

# AI in the Human Resources Selection Process

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# AI in the Human Resources Selection Process

Senior Capstone Project

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## **Abstract**

The purpose of this study was to investigate college students' perceptions of the integration of Artificial Intelligence (AI) in Human Resources (HR) selection processes. A mixed-methods approach combining quantitative and qualitative data collection methods was used to gather insights from college students from the United States and Croatia. The results show that students are open to AI in hiring but have concerns about bias, transparency, and job-seeking experience. The study highlights the need for HR professionals to address these concerns and ensure fair and ethical AI usage. The most important findings contribute valuable insights to HR professionals, policymakers, and researchers who can benefit from the valuable insights provided, which can inform the development of best practices for AI integration in HR selection processes. By understanding the perspectives of the next generation of job seekers, organizations can proactively mitigate potential issues and harness the potential of AI to enhance the hiring experience.

Keywords: Artificial Intelligence, Human Resources, Selection Processes, College Students, Bias, Transparency, Job Seeker Experience.

## Introduction

The integration of Artificial intelligence (AI) is being used more and more in human resources (HR) selection processes, with both advantageous and disadvantageous outcomes. AI has the potential to increase productivity, reduce bias, and improve the applicant experience (Pereira, Hadjielias, Christofi, & Vrontis, 2023). It is something unavoidable that is being incorporated into businesses in all departments. Successful companies that are adapting to globalization and changing their company culture are incorporating AI into all departments. (Pereira, V., Hadjielias, Christofi, & Vrontis, (2023). However, issues with algorithmic prejudice, reliance on technology, and moral issues occur. (Bujold, Roberge-Maltais, Parent-Rochelleau, et al., 2023) The use of artificial intelligence (AI) is one of the most well-known technological tools today. Whether job hopefuls like it or not, hiring decisions are made using AI, and AI will only play a bigger and bigger role.

It's critical to understand how AI will affect selection procedures when businesses integrate it more and more into their HR procedures. Due to its limited application, the traditional CV-centric strategy is viewed with skepticism; however, depending only on AI selection presents additional difficulties, such as algorithmic biases and potential candidate data manipulation. Finding a balance between the time-saving advantages offered by AI and the requirement for a thorough understanding of candidates' personalities and work performance is crucial.

This research paper has investigated college students' perceptions of the application of AI in HR selection procedures as potential job seekers, taking into account the expected complications. In order to obtain insights into the attitudes, experiences, and concerns of college students from Croatia and the United States enrolled in various programs, representing a broad range of

backgrounds and experiences regarding AI in HR selection, the project will use a mixed-methods approach that combines quantitative and qualitative data collection methods.

Additionally, the purpose of this research is to address concerns with bias and transparency, identify areas for improvement in AI integration, and offer useful facts regarding the changing expectations of the future workforce. The results will help researchers, politicians, and HR practitioners create best practices for integrating AI into HR processes. The research paper's ultimate goal is to guarantee hiring procedures are impartial and effective, which will help both companies and job seekers.

### **Literature Review: AI in Human Resources selection processes**

This research paper is directed toward a better understanding of the dynamics surrounding the integration of AI in selection processes. The first part of the literature review will be about the importance of HR selection processes when it comes to personality assessments, skill testing, internships, and reference checks. Importantly, this literature review will also present the advantages and challenges of AI in HR selection processes and experiences with AI in HR selection processes. Additionally, future direction when it comes to the best practices in HR selection processes while using AI.

The simulation of human intelligence in robots that are designed to imitate cognitive processes like learning and problem-solving is known as artificial intelligence or AI (Pereira, V., Hadjielias, Christofi, & Vrontis, 2023). AI is a big help when it comes to HR selection processes because it makes a lot of difficult tasks easier, like screening resumes and evaluating candidates. HR selection procedures include a variety of actions used to find and select the best applicants for a certain position inside a company. These processes frequently involve reference checks,

internships, skill tests, and personality evaluations. Since AI has the ability to increase productivity and effectiveness in various processes, its application is becoming more and more common.

