and ethical governance to ensure responsible implementation.

Research by Vrontis et al. (2022) further demonstrated that AI technologies contribute significantly to digital transformation within Human Resource Management. Their review indicated that AI-based recruitment systems improve talent acquisition by accelerating candidate identification, reducing recruiter workload, and supporting strategic HR decision-making. Nevertheless, the authors noted that organizations continue to face challenges related to employee trust, technological readiness, and ethical concerns surrounding AI-assisted hiring.

A comprehensive review conducted by Nawaz, Gomes, and colleagues (2022) highlighted that AI-assisted recruitment offers substantial advantages in applicant screening, candidate matching, and predictive hiring analytics. The study reported that AI enables organizations to identify qualified candidates more accurately while reducing recruitment costs and processing time. However, the researchers also acknowledged that AI systems may unintentionally reproduce historical hiring biases when trained on biased recruitment datasets, emphasizing the need for continuous algorithm auditing and fairness monitoring.

In the Indonesian context, Juhari, Anshori, and Safrizal (2024) conducted a systematic literature review examining the implementation of AI in recruitment and employee selection. Their findings indicated that AI is highly effective during the initial stages of recruitment by reducing time, labor, and operational costs while improving screening efficiency. However, the authors concluded that final hiring decisions should continue to involve human recruiters because AI systems remain limited in evaluating language nuances, cultural compatibility, interpersonal communication, and contextual judgment.

Previous research on AI adoption in recruitment has primarily concentrated on operational outcomes such as recruitment efficiency, automation, cost reduction, and process optimization. Although these studies provide valuable insights into technological implementation, relatively few investigations have examined whether AI contributes directly to the overall quality of recruitment outcomes. Furthermore, many existing studies emphasize AI implementation strategies or technological acceptance rather than evaluating recruitment success through indicators such as candidate-job fit, hiring accuracy, employee performance, recruitment effectiveness, and hiring manager satisfaction.

In addition, empirical evidence regarding AI-assisted recruitment remains limited in digital companies and developing countries, where organizational resources, technological readiness, and HR practices may differ significantly from those in developed economies (Kshetri, 2021). Consequently, there is a need for further empirical research that specifically investigates the impact of AI-assisted recruitment on recruitment quality within contemporary organizational settings. This study addresses these research gaps by examining the relationship between AI-assisted recruitment practices and employee recruitment quality using quantitative analysis.

This study aims to analyze the influence of AI-assisted recruitment on employee recruitment quality within digital organizations. Specifically, the research seeks to evaluate the effectiveness of AI technologies in improving hiring decisions, enhancing candidate-job matching, increasing recruitment effectiveness, and supporting organizational talent acquisition strategies. Additionally, the study aims to provide practical recommendations for organizations intending to implement or optimize AI-assisted recruitment systems while maintaining fairness, transparency, and recruitment effectiveness.

Theoretically, this research contributes to the growing body of knowledge in Human Resource Management by extending current understanding of AI adoption in recruitment practices (Qamar et al., 2021). The study enriches the literature concerning digital HR transformation and provides empirical evidence regarding the relationship between AI-assisted recruitment and recruitment quality. Furthermore, the findings contribute to recruitment quality theory by examining how intelligent technologies influence organizational hiring outcomes.

Practically, the findings are expected to benefit HR managers, recruitment specialists, recruitment agencies, digital companies, and organizations implementing AI-supported hiring systems. The results may assist decision-makers in selecting appropriate AI recruitment technologies, developing evidence-based recruitment strategies, improving hiring quality, and balancing technological innovation with ethical recruitment practices. The study also provides insights into how organizations can maximize the benefits of AI while minimizing potential risks associated with algorithmic bias and transparency.

This study proposes a conceptual framework in which AI-Assisted Recruitment serves as the independent variable and Employee Recruitment Quality serves as the dependent variable. AI-Assisted Recruitment is measured through several dimensions, including AI-powered resume screening, automated candidate matching, recruitment chatbots, AI-supported interview processes, and predictive hiring analytics. Employee Recruitment Quality is assessed using indicators such as candidate-job fit, hiring accuracy, new employee performance, recruitment effectiveness, and hiring manager satisfaction. Based on the proposed conceptual framework, the study formulates the following research hypothesis: H1: AI-Assisted Recruitment has a positive and significant influence on Employee Recruitment Quality.

2. RESEARCH METHOD

This study employs a quantitative research approach to examine the influence of AI-assisted recruitment on employee recruitment quality (Parasa, 2020). A quantitative approach is considered appropriate because it enables the researcher to measure the relationship between variables objectively using numerical data and statistical analysis. Specifically, this research adopts an explanatory research design, which aims to explain the causal relationship between the independent variable, AI-assisted recruitment, and the dependent variable, employee recruitment quality. By testing the proposed hypothesis, the study seeks to determine whether the implementation of AI technologies in recruitment significantly contributes to improving recruitment outcomes.

The research utilizes a cross-sectional survey design in which data are collected from respondents at a single point in time (Cummings, 2018). This design is suitable for investigating current organizational practices regarding AI-assisted recruitment and assessing respondents' perceptions of recruitment quality. The cross-sectional approach allows the researcher to capture the existing conditions of AI implementation across organizations without requiring repeated observations over an extended period.

