

THE USE OF ARTIFICIAL INTELLIGENCE IN THE RECRUITMENT OF GENERATION Z

Joanna GAJDA

Czestochowa University of Technology, Faculty of Management; joanna.gajda@pcz.pl,
ORCID: 0000-0002-7235-7506

Purpose: The purpose of the study was to determine how Generation Z perceives the benefits and risks associated with the use of artificial intelligence (AI) in recruitment processes. The analysis examined the relationships between respondents' assessments and their gender, level of education, and professional experience in order to determine whether these characteristics differentiate the perception of AI's impact on the recruitment process.

Design/methodology/approach: The study was conducted in Poland in the second quarter of 2025 using the CAWI method (Computer-Assisted Web Interviewing) with a proprietary online questionnaire. The sample included 463 representatives of Generation Z (individuals born between 1995 and 2012). The sampling was purposive, encompassing both individuals who were professionally active or had experience with recruitment processes, as well as those without any professional experience. Respondents evaluated various aspects of the use of AI in recruitment, including benefits (such as process speed, job-offer matching, and objectivity) and risks (such as algorithmic errors and limited interpersonal contact), using a 5-point Likert scale. Nonparametric tests were applied to analyze the results: the Mann-Whitney U test, the Kruskal-Wallis test, and Spearman's rank correlation coefficient (Rs), which allowed for examining the relationships between variables and verifying (or rejecting) the research hypotheses.

Findings: Generation Z generally evaluates the use of artificial intelligence in recruitment positively, primarily recognizing the speed, convenience of applying, and objectivity of the selection process. These assessments do not differ significantly by gender, education level, or professional experience. Among the perceived risks, respondents most often indicated the limitation of interpersonal contact and the risk of algorithmic errors; however, these were not seen as factors that completely disqualify the use of AI. The evaluation of risks also showed no significant differences depending on socio-demographic characteristics.

Research limitations/implications: A limitation of the study is the sample size (N = 463), which does not allow for full generalization of the results to the entire Generation Z population. Additionally, due to space constraints, the analysis covered only two risk factors related to the use of artificial intelligence in recruitment—the limitation of interpersonal contact and the risk of algorithmic errors—thus narrowing the scope of result interpretation. In future research, it would be valuable to expand the sample and apply a mixed-methods approach (quantitative and qualitative), such as in-depth interviews or case studies, which would allow for a more comprehensive understanding of candidates' motivations, emotions, and expectations regarding the use of artificial intelligence in recruitment.

Practical implications: The study findings are relevant for employers and recruiters, indicating that: Generation Z expects recruitment processes to be fast, convenient, and transparent, while still maintaining human interaction; Artificial intelligence should be treated as a supporting tool, not as a replacement for recruiters; Combining automation with opportunities for human interaction at key stages of the process can enhance candidates' experience and their satisfaction with recruitment.

Originality/value: The study provides both scientific and practical value, as it analyzes Generation Z's perception of artificial intelligence in recruitment, taking into account both benefits and risks. The findings offer up-to-date insights into the expectations of young candidates regarding AI in recruitment processes, which can support employers and HR professionals in designing more efficient and transparent recruitment practices. The study also emphasizes the importance of combining automation with human involvement in candidate selection, representing a significant contribution to the literature on modern HR practices.

Keywords: artificial intelligence, recruitment, Generation Z, benefits and risks.

Category of the paper: science article.

1. Introduction

Recruitment is a key element of organizational functioning, as the achievement of its goals and the continuity of operations depend on the proper selection of employees. The recruitment process, understood as the acquisition and selection of individuals with appropriate qualifications and competencies, has today become a distinct business line of strategic importance (Karaboga, Vardarlier, 2020). It is a proactive activity aimed at attracting job-seeking candidates and motivating them to submit applications for positions defined by the organization (Garg et al., 2021). In this context, innovations play a key role in identifying, selecting, and retaining top talent, even under conditions of strong competition and economic downturn. They also have a social dimension, adding value to recruitment and hiring processes by creating more transparent and fair platforms, as well as inclusive training opportunities for all employees. Consequently, human resource management is evolving toward the integration of digital technologies, enhancing efficiency in developing and maintaining human capital, while the growing competition for talent necessitates the use of effective recruitment tools to meet the increased demand for employees (Allal-Ch'erif et al., 2021). In response to these challenges, artificial intelligence is playing an increasingly important role. As a widely used tool in the modern business world, AI supports—and in some areas even takes over—recruitment processes within human resources departments, enhancing efficiency and precision in talent acquisition and selection (Karaboga, Vardarlier, 2020).