### **Advantages and Disadvantages of AI in HR Selection Procedures**

With so many opinions and research being done about using AI, there are many advantages and disadvantages. The use of AI in HR selection processes offers several advantages, including faster decision-making, increased efficiency, and enhanced objectivity. Several studies have examined, that by hiring high-level applicants, job organizations are increasingly applying AI-supported selection tools, such as AI-supported CV screening/assessments or AI-supported interviews (Rathore,2023).AI can also help streamline the selection process, freeing up recruiters' time to focus on higher-value tasks and enabling more scalable and cost-effective hiring processes (Rathore,2023). In response, these AI-supported selection tools offer the benefits of increased standardization, faster and more efficient hiring, and greater flexibility for applicants and recruiters (Gonzalez et al., [2019](#); Hickman et al., [2022](#); Woods et al., [2020](#)).

AI has a number of benefits for HR selection processes. HR workers can save time and costs by automating repetitive operations (Rathore,2023) and companies are incorporating this . Furthermore, huge amounts of information can be analyzed by AI-driven algorithms to spot trends and forecast candidate performance, resulting in better hiring choices.(Gonzalez et al., [2019](#); Hickman et al., [2022](#); Woods et al., [2020](#)). But,there are drawbacks to incorporating AI into HR selection procedures.

The effect of AI on biases, fairness, and transparency in the hiring process is one of the main areas of concern. Although the goal of AI algorithms is to remove human bias, it is possible for

them to unintentionally reinforce or even magnify preexisting biases in the training data (Bujold, Roberge-Maltais, Parent-Rochelleau, et al., 2023). Additionally, it may be challenging to recognize and effectively minimize biases due to the rigid nature of certain AI algorithms.

Another important issue with AI-driven HR selection procedures is transparency. It could make candidates uncomfortable to have algorithms that they don't fully comprehend evaluating them. Candidates may become suspicious and dissatisfied as a result of a lack of transparency, which could compromise the integrity of the recruiting process (Bujold, Roberge-Maltais, Parent-Rochelleau, et al., 2023).

As well, concerns regarding data security and privacy are brought up by the usage of AI in HR selection procedures and are the responsibility of the company. All companies should have their respective rules and guidelines to follow regarding data protection and must conform to these rules set by their countries. The responsible handling of applicant data and conformity to applicable laws, such as the General Data Protection Regulation (GDPR) in the European Union, are the responsibilities of HR professionals (European Commission, 2023).

### **AI-related experiences in HR selection processes**

It is important to take into consideration viewpoints from a variety of demographic groups in order to obtain knowledge about the experiences with AI in HR selection procedures. Diverse backgrounds and occupations are represented among US and Croatian college students and recent graduates, providing insightful information about the success and equality of AI-driven hiring practices.

Studies have indicated that candidates' encounters with artificial intelligence throughout HR selection procedures can differ greatly (Horodyski, 2023). While some candidates raise concerns about bias and a lack of transparency, others recognize the productivity and objectivity that AI algorithms bring to the recruiting process.

Moreover, biases in AI systems may disproportionately impact applicants from minority or underrepresented groups (Horodyski,2023). Research has indicated, for instance, that AI systems that were trained on biased data may provide conclusions that are prejudiced against women, persons of color, and other minority groups.

Recent studies indicated that student perspectives indicate that AI is perceived as the future of recruitment, despite challenges. However, it is important to maintain a human touch in recruitment activities, rather than completely replacing them with AI (Hekkala & Hekkala, 2021). Utilizing AI to provide feedback to unsuitable applicants can improve the candidate experience, particularly in job postings with a high volume of applicants. This approach can enhance efficiency and effectiveness when it comes to selection processing, but it is crucial to ensure a structured and equitable approach (Hekkala& Hekkala,2021).

It is necessary to address issues and obstacles that candidates encounter, such as equality and honesty, in order to guarantee fair recruiting procedures. HR specialists must take action to reduce bias and guarantee neutrality as well as fully explain to candidates how AI is employed in the selection process.