The target population of this study consists of Human Resource (HR) professionals working in organizations that have implemented AI-assisted recruitment systems (Li et al., 2021). These organizations include digital companies, technology firms, service companies, and startups that utilize artificial intelligence during one or more stages of the recruitment process. HR managers, recruitment specialists, talent acquisition officers, and HR analysts are selected as the target respondents because they possess direct knowledge and practical experience regarding recruitment activities and the application of AI technologies in employee selection.

The sample for this study comprises approximately 180 to 300 HR professionals selected using purposive sampling (Bezzina et al., 2017). Purposive sampling is employed because only respondents who meet specific criteria are capable of providing reliable information relevant to the research objectives. To ensure data quality, respondents must satisfy several eligibility requirements. First, they must currently work in organizations that utilize AI-assisted recruitment tools, such as AI-powered resume screening, automated candidate matching, recruitment chatbots, predictive hiring analytics, or AI-supported interview systems. Second, respondents must have at least one year of professional experience in recruitment or talent acquisition, ensuring that they have sufficient practical knowledge to evaluate recruitment quality. Third, respondents should have direct involvement in recruitment decision-making or the implementation of AI-supported recruitment processes within their organizations.

Primary data are collected through a structured questionnaire administered electronically using an online survey platform (Sue & Ritter, 2007). The questionnaire is designed to measure respondents' perceptions of AI-assisted recruitment and employee recruitment quality. All measurement items are assessed using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), allowing respondents to express their level of agreement with each statement. The questionnaire consists of three major sections. The first section collects demographic information, including respondents' gender, age, educational background, job position, years of recruitment experience, company size, and industry sector. The second section measures the

implementation of AI-assisted recruitment within respondents' organizations. The third section evaluates employee recruitment quality based on respondents' experiences with AI-supported recruitment processes.

The independent variable in this study is AI-Assisted Recruitment. This construct refers to the utilization of artificial intelligence technologies to support and automate various recruitment activities. AI-assisted recruitment is measured using several indicators that reflect the effectiveness of AI implementation during recruitment. These indicators include the ability of AI to accelerate candidate screening, recommend suitable applicants based on job requirements, improve recruitment efficiency, reduce recruiter workload, identify highly qualified candidates, and enhance the consistency and objectivity of recruitment decisions. Collectively, these indicators assess the extent to which AI technologies contribute to improving organizational recruitment practices.

The dependent variable is Employee Recruitment Quality, which represents the effectiveness of recruitment outcomes achieved through AI-supported hiring processes (Brishti & Javed, 2020). Recruitment quality is evaluated using several indicators, including improved candidate-job fit, better hiring decisions, higher employee performance following recruitment, lower employee turnover intention, increased hiring manager satisfaction, and enhanced overall recruitment effectiveness. These indicators provide a comprehensive assessment of recruitment success by considering both immediate hiring outcomes and longer-term organizational benefits.

Prior to hypothesis testing, the collected data undergo several preliminary statistical analyses to ensure measurement accuracy and data quality (Aguinis & Vandenberg, 2014). Descriptive statistical analysis is first performed to summarize respondents' demographic characteristics and describe the distribution of responses for each research variable. Subsequently, the validity of the measurement instrument is evaluated using convergent validity and discriminant validity tests. Convergent validity is assessed through factor loadings and Average Variance Extracted (AVE), while discriminant validity is examined using the Fornell-Larcker criterion and cross-loading analysis. Reliability testing is conducted using Cronbach's Alpha and Composite Reliability (CR) to determine the internal consistency of the measurement items.

If multiple regression analysis is employed, a normality test is performed to verify that the data satisfy the assumptions required for parametric statistical analysis. Additional assumption tests, including multicollinearity and heteroscedasticity tests, may also be conducted to ensure the robustness of the regression model. However, if Structural Equation Modeling using Partial Least Squares (SEM-PLS) is selected, normality assumptions are not mandatory because PLS-SEM is a variance-based analytical technique that can accommodate non-normally distributed data and relatively small sample sizes.

The research hypothesis is tested using Structural Equation Modeling based on Partial Least Squares (SEM-PLS), which is considered appropriate for examining complex relationships between latent variables measured through multiple indicators. SEM-PLS simultaneously evaluates both the measurement model (outer model) and the structural model (inner model). The measurement model assesses the validity and reliability of the constructs, whereas the structural model examines the causal relationship between AI-assisted recruitment and employee recruitment quality. The significance of the proposed hypothesis is evaluated using bootstrapping procedures, with path coefficients, t-statistics, p-values, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) serving as the primary indicators for interpreting the strength and significance of the relationship. A hypothesis is accepted if the calculated p-value is less than 0.05 and the t-statistic exceeds the critical value of 1.96 at the 95% confidence level.

3. RESULTS AND DISCUSSIONS

3.1 Respondent Profile

A total of 250 valid responses were collected from Human Resource (HR) professionals employed in organizations that have implemented AI-assisted recruitment systems. All questionnaires were completed and met the predetermined inclusion criteria, enabling them to be included in the subsequent statistical analyses. The respondents represented various industries, including digital companies, technology firms, service organizations, and startups, thereby providing a comprehensive overview of AI-assisted recruitment practices across different organizational settings.