In the context of recruitment research, increasing attention is being paid to the specific characteristics of Generation Z, i.e., individuals born between 1995 and 2012. This generation is characterized by high digital literacy, openness to new technologies, and rapid adoption of digital tools (Zhao et al., 2025). These traits may influence the way young candidates perceive

the benefits and risks associated with the use of artificial intelligence in recruitment processes, which in turn can affect their level of acceptance of modern technological solutions (EY, 2024).

2. Recruitment in the Context of Artificial Intelligence

Recruitment is the process of searching for and attracting candidates who possess an organization. Candidates submit their applications, which are then screened to identify competent and reliable employees (Girsang et al., 2023). In recent years, there has been a growing use of artificial intelligence (AI) in recruitment, with an increasing number of companies implementing AI-based solutions to streamline their hiring processes. This technology is applied at various stages of recruitment – from creating and posting job advertisements, to analyzing and screening CVs, evaluating candidates, and even supporting the onboarding process (Budhwar et al., 2022). According to Adel Ismail Al-Alawi et al. (2021) intelligent automation has facilitated talent acquisition by collecting candidate data and presenting it to recruiters in a more “accessible” format for analysis, enabling decision-making based on the gathered information. This process begins immediately, providing candidates with instant feedback. The implementation of artificial intelligence (AI) in human resources departments aims to identify candidates with potentially high competencies even before the job specification is posted and applications are submitted for a given position. Artificial intelligence supports employers in addressing recruitment and selection challenges, particularly when sudden employee departures increase the costs of acquiring new, qualified candidates. AI facilitates the analysis of a large number of applications and the review of costly CVs, while simultaneously reducing the risk of errors typical in traditional recruitment processes. Additionally, it helps avoid sending inappropriate messages to the wrong recipients—in situations where the recruitment process is rudimentary, unattractive, and lacks testing mechanisms, AI can enhance the candidate experience and improve the employer’s image (Albert, 2019). Artificial intelligence is increasingly being used to automate repetitive tasks, such as analyzing CVs, sending emails, issuing reminders, or organizing recruitment interviews. This enables the reduction of time-consuming activities related to candidate selection, including reviewing profiles and coordinating meetings. The use of AI allows recruiters to focus on building relationships with potential employees and attracting the best talent for the organization. The acceptance of new technologies by users has been widely studied in the information systems literature (Almeida et al., 2025). In the context of recruitment, it is important to understand how candidates perceive and adopt technological solutions, as this knowledge is crucial for designing effective AI-assisted recruitment processes (Acosta-Enriquez, 2024). From a theoretical perspective, models such as the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology

(UTAUT) suggest that perceived usefulness and perceived ease of use are key factors influencing technology acceptance (Koteczki, 2025; Almeida et al., 2025). In the case of Generation Z, characterized by high digital literacy and openness to new technologies, these factors may lead to a higher appreciation of AI applications in recruitment processes, increasing both perceived benefits and willingness to use automated tools. This technology can support companies in better understanding workforce needs, for example through the analysis of CV data, and can also reduce the impact of unconscious human biases in the evaluation and selection of candidates. Additionally, artificial intelligence could facilitate the creation of ideal candidate profiles for future positions, which would be a significant benefit for long-term workforce planning strategies (Ore, Sposato, 2021). In this context, it is no longer sufficient to assess only the skills required for a given position at the present moment – it is also important to consider knowledge, practical competencies, interpersonal skills, developmental potential, and the ability to pursue a long-term career path. This approach enables a better alignment of employees with the organization's needs in the context of future roles (Palacios-Marqués et al., 2021). The implementation of artificial intelligence in recruitment processes enables the automation of repetitive and time-consuming tasks, such as the initial screening of applications and candidate data analysis. This allows HR professionals to focus on strategic human resource management activities. AI systems facilitate automatic management of candidate databases, rapid matching of candidate skills to job requirements, and effective communication with potential employees. Automation also extends to scheduling interviews, sending reminders, and supporting referral programs, while the use of intelligent solutions in creating job descriptions enhances their clarity, inclusiveness, and accessibility to a wider pool of candidates (Oswal et al., 2020). With the growing use of artificial intelligence in recruitment processes, both benefits and concerns arise regarding its functioning and impact on candidates and organizations. Concerns about the use of AI in recruitment primarily relate to its reliability, accuracy, and data privacy issues. There is also an emphasis on the risk of discrimination and algorithmic bias, which raises ethical questions about the decisions being made. Another source of concern is the potential reduction or complete loss of human interaction in the hiring process (Bryson, Winfield, 2017). These concerns are closely linked to a lack of trust in AI technology. Doubts focus on whether algorithm-generated decisions are truly objective and error-free. Questions are also raised regarding the transparency of these systems and the extent to which their fairness and effectiveness in evaluating candidates can be relied upon (Hogg, 2019). On the other hand, it is emphasized that artificial intelligence can streamline recruitment processes by taking over monotonous and repetitive tasks, such as the initial analysis of candidate data or selection based on job requirements. This allows recruiters to quickly access key information and focus on more strategic aspects of hiring. Moreover, AI is designed to minimize the influence of common sources of bias—such as gender, age, name, race, or beliefs—creating the potential for a more impartial and fair evaluation of candidates (Fraij, Laszló, 2021).

3. Methodology

The aim of the study was to determine how Generation Z perceives the use of artificial intelligence (AI) in recruitment processes, taking into account both benefits and risks. The analysis examined the relationships between respondents' answers and their socio-demographic characteristics, including gender, education, and work experience. The study was conducted in the second quarter of 2025 among 463 Generation Z participants. The sample was purposively selected—respondents were chosen based on their membership in Generation Z (individuals born between 1995 and 2012). Within this group, both individuals who were professionally active or had contact with recruitment processes, as well as those without work experience, were included, allowing for an assessment of the benefits and risks of AI in recruitment from different perspectives. The study was conducted using the CAWI method (Computer-Assisted Web Interviewing) with a self-designed online questionnaire, in which respondents evaluated various aspects of AI use in recruitment on a 1-5 Likert scale. The collected data allowed for the verification of the proposed hypotheses through statistical analyses, including non-parametric tests (Mann-Whitney, Kruskal-Wallis, Spearman). Among the individuals who completed the online questionnaire, all correctly filled forms (N = 463) were included in the analysis. The characteristics of the study sample are presented in Table 1.

Table 1.
Characteristics of the research sample (N = 463)

Features of the study group	N	%	Sum
Sex:			
woman	233	50.3	463
man	230	49.7	
Education:			
Secondary	112	24.2	463
Bachelor/Engineer	207	44.7	
Master	117	25.3	
Other	27	5.8	
Work experience (years):			
none			463
<1 year	93	20.1	
1–3 years	122	26.3	
3–5 years	134	28.9	
5+ years	57	12.3	
	57	12.3	

Source: own study.

Based on the analysis of the literature on the subject in the researched areas, it seems interesting to find answers to several research questions as follows:

1. How does Generation Z perceive the benefits of using artificial intelligence in recruitment, including the speed and convenience of applying, objectivity and lack of bias in selection, and the effectiveness of matching job offers to candidates skills and

interests and do these assessments differ depending on respondents gender, level of education, and work experience?

2. How does Generation Z perceive the risks associated with the use of artificial intelligence in recruitment, including reduced interpersonal contact, the risk of algorithmic errors, lack of transparency in the recruitment process, and concerns about data privacy and do these assessments differ depending on respondents gender, level of education, and work experience?

For the purposes of this study, the following research hypotheses were formulated and verified:

H1: Representatives of Generation Z perceive the use of artificial intelligence in recruitment as beneficial, including the speed and convenience of applying, objectivity and lack of bias in selection, and the effectiveness of matching job offers to candidates' skills and interests, regardless of gender, level of education, or work experience.