## **Prospects for Future Development of HR Selection Process Best Practices Employing AI**

AI-powered assessments for HR purposes could still use some development in a few areas looking in the future. First, in order to guarantee equity in employment choices, biases in AI systems must be found and corrected. To reduce unforeseen repercussions, this calls for constant algorithmic monitoring and modification (Hunkenschroer & Luetge, 2022).

Furthermore, establishing a precise balance between technology and human monitoring is necessary to guarantee equality and recruiting productivity (Pettersson, Wexén, & Zander & Wedlin., 2023). Even though AI may speed up procedures, cultural comprehension and decision-making still require human judgment and intervention.

Using representative and varied training data sets is one way to address bias in AI algorithms. AI algorithms can lessen the possibility of prejudice and more accurately reflect the diversity of applicants by including a wide range of demographic characteristics and backgrounds.

Additionally, companies should spend money on continuous education and training for HR staff members to make sure they know how AI functions and how to use it effectively. This covers instruction on analytical transparency, data privacy, and ethical issues (Pettersson, Wexén, & Zander & Linda Wedlin, 2023). This would help greatly in helping potential candidates feel more at ease with AI application process tasks.

Going forward, the effects of AI on HR selection processes affect researchers, policymakers, and HR professionals in addition to specific firms. Studying the long-term impacts of AI on employment patterns, general training, workforce diversity, and corporate culture should be the main focus of future research initiatives.

## **Method**

The primary research will investigate a better understanding of the dynamics surrounding the integration of AI in HR selection processes. Findings will highlight positive and negative perceptions, allowing for the identification of potential improvements in the utilization of AI to ensure fairness and efficiency in the hiring process. The study aims to contribute valuable insights to HR professionals, policymakers, and researchers, aiding in the development of best practices for AI integration in HR processes and addressing concerns related to bias and transparency. The goal is to gain an understanding of the respondents' attitudes and their influence on the transition towards AI-based recruitment tools. Furthermore, previous studies have taken a quantitative approach to explain if there exists a difference in public perception of AI and its effects on society (Carrasco et al., 2019; Funk, 2020; Upadhyay & Khandelwal, 2018). Furthermore, if it can affect different cultures as well, especially among college students.

The Methodology of this research paper is a questionnaire made of 5 sections that are related to the variables of the study. Questionnaires are a popular tool in marketing and social research, used to gather data from individuals. When carefully designed and administered, they become a powerful tool for gaining insights into specific groups, populations, or entire societies. By collecting responses from many participants, questionnaires enable informed statements and collect a broad range of information (Roopa and Rani,2012).

In order to effectively get as many respondents as possible, provide an estimated time, let respondents know what the questionnaire is about, and most importantly that it will be completely anonymous.

Common barriers to questionnaire participation include time constraints, lack of interest, dishonesty feeling overwhelmed by the questionnaire's length, unclear understanding of the survey's purpose, and privacy concerns. In addition, respondents may provide incomplete or inaccurate answers to avoid embarrassment or present themselves more positively, hiding the truth due to shame or fear of further embarrassment (Mazikana, 2023). To address these issues, it is essential to inform potential respondents about the survey's purpose, length, and confidentiality before they begin. Additionally, sending questionnaires via email allows respondents to complete the questionnaire at their own pace and leisure, whenever it suits them best, thus providing greater flexibility and convenience for respondents but also letting them know approximately the amount of time it will take to do the survey (Strauss & Corbin, 2014).