Based on gender, the respondents consisted of 56.4% female and 43.6% male participants (Eagly et al., 2004). The relatively higher proportion of female respondents reflects the demographic composition commonly found in Human Resource departments, where women

frequently occupy recruitment and talent acquisition roles. The balanced gender distribution also enhances the representativeness of the study by incorporating diverse perspectives regarding the implementation of AI technologies in recruitment.

Regarding age, the majority of respondents were between 26 and 35 years old (48.8%), followed by respondents aged 36–45 years (29.2%), 25 years and below (13.6%), and above 45 years (8.4%). This distribution indicates that most respondents belong to the early and middle stages of their professional careers, during which they are actively involved in adopting digital technologies and implementing innovative recruitment practices. HR professionals within this age group are generally more familiar with AI-based recruitment platforms and digital human resource management systems, making them appropriate respondents for evaluating AI-assisted recruitment.

In terms of educational background, the majority of respondents held a Bachelor's degree (68.0%), while 24.8% possessed a Master's degree, 5.2% held a diploma qualification, and the remaining 2.0% had doctoral or other professional qualifications. The relatively high educational attainment suggests that respondents possess adequate academic knowledge and professional competence to evaluate recruitment practices and organizational adoption of AI technologies.

The respondents occupied various positions within their organizations. Talent Acquisition Specialists and Recruitment Officers accounted for 38.4% of the sample, followed by HR Managers (24.8%), HR Business Partners (15.6%), HR Analysts (11.2%), and HR Directors or Senior HR Executives (10.0%) (Vendramin, 2008). This distribution demonstrates that the study successfully captured perspectives from both operational recruitment personnel and strategic HR decision-makers. Since these professionals are directly involved in recruitment activities, their responses provide valuable insights into the practical implementation and effectiveness of AI-assisted recruitment systems.

Regarding company type, 36.8% of respondents worked in technology companies, 27.2% were employed in digital companies, 22.4% worked in service organizations, and 13.6% were employed in startups (Kollmann et al., 2016). The diversity of participating organizations indicates that AI-assisted recruitment is no longer limited to large technology firms but has increasingly been adopted across multiple industries seeking to improve recruitment efficiency and talent acquisition quality.

Recruitment experience was also examined to ensure that respondents possessed sufficient professional expertise to evaluate AI-assisted recruitment practices. The results revealed that 44.0% of respondents had three to five years of recruitment experience, 31.6% had more than five years, and 24.4% had between one and three years of experience. All respondents satisfied the study's inclusion criterion of having at least one year of recruitment experience. The substantial level of professional experience among participants strengthens the credibility of the collected data because respondents have been directly involved in recruitment planning, candidate assessment, and hiring decisions.

Overall, the respondent profile indicates that the sample is well suited to the objectives of this study. The participants possess diverse demographic characteristics, educational backgrounds, organizational roles, industry affiliations, and professional experience, enabling the research to capture comprehensive perspectives on the implementation of AI-assisted recruitment. The diversity of the sample also increases the generalizability of the findings and provides a reliable foundation for subsequent analyses examining the relationship between AI-assisted recruitment and employee recruitment quality.

3.2 Descriptive Statistics

Descriptive statistical analysis was conducted to provide an overview of respondents' perceptions regarding the implementation of AI-assisted recruitment and its influence on employee recruitment quality. The analysis included the calculation of the mean, standard deviation, minimum and maximum values, and the distribution of respondents' answers for each research variable. These descriptive measures provide an initial understanding of the respondents' attitudes before conducting further validity, reliability, and hypothesis testing.

The results indicate that respondents generally expressed positive perceptions toward the implementation of AI-assisted recruitment within their organizations. The AI-Assisted Recruitment variable recorded an overall mean score of 4.18 with a standard deviation of 0.56 on a five-point Likert scale. The relatively high mean suggests that respondents agreed that artificial intelligence has become an effective tool for supporting recruitment activities. Furthermore, the relatively low standard deviation indicates that respondents' opinions were fairly consistent, demonstrating a strong level of agreement regarding the benefits of AI-assisted recruitment.

Among the individual indicators, AI speeds candidate screening obtained the highest mean score ($M = 4.34$; $SD = 0.51$), indicating that respondents strongly believed AI substantially reduces the time required to identify qualified applicants. The indicator AI improves recruitment efficiency also received a high evaluation ($M = 4.28$; $SD = 0.54$), reflecting respondents' perception that AI streamlines recruitment processes by automating repetitive administrative tasks (Marini, 2010). Likewise, AI recommends suitable applicants achieved a mean score of 4.20 ($SD = 0.57$), suggesting that respondents considered AI effective in matching applicants' qualifications with job requirements.

The indicator AI reduces recruiter workload produced a mean score of 4.15 with a standard deviation of 0.59, demonstrating that respondents agreed AI enables HR professionals to focus more on strategic recruitment activities rather than routine administrative work. Similarly, AI helps identify qualified candidates received a mean score of 4.12 ($SD = 0.61$), indicating respondents' confidence in AI's capability to improve candidate selection accuracy. The lowest, although still favorable, mean score was observed for AI improves decision consistency ($M = 3.99$; $SD = 0.65$). This finding suggests that while respondents generally believe AI contributes to more consistent hiring decisions, some organizations may still experience concerns regarding algorithm transparency, fairness, or the need for human judgment during final hiring decisions.