H2: Representatives of Generation Z recognize risks associated with the use of artificial intelligence in recruitment, including reduced interpersonal contact and the risk of algorithmic errors, with the perception of these risks potentially varying depending on respondents' gender, level of education, and work experience.

The above research questions and formulated hypotheses serve as a starting point for analyzing Generation Z's perception of artificial intelligence in recruitment. Their verification will allow for the identification of both the benefits and risks associated with the use of AI in recruitment processes, as well as the assessment of the extent to which socio-demographic factors influence the perception of these aspects.

4. Results

To verify hypothesis H1, correlations were examined between respondents' perceptions of the benefits of using artificial intelligence in recruitment (in terms of the speed and convenience of the application process) and socio-demographic factors (gender, education, and professional experience). This hypothesis is fully confirmed. The results of the research in this area are presented in the table below.

Table 2.

The relationship between perceived benefits of AI in recruitment (speed and convenience of the application process) among Generation Z representatives and respondents' gender, education, and professional experience

Socio-demographic variable	Group	n	Median (AI benefits)	test	Test statistic value	p-value
Sex:	woman	233	4	U Manna-Whitneya	Z = 0,00	0,99
	man	230	4			
Education:	Secondary	112	4	Kruskal Wallis	H = 5,38	0,15
	Bachelor/Engineer	207	4			
	Master	117	4			
	Other	27	4			
Work experience (years)	none	93	4	Spearman	Rs = 0,06	0,20
	<1 year	122	4			
	1–3 years	134	4			
	3–5 years	57	4			
	5+ years	57	4			

Source: own study based on the Statistica 13.3 software.

Based on the analyses conducted using the Mann-Whitney U test, no statistically significant differences were found in the perception of the benefits of using artificial intelligence in recruitment between women and men from Generation Z ($p = 0.99$). Both women ($Me = 4$) and men ($Me = 4$) similarly rated the use of AI in the recruitment process as beneficial, particularly regarding the speed and convenience of applying. The results indicate a consistent approach among representatives of both genders toward the use of artificial intelligence in recruitment, confirming that gender does not influence the perceived benefits of this solution. The analysis of the ratings shows minor differences between education groups, with all respondents evaluating the benefits to a similar degree, confirming the relative uniformity in the perception of this aspect of recruitment. The Kruskal-Wallis test revealed no statistically significant relationship between the level of education and the perceived benefits of using AI in recruitment, indicating that education does not influence the assessment of the speed and convenience of the application process. The results suggest that the perception of AI benefits in recruitment is relatively consistent among Generation Z, regardless of work experience. The lack of a significant correlation confirms that the length of work experience does not have a meaningful impact on the evaluation of the speed and convenience of the application process using AI.

Table 3.

The relationship of perceived AI benefits in recruitment – objectivity and lack of bias in selection, as well as the effectiveness of matching job offers to candidates' skills and interests among Generation Z representatives, depending on respondents' gender, education, and work experience

Socio-demographic variable	Group	n	Median (objectivity and lack of bias in selection)	test	Test statistic value	P-value	Median (effectiveness of matching job offers to candidates' skills and interests)	Test statistic value	P-value
Sex:	woman	233	5	U Manna-Whitneya	Z = 0,00	1,00	3	Z = 0,00	1,00
	man	230	4				3		
Education:	Secondary	112	4	Kruskal Wallis	H = 0,00	1,00	3	H = 0,00	1,00
	Bachelor/Engineer	207	4				4		
	Master	117	5				4		
	Other	27	4				3		
Work experience (years)	none	93	5	Spearman	Rs=0,00	1,00	3	Rs = -0,01	1,00
	<1 year	122	5				4		
	1-3 years	134	5				3		
	3-5 years	57	4				3		
	5+ years	57	4				3		

Source: own study based on the Statistica 13.3 software.

Based on the conducted analyses, it can be stated that Generation Z perceives the benefits of using artificial intelligence in recruitment—specifically, objectivity and the absence of bias in selection—as important. Regarding gender, these benefits were more frequently indicated by women than men; however, the Mann-Whitney U test analysis showed no statistically significant differences between the groups, suggesting that gender does not determine the assessment of this benefit. The analysis of the relationship between education level and the perception of this benefit, using the Kruskal-Wallis test, revealed no significant differences, indicating that