To be precise, the questionnaire will be answered by college students from the USA and Croatia, attending various programs, and representing a broad range of backgrounds, cultures, and experiences. The size that is conducted for this research will be approximately 50-100 students from the USA and Croatia. This questionnaire will include a mix of multiple-choice, Likert-scale, and open-ended questions. In this study, there is a total of 20 items in the questionnaire along with demographic questions such as gender, year of study, program, where the respondent is currently residing, and most importantly how familiar is the participant with HR selection processes. The first 7 items measure the extent of concurrence or dissent among participants regarding the following statements, which aim to capture their perceptions and understanding of the value, significance, and expected outcomes of AI selection. This evaluation will provide insight into the participants' perceived meaningfulness and importance of AI selection (Duong and Pham Thi, 2022). Examples of the statements in the questionnaire included “Being able to be flexible about the timing of online interviews is important to me in the AI

selection”, It's important to me to be able to produce selection results quickly after the AI has completed.”, “The ease of uploading a resume interface is important to me in the AI selection”, is important to me that interview conversations can be recorded in the AI selection”, ” It is important to me to understand the AI analysis after the interview in the AI selection”, ” It is important to me to understand the analytical criteria for AI interviews in the AI selection” and lastly, “It is important to me to understand the selection process in the AI” (Duong, Pham Thi,2022). We define AI self-efficacy as the degree to which one can effectively select and control AI tools and systems. We aim to measure its impact on scale efficacy, which refers to the ability to efficiently and effectively utilize AI at scale. Statements included were,” I believe my knowledge can solve AI selection challenges I encounter”, “I would love to experiment with AI recruitment”, “I have the confidence to quickly get started with various new technology applications in AI selection” and “If there is an innovative AI recruitment technology, I will take the initiative to learn about it” (Duong, & Pham Thi, 2022). Measuring job seeker satisfaction where the construct is defined as the degree of internal satisfaction when job seekers use AI selection. The scale items are modified to be appropriate for the study such as “In general, I am positive about AI recruitment in the enterprise”, ” I think AI selection is credible”, “I am glad to choose AI recruitment for my job search” and “I would like to continue to use AI recruitment for job search” (Duong &Pham,2022).

To measure AI engagement when it comes to the job application processes, further statements included were “How likely would you be to contact a company for more information about a job being offered if you knew you had to utilize AI in the hiring process?”, and how likely would you be to complete the job application process if you had to utilize AI in the application process (van Esch, Black & Arli, D,2021). Lastly, statements about organization attractiveness when it

comes to AI selection were “I admire organizations that utilize new technology such as AI”, “I respect organizations that utilize new technology such as AI”, “I hesitate to use AI when applying for a job for fear of making a mistake I cannot correct”, “I feel insecure about my ability to use the AI technology to apply for a Job” and “I have avoided AI technology because it can be intimidating” (van Esch, Black, & Arli, 2021). These answers range from strongly disagree to strongly agree and from extremely unlikely to extremely likely depending on the statement. This questionnaire was made in an online form with “Qualtrics” and has been distributed via e-mail and social media networking.

Lastly, doing this type of research gave “a better understanding of how AI tools are perceived and could help HR practitioners focus on what may improve the candidate experience. The drawbacks of AI tools currently in use could help recruiters and software developers understand the limitations of these tools and identify areas for improvement. This, in turn, may support their effective adoption and optimization in hiring processes” (Horodyski, 2023).

## **Sample**

Participants in this study were college students, both from the United States and Croatia. All participants were from different programs/majors and different years of study. The questionnaire was distributed via email and social media networking. From a sample of 86 completed questionnaires, 44 participants were from the United States (51.16%), 39 participants were from Croatia (45.5%) and for “other” (Germany, Montenegro) there were 3 participants (3.49%). The majority of participants were female (69.2%). Following, most participants were in their 4<sup>th</sup>-year studies (41.6%) and the rest were mostly 2<sup>nd</sup> (19.1%) or 3<sup>rd</sup> year (19.1%). Out of 86 participants,

most were either slightly familiar (US: 19.10%, Croatia: 16.85%) or moderately familiar (US:15.73%, Croatia:16.85%) with AI and HR selection processes, likewise with very familiar (US:5.62%, Croatia:4.49%), not familiar at all (US:7.87%, Croatia:4.49%) and with extremely familiar (Both at:1.12%).