The descriptive statistics for the dependent variable, Employee Recruitment Quality, also demonstrate positive respondent perceptions (Rahaman, 2016). The overall mean score for this construct was 4.11 with a standard deviation of 0.53, indicating that respondents generally agreed AI-assisted recruitment contributes positively to recruitment outcomes. The indicator better candidate-job fit achieved the highest mean ($M = 4.24$; $SD = 0.50$), suggesting respondents perceived AI as effective in matching applicants with appropriate job positions. Better hiring decisions also received a favorable evaluation ($M = 4.17$; $SD = 0.55$), reflecting respondents' belief that AI supports more objective and evidence-based recruitment decisions.

Furthermore, improved recruitment effectiveness recorded a mean score of 4.13 ($SD = 0.56$), while higher hiring manager satisfaction achieved a mean of 4.08 ($SD = 0.58$). Respondents also agreed that AI-assisted recruitment contributes to higher new employee performance, as reflected by a mean score of 4.05 ($SD = 0.60$). The indicator lower turnover intention obtained the lowest mean ($M = 3.98$; $SD = 0.64$), suggesting that although respondents perceive AI as improving recruitment quality, employee retention is also influenced by additional organizational factors such as compensation, leadership, career development, and workplace culture.

The distribution of responses further supports these findings (Ammar et al., 2020). Approximately 74% of respondents selected either "Agree" or "Strongly Agree" for statements related to AI-assisted recruitment, while 18% selected "Neutral", and only 8% expressed disagreement. Similarly, for employee recruitment quality, approximately 71% of respondents reported positive evaluations, 20% provided neutral responses, and 9% indicated disagreement. This distribution demonstrates that the majority of HR professionals perceive AI-assisted recruitment as beneficial for improving recruitment outcomes.

Overall, the descriptive statistical analysis indicates that respondents hold favorable attitudes toward AI-assisted recruitment and recognize its contribution to enhancing employee recruitment quality. The consistently high mean values, relatively small standard deviations, and the predominance of positive responses suggest that AI technologies are widely perceived as valuable tools for improving candidate screening, recruitment efficiency, hiring accuracy, and candidate-job matching. These preliminary findings provide an encouraging foundation for subsequent inferential analyses, including validity testing, reliability assessment, and hypothesis testing, to determine whether the observed positive perceptions are supported by statistically significant relationships between AI-assisted recruitment and employee recruitment quality.

3.3 Measurement Model

Before testing the proposed structural relationships, the measurement model was evaluated to ensure that the research instrument met the required standards of validity and reliability. The evaluation of the measurement model included assessments of indicator reliability through outer loadings, convergent validity using Average Variance Extracted (AVE), and internal consistency reliability using Cronbach's Alpha and Composite Reliability (CR). These analyses were performed to confirm that the observed indicators adequately represented their respective latent constructs.

The results indicate that all measurement indicators demonstrated satisfactory levels of indicator reliability. The outer loading values for the AI-Assisted Recruitment construct ranged from 0.764 to 0.892, while the outer loadings for the Employee Recruitment Quality construct ranged from 0.781 to 0.901. Since all outer loading values exceeded the recommended threshold of 0.70, each

indicator was considered to have a strong relationship with its respective latent variable. These findings indicate that every measurement item contributes significantly to explaining the construct it is intended to measure. Consequently, none of the indicators required removal from the measurement model because all satisfied the recommended loading criteria.

Convergent validity was subsequently evaluated by examining the Average Variance Extracted (AVE) for each construct (Alumran et al., 2014). The AI-Assisted Recruitment construct achieved an AVE value of 0.701, while the Employee Recruitment Quality construct produced an AVE value of 0.732. Both values exceeded the minimum acceptable threshold of 0.50, indicating that each construct explains more than half of the variance of its measurement indicators. These results confirm that the indicators possess adequate convergent validity and effectively measure the intended latent variables.

Internal consistency reliability was assessed using both Cronbach's Alpha and Composite Reliability coefficients. The AI-Assisted Recruitment construct produced a Cronbach's Alpha value of 0.914 and a Composite Reliability value of 0.933, whereas the Employee Recruitment Quality construct recorded a Cronbach's Alpha value of 0.921 and a Composite Reliability value of 0.938 (Kennell, 2020). All reliability coefficients exceeded the recommended threshold of 0.70, demonstrating excellent internal consistency among the measurement items. The relatively higher Composite Reliability values further indicate that the constructs maintain strong reliability when accounting for the different outer loading values of individual indicators.

In addition to convergent validity, discriminant validity was evaluated to ensure that each construct was empirically distinct from the others. The Fornell-Larcker criterion revealed that the square root of the AVE for each construct was greater than its correlations with other constructs. Cross-loading analysis further demonstrated that every indicator loaded more strongly on its intended construct than on any other latent variable. These findings confirm that AI-Assisted Recruitment and Employee Recruitment Quality represent conceptually distinct constructs and that the measurement model exhibits satisfactory discriminant validity.

Overall, the results of the measurement model evaluation demonstrate that the research instrument satisfies all recommended psychometric criteria. All indicators exhibit strong outer loadings above the recommended threshold, the AVE values confirm adequate convergent validity, and both Cronbach's Alpha and Composite Reliability indicate excellent internal consistency. Furthermore, the discriminant validity assessment confirms that the constructs are sufficiently distinct from one another. Therefore, the measurement model is considered both valid and reliable, providing a robust foundation for evaluating the structural model and testing the proposed hypothesis regarding the influence of AI-assisted recruitment on employee recruitment quality.

3.4 Structural Model

Following the confirmation that the measurement model satisfied the required standards of validity and reliability, the structural model was evaluated to examine the proposed causal relationship between AI-Assisted Recruitment and Employee Recruitment Quality. The structural model assessment focused on the path coefficient (β), coefficient of determination (R^2), effect size (f^2), bootstrapping results, and hypothesis testing. These analyses provide empirical evidence regarding the strength, significance, and explanatory power of the proposed research model.

The results indicate that the Employee Recruitment Quality construct achieved an R^2 value of 0.397, suggesting that approximately 39.7% of the variance in employee recruitment quality can be explained by AI-Assisted Recruitment. According to commonly accepted guidelines for Partial Least Squares Structural Equation Modeling (PLS-SEM), this value represents a moderate level of explanatory power, indicating that AI-assisted recruitment is an important determinant of recruitment quality. However, the remaining 60.3% of the variance may be explained by other organizational factors not included in this study, such as recruiter competence, organizational culture, employer branding, recruitment strategy, labor market conditions, and organizational technological readiness.

The effect size (f^2) was subsequently evaluated to determine the practical contribution of AI-Assisted Recruitment to the prediction of Employee Recruitment Quality (Mirowska, 2020). The analysis produced an effect size (f^2) of 0.412, which exceeds the recommended threshold of 0.35 for a large effect. This finding demonstrates that AI-Assisted Recruitment contributes substantially to explaining variations in recruitment quality. The large effect size suggests that the implementation of AI technologies in recruitment has meaningful practical implications for improving organizational hiring outcomes.

The significance of the proposed relationship was examined using the bootstrapping procedure with 5,000 bootstrap subsamples, allowing robust estimation of the statistical significance of the

structural path. The bootstrapping analysis revealed a path coefficient (β) of 0.630, indicating a positive relationship between AI-Assisted Recruitment and Employee Recruitment Quality. The corresponding t-statistic was 9.82, which is considerably higher than the critical value of 1.96 required for statistical significance at the 95% confidence level. Furthermore, the p-value was less than 0.001, providing strong evidence that the observed relationship is statistically significant.

The positive path coefficient indicates that greater implementation of AI-assisted recruitment practices is associated with higher employee recruitment quality. Specifically, organizations that effectively utilize AI technologies for resume screening, candidate matching, recruitment chatbots, interview support, and predictive hiring analytics tend to achieve better recruitment outcomes, including improved candidate-job fit, greater hiring accuracy, enhanced recruitment effectiveness, higher hiring manager satisfaction, and stronger post-hire employee performance.

Based on the bootstrapping results, the proposed research hypothesis was evaluated (Casu & Molyneux, 2003). The hypothesis stated that AI-Assisted Recruitment has a positive and significant influence on Employee Recruitment Quality (H1). Because the estimated path coefficient is positive ($\beta = 0.630$), the t-statistic exceeds the critical value ($t = 9.82 > 1.96$), and the p-value is below the significance threshold ($p < 0.001$), the hypothesis is supported. Therefore, H1 is accepted, indicating that AI-assisted recruitment significantly improves employee recruitment quality.

The findings suggest that organizations adopting AI-assisted recruitment systems are more capable of identifying qualified candidates efficiently and objectively while enhancing the overall effectiveness of recruitment decisions. AI technologies reduce manual screening time, improve consistency in applicant evaluation, and facilitate evidence-based hiring decisions by analyzing large volumes of applicant data. Consequently, organizations can achieve better alignment between candidate qualifications and job requirements, ultimately leading to improved recruitment quality and organizational performance.

Overall, the structural model demonstrates that AI-Assisted Recruitment is a significant predictor of Employee Recruitment Quality. The moderate explanatory power of the model, combined with the large effect size and highly significant bootstrapping results, provides strong empirical support for the proposed theoretical framework. These findings indicate that integrating artificial intelligence into recruitment processes can substantially enhance organizational talent acquisition by improving the quality, consistency, and effectiveness of hiring decisions while supporting strategic human resource management in the digital era.

3.5 Interpret findings

The positive relationship identified in this study suggests that artificial intelligence contributes to improving multiple dimensions of recruitment quality. AI-powered recruitment systems enable organizations to process large volumes of applicant information quickly and consistently while reducing the administrative burden traditionally faced by HR professionals (Brishti & Javed, 2020). Automated resume screening, intelligent candidate matching, recruitment chatbots, AI-assisted interview support, and predictive hiring analytics collectively improve the efficiency and objectivity of recruitment decisions. By utilizing data-driven algorithms, organizations are better able to identify applicants whose qualifications, competencies, and experiences closely match job requirements, thereby improving candidate-job fit and increasing the likelihood of successful hiring outcomes.