Demographics			
N=	86	N	%
Gender			
	Male	27	31.40%
	Female	56	65.12%
	Prefer Not to say	1	1.16%
Year of Study			
	1ST/Freshmen	5	5.81%
	2ND/Sophomore	17	19.77%
	3RD/Junior	17	19.77%
	4TH/Senior	37	43.02%
	Masters, Law, etc..	7	8.14%
Country of Residence			
X	Croatia	39	45.35%
Y	United States	44	51.16%
	OTHER	3	3.49%
		86	

## Results

When it comes to the variable of exploring the dynamics of AI in HR selection processes. The first variable that was studied among the 86 respondents, however, excluded ‘other’ countries and focused more on Croatia and United States college students which is 83 respondents. When it comes to the first variable of expected AI section value, the results show more of an agreement both between Croatian and American Students when it comes to identifying areas where AI selection should be prioritized to continue to meet applicants’ needs and expectations (Croatia:  $M= 3.89, SD= 0.85$ ; United States:  $M= 3.77, SD= 0.92$ ). Next, when observing self-efficacy, it leans more towards ‘neutral’ but could be leaning toward ‘agree’ as well due to the respondents’ perceived ability to effectively usage of AI selection, their willingness to explore and learn, and

their confidence when it comes to AI selection (Croatia:  $M= 3.42$ ,  $SD= 1.00$ ; United States:  $M= 3.53$ ,  $SD= 0.99$ ). When it comes to job-seeking satisfaction, the lowest results have been reported for both groups and received the lowest score overall, (Croatia:  $M= 2.87$ ,  $SD= 1.05$ ; United States:  $M= 3.04$ ,  $SD= 0.94$ ) showing job seekers are with their experience with using AI selection tools, these results showed more of a disagreement in the credibility of AI selection and satisfaction with the decision of using AI when it comes to selection processes. When it comes to intent to engage when it comes to job seekers job application process (Croatia:  $M= 3.25$ ,  $SD= 0.95$ ; United States:  $M= 3.32$ ,  $SD= 1.03$ ), results show that college student job seekers from the United States are more a little more likely than Croatian students to engage with a company's job application process where AI is involved. Lastly, in the last variable, Organization Attractiveness, results shown (Croatia:  $M= 3.14$ ,  $SD= 1.05$ ; United States:  $M= 3.21$ ;  $SD= 1.04$ ), that both groups showed a 'neutral' perception of organizations using AI for their selection processes making them more attractive/or less attractive when it comes to job seekers. Lastly, after all our data had been collected from each variable, a 'T-Test' was an appropriate statistical test that was useful to compare both averages if there was or was not a significant difference between college students from the USA and Croatia, was revealed that there was no significant difference. While similarities were found in many areas, the variable of job-seeking satisfaction stood out as the most significant point of divergence between the two groups, highlighting a notable difference in their perceptions of job seeking even according to our 'T-Test'.

*Table 1 – Types of Dynamics in AI when it comes to HR selection processes*

	Croatia			United States	
	AVERAGE	STAND.DEV	T-Test	AVERAGE	STAND.DEV
Expected AI Value (7)	3.90	0.86	0.11	3.78	0.92
Self-Efficacy (3)	3.43	1.00	0.21	3.53	0.99
Job Seeking Satisfaction (4)	2.87	1.06	0.06	3.05	0.95
Intent to Engage (2)	3.26	0.95	0.35	3.32	1.04
Organization Attractiveness (5)	3.14	1.05	0.25	3.21	1.04

Source. Author

## **Discussion**

This study aimed to explore the dynamics of AI in HR selection processes. As we begin to see AI being used everywhere in our daily lives and keep embracing the new technology that can perform tasks that usually require human intelligence. It's crucial to understand how it's transforming our life in general, and the way we work, especially when it comes to hiring Pereira, Hadjielias, Christofi, & Vrontis (2023). Our study aimed to focus on the opinions and experiences of college students from the United States and Croatia regarding the combination of AI in HR selection processes.

The results showed that while AI has its benefits, such as increased efficiency and objectivity, there are also many second thoughts, especially about bias, transparency, and the impact on a job seeker's experience even though AI has the potential to increase productivity, reduce the bias and improve the overall experience (Pereira, Hadjielias, Christofi, & Vrontis, 2023). It should be known that AI is here to stay, but we need to make sure it's used responsibly.