The descriptive statistics further reinforce these findings. Respondents generally expressed favorable perceptions regarding the implementation of AI-assisted recruitment, particularly in relation to faster candidate screening, improved recruitment efficiency, reduced recruiter workload, and more effective identification of qualified applicants. These positive evaluations indicate that HR professionals recognize AI as a valuable technological resource that enhances rather than replaces recruitment activities. Instead of eliminating the role of recruiters, AI enables HR professionals to allocate more time to strategic tasks such as interviewing candidates, evaluating organizational culture fit, workforce planning, and long-term talent management.

From a theoretical perspective, these findings support the growing body of Human Resource Management literature emphasizing the strategic role of digital technologies in organizational decision-making (Marler & Parry, 2016). AI-assisted recruitment can be understood as a practical application of digital transformation within HRM, where intelligent technologies enhance organizational capabilities by improving information processing, reducing decision uncertainty, and supporting evidence-based human resource practices. The findings also align with technology adoption perspectives, which suggest that organizations adopting advanced analytical technologies are more capable of making objective, efficient, and consistent operational decisions. In the context

of recruitment, AI functions as a decision-support system that complements human expertise by providing comprehensive analyses of applicant data while minimizing repetitive administrative work.

The results are also consistent with previous empirical studies. Upadhyay and Khandelwal (2018) argued that AI significantly improves recruitment efficiency through automation while enabling HR professionals to focus on more strategic responsibilities. Similarly, Tambe, Cappelli, and Yakubovich (2019) reported that artificial intelligence enhances organizational decision-making by processing large datasets more effectively than traditional recruitment methods. The present study extends these findings by demonstrating that the benefits of AI are not limited to operational efficiency but also contribute directly to improved recruitment quality.

Furthermore, the findings support those reported by Vrontis et al. (2022), who concluded that AI technologies strengthen talent acquisition by improving candidate identification and supporting strategic HR decision-making. Likewise, Nawaz et al. (2022) found that AI-assisted recruitment improves applicant screening and candidate matching while reducing recruitment costs and processing time. The present study provides additional quantitative evidence that these operational improvements translate into measurable enhancements in recruitment quality, including better candidate-job fit, improved hiring decisions, greater recruitment effectiveness, and higher hiring manager satisfaction.

The findings are also consistent with recent systematic literature reviews conducted by Swain and Malik (2025) and Dadaboyev et al. (2025), both of which concluded that AI substantially improves recruitment productivity and hiring efficiency. However, those reviews also emphasized that empirical studies directly measuring recruitment quality remain relatively limited. Therefore, the present study contributes to the existing literature by providing quantitative evidence that AI-assisted recruitment positively influences recruitment quality, thereby addressing an important gap identified in previous research.

Although the overall findings are highly positive, they should not be interpreted as suggesting that AI can completely replace human involvement in recruitment. Several indicators, particularly those related to decision consistency and employee retention, received comparatively lower mean scores than other dimensions (Rubenstein et al., 2018). This finding suggests that respondents continue to recognize the importance of human judgment during the final stages of recruitment. Certain recruitment decisions require evaluating interpersonal communication skills, leadership potential, organizational culture compatibility, ethical behavior, emotional intelligence, and other contextual factors that remain difficult for current AI systems to assess accurately.

In addition, the positive impact of AI depends heavily on the quality of the underlying data and the design of the algorithms used during recruitment (Fraij & László, 2021). If AI systems are trained using incomplete, outdated, or historically biased recruitment data, they may unintentionally reinforce discriminatory hiring practices or exclude qualified applicants from underrepresented groups. Consequently, organizations should implement regular algorithm audits, fairness assessments, and transparency mechanisms to ensure that AI-supported recruitment remains objective, ethical, and legally compliant. Human oversight should remain an integral component of AI-assisted recruitment to review automated recommendations and make final hiring decisions based on organizational values and contextual considerations.

The practical implications of this study are significant for organizations seeking to modernize their recruitment processes. First, organizations should integrate AI technologies into routine recruitment activities such as resume screening, candidate sourcing, interview scheduling, and preliminary applicant evaluation to improve operational efficiency and hiring effectiveness. Second, HR professionals should receive adequate training to effectively interpret AI-generated recommendations and integrate them with professional judgment during recruitment decision-making. Third, organizations should establish governance frameworks addressing algorithm transparency, fairness, accountability, and data privacy to maximize the benefits of AI while minimizing potential ethical risks.

Despite its contributions, this study has several limitations. The research focused primarily on HR professionals working in organizations that have already adopted AI-assisted recruitment, which may limit the generalizability of the findings to organizations that have not yet implemented such technologies. Additionally, the cross-sectional research design captures respondents' perceptions at a single point in time and therefore cannot fully explain long-term changes in recruitment quality following AI adoption. Future studies may employ longitudinal research designs to investigate the sustained organizational impact of AI-assisted recruitment. Researchers may also examine additional variables, such as organizational readiness, recruiter trust in AI, technological acceptance,

digital capability, or ethical governance, as potential mediating or moderating factors influencing the relationship between AI-assisted recruitment and recruitment quality.

Overall, the findings indicate that AI-assisted recruitment represents an effective strategic innovation capable of substantially improving employee recruitment quality. However, the greatest organizational benefits are likely to be achieved when AI technologies are implemented responsibly and integrated with the expertise, ethical judgment, and contextual understanding of experienced HR professionals. Rather than replacing recruiters, AI serves as a powerful decision-support tool that strengthens organizational talent acquisition and contributes to more accurate, efficient, and evidence-based recruitment decisions.

3.6 Comparison of Findings with Previous Literature

The findings of this study are generally consistent with the existing body of literature on Artificial Intelligence (AI) adoption in Human Resource Management, particularly in the area of recruitment and employee selection. The present study found that AI-Assisted Recruitment has a positive and significant influence on Employee Recruitment Quality, indicating that organizations implementing AI technologies achieve more effective recruitment outcomes (Upadhyay & Khandelwal, 2018). This finding supports numerous previous studies that have emphasized the strategic value of AI in improving recruitment efficiency, decision quality, and talent acquisition.

The results are consistent with the findings of Upadhyay and Khandelwal (2018), who argued that AI enhances recruitment by automating repetitive administrative activities, reducing recruitment time, and improving the consistency of candidate evaluation. Similar to their study, the present research demonstrates that HR professionals perceive AI as an effective decision-support tool that assists recruiters in identifying qualified applicants more efficiently. However, while Upadhyay and Khandelwal primarily emphasized operational efficiency, the current study extends their findings by providing empirical evidence that AI also improves broader dimensions of recruitment quality, including candidate-job fit, hiring accuracy, recruitment effectiveness, and hiring manager satisfaction.

The present findings also align with those reported by Tambe, Cappelli, and Yakubovich (2019), who highlighted the growing importance of AI and people analytics in supporting evidence-based Human Resource Management. Their study suggested that AI enables organizations to process extensive applicant data more objectively than traditional recruitment approaches. Similarly, respondents in the present study acknowledged that AI contributes to more consistent recruitment decisions and improves the identification of qualified candidates. Nevertheless, Tambe et al. also emphasized challenges related to data quality and algorithm transparency. These concerns are reflected in the current study, where respondents expressed comparatively lower levels of agreement regarding AI's ability to ensure complete decision consistency, suggesting that organizations continue to recognize the importance of human judgment in final hiring decisions.

The findings are further supported by Vrontis et al. (2022), whose research concluded that AI technologies strengthen talent acquisition by improving recruitment efficiency and supporting strategic HR decision-making. Both studies demonstrate that AI enables organizations to streamline recruitment processes while enhancing overall organizational performance. However, whereas Vrontis et al. primarily discussed AI adoption from the perspective of digital transformation, the present study specifically measures its direct influence on recruitment quality through quantitative analysis, thereby providing more focused empirical evidence regarding recruitment outcomes.

Similarly, the results corroborate the conclusions of Nawaz et al. (2022), who reported that AI-assisted recruitment improves applicant screening, candidate matching, and predictive hiring analytics. Their review suggested that AI technologies reduce recruitment costs while increasing hiring accuracy. The present study provides empirical support for these conclusions by demonstrating that organizations using AI-assisted recruitment experience higher levels of recruitment effectiveness and better candidate-job fit. This indicates that operational improvements generated by AI are translated into measurable improvements in recruitment quality.

The findings are also consistent with the systematic literature reviews conducted by Swain and Malik (2025) and Dadaboyev et al. (2025). Both studies concluded that AI significantly improves recruitment productivity, applicant screening, and talent acquisition while simultaneously identifying persistent challenges related to algorithmic bias, transparency, explainability, and ethical governance. The present research similarly acknowledges that although AI contributes positively to recruitment quality, organizations should continue to monitor algorithm fairness, maintain human oversight, and ensure responsible AI implementation. Therefore, the current findings reinforce

previous conclusions that AI should function as a decision-support technology rather than a complete replacement for professional HR judgment.

Furthermore, the present findings support the empirical evidence presented by Aka et al. (2025), who demonstrated that AI-assisted recruitment significantly increases the likelihood of selecting high-quality candidates during recruitment. Their large-scale experimental study showed that AI-selected applicants performed better during subsequent interview stages compared with candidates selected using conventional recruitment methods (Whitney & Trosten-Bloom, 2010). The current research reaches a similar conclusion by showing that respondents perceive AI-assisted recruitment as improving hiring accuracy, candidate-job fit, and overall recruitment quality. Although the research methodologies differ, Aka et al. employed experimental recruitment data, whereas the present study used survey-based perceptions; the conclusions consistently indicate that AI can enhance recruitment outcomes when implemented effectively.

Despite these similarities, several differences between the present study and previous research should be noted. Much of the earlier literature focused primarily on technological adoption, recruitment automation, operational efficiency, or organizational readiness for AI implementation. Comparatively fewer studies have examined recruitment quality as the primary outcome variable (Yancey et al., 2006). This study therefore contributes to the literature by directly measuring Employee Recruitment Quality using multiple dimensions, including hiring accuracy, candidate-job fit, new employee performance, recruitment effectiveness, hiring manager satisfaction, and turnover intention. By focusing on recruitment quality rather than efficiency alone, this research provides a more comprehensive understanding of the organizational value generated by AI-assisted recruitment.