During the results, we used five variables that were related to the variables of the study.

Connecting with topics such as AI expected value, scale efficacy, job seeking satisfaction, intent to engage organization attractiveness which ended up with results showing that college students are generally open to the idea of AI being used in hiring both from Croatia and the United States, but they also want to make sure it's done fairly and ethically. They're concerned about bias and the potential for AI to make mistakes that it can be intended to engage, but it needs to continue to be reinforced within the data training (Bujold et al., 2023). This is where the study started given our experience with a high volume of applicants for a job post and the challenge of parsing job seekers' CVs with AI, we have found that respondents fear that AI cannot be so credible source with less satisfaction while job seeking. This shows the importance for HR practitioners to be mindful of these concerns and take steps to address them going into the future (Hunkenschroer & Luetge, 2022).

Going forward another find in this study reveals that students are more likely to engage with a company's job application process when AI is involved, but they also want to feel confident using AI selection tools, highlighting the importance of ensuring job seekers feel comfortable using AI (Pettersson, Wexén, & Zander & Wedlin, 2023).

In conclusion, the study reveals students' differing views on AI selection, with some favoring it and others hesitant due to bias and potential mistakes data (Bujold, A., Roberge-Maltais, I., Parent-Rochelleau, X. et al., 2023).. It underscores the need for companies to be transparent about their AI use in hiring and ensure fairness and unbiased use.

AI will keep becoming more common in the selection process. However, we also need to be careful to use it ethically and responsibly. AI can affect the workforce and take action that will ensure that modern technology such as AI is utilized in a way that benefits organizations, employees, and/or prospective employees. The concerns raised in this study need to be taken into consideration by HR professionals, and appropriate action should be taken to resolve any second thoughts. This means being open about the application of AI, ensuring its equal usage, assuring that it is involved in the process, and ensuring that potential job seekers are comfortable using AI-powered selection tools. Most importantly, companies must establish to their own data protection rules and guidelines, which must align with the regulations set by their respective countries which both countries such as Croatia and the United States have set (European Commission, 2023).

Future recommendations we can include that HR professionals should consider the possible impact of AI on candidate experience and take steps to guarantee that AI is used in a way that is fair and transparent, use this study because it can be beneficial for future job seekers, especially internships, and entry-level positions. Secondly, HR professionals should consider the potential impact of AI on employment and take steps to ensure that AI is used in a way that benefits both employers and employees. Thirdly, researchers should continue to research the impact of AI on HR selection and candidate experience and explore ways to address concerns about bias and transparency.

Lastly, future studies should aim to include a larger sample size and more diverse respondents and continue to examine any impacts AI may have on HR selection.

## **Limitations**

When it comes to this study, it is not without limitations. However, despite the limitations this study provided rich insights into the perceptions and experiences of college students regarding the integration of AI in HR selection processes. First, the sample size was relatively smaller than expected, and the study only included college students from the United States and Croatia which other studies may find to be a “limited” sample size however it was for data purposes. Future studies should aim to include a larger and more diverse sample size, including workers from different workforces, ages, and backgrounds.

Additionally, the study only examined the perceptions and experiences of college students and did not examine the actual impact of AI on HR selection and candidate experience. Future studies should target to examine the actual impact of AI on HR selection and job-seeking experience, including the effects on hiring outcomes regarding the selection process, candidate satisfaction, and employers’ opinions through online job-seeking platforms such as LinkedIn.

Another limitation of the study is that it only examined the use of AI in the initial screening and selection stages of the hiring process. Future studies should further examine the use of AI in the follow-up processes of the hiring process, such as interviewing, and onboarding.

Furthermore, the questionnaire was sent to more potential respondents, unfortunately, not everyone wanted to participate in the questionnaire due to not having any knowledge of AI, not having any job experience, or not recording their responses accordingly (Mazikana ,2023).

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