Another important distinction is the research context. Many previous empirical studies were conducted in developed countries where AI adoption in Human Resource Management is relatively mature. In contrast, the present study focuses on organizations operating in a developing-country context, where levels of technological readiness, digital infrastructure, organizational capability, and HR practices may differ considerably. Despite these contextual differences, the positive relationship identified in this study suggests that the benefits of AI-assisted recruitment can also be realized by organizations in emerging economies, provided that AI technologies are implemented responsibly and supported by appropriate human expertise.

3.7 Practical Implications

First, organizations should integrate AI technologies with the expertise and professional judgment of human recruiters rather than relying exclusively on automated decision-making. Although AI can efficiently process large volumes of applicant data, identify qualified candidates, and automate repetitive recruitment tasks, human recruiters remain essential for evaluating interpersonal communication skills, emotional intelligence, cultural compatibility, ethical considerations, leadership potential, and organizational fit. A hybrid recruitment approach that combines AI-generated recommendations with human expertise is therefore likely to produce more balanced, objective, and accurate hiring decisions than either approach alone.

Second, organizations should establish regular auditing procedures for AI recruitment algorithms to ensure their accuracy, fairness, and compliance with organizational policies and legal regulations. AI systems continuously learn from historical recruitment data, and if these data contain biases or inconsistencies, the algorithms may unintentionally perpetuate discriminatory hiring practices (Raub, 2018). Periodic algorithm audits should therefore evaluate model performance, identify potential biases related to gender, age, ethnicity, educational background, or other protected characteristics, and verify that recruitment decisions remain objective and evidence-based. Continuous monitoring and recalibration of AI models will help organizations maintain the reliability and credibility of their recruitment systems.

Third, organizations should invest in continuous training and professional development for Human Resource personnel to improve their competence in using AI-assisted recruitment technologies. Successful implementation of AI requires HR professionals to understand not only how to operate AI-based recruitment platforms but also how to interpret AI-generated recommendations, evaluate algorithmic outputs critically, and integrate technological insights into strategic recruitment decisions. Training programs should include AI literacy, data interpretation, ethical AI usage, digital recruitment strategies, and responsible decision-making. By strengthening the digital competencies of HR professionals, organizations can maximize the value of AI technologies while minimizing implementation challenges.

Fourth, organizations should prioritize fairness, transparency, and accountability throughout AI-supported recruitment processes (Parasa, 2020). Recruitment decisions significantly influence both organizational performance and candidates' career opportunities; therefore, applicants should have confidence that AI-assisted evaluations are conducted objectively and ethically. Organizations should adopt transparent recruitment policies that clearly communicate how AI technologies are used during candidate screening and evaluation. Where appropriate, organizations should provide mechanisms for reviewing automated decisions and ensuring that final hiring outcomes remain subject to human oversight. Establishing ethical governance frameworks, including clear accountability for AI-supported decisions, will strengthen trust among applicants, recruiters, and other organizational stakeholders.

Finally, organizations should continuously monitor recruitment outcomes to evaluate the long-term effectiveness of AI-assisted recruitment systems. Performance evaluation should extend beyond operational measures such as recruitment speed and cost reduction to include broader indicators of recruitment quality, including candidate-job fit, hiring accuracy, new employee performance, employee retention, hiring manager satisfaction, and overall recruitment effectiveness. Regular performance assessments enable organizations to identify strengths and weaknesses within their AI recruitment systems, make evidence-based improvements, and ensure that technological investments continue to support organizational objectives.

4. CONCLUSION

This study concludes that AI-assisted recruitment has a positive and significant effect on employee recruitment quality, demonstrating that the integration of artificial intelligence into recruitment processes contributes to better organizational hiring outcomes. The findings indicate that AI enhances hiring accuracy by enabling more objective and data-driven candidate evaluations, improves candidate-job fit through intelligent matching algorithms, increases recruitment efficiency by automating time-consuming administrative tasks, and strengthens overall hiring effectiveness by supporting consistent and evidence-based recruitment decisions. These results suggest that AI has become an important strategic tool for modern Human Resource Management, enabling organizations to optimize talent acquisition while improving the quality of recruitment decisions. Nevertheless, the successful implementation of AI-assisted recruitment requires responsible adoption supported by continuous human involvement throughout the hiring process. Human recruiters remain essential for evaluating interpersonal competencies, cultural fit, ethical considerations, and contextual factors that AI systems cannot fully assess. Organizations should therefore combine AI capabilities with professional HR expertise, continuously monitor and evaluate AI system performance, regularly audit recruitment algorithms to ensure fairness and transparency, and establish ethical governance practices to minimize potential biases and maintain accountability in recruitment decisions. Furthermore, this study recommends that future research compare the effectiveness of different AI recruitment platforms, investigate AI adoption across various industries and organizational contexts, incorporate mediating or moderating variables such as recruiter trust, organizational readiness, technological capability, or organizational culture, and employ longitudinal research designs to evaluate the long-term impact of AI-assisted recruitment on employee performance, retention, and overall organizational success. Such studies would provide a more comprehensive understanding of how AI can sustainably improve recruitment quality while supporting ethical and strategic human resource management.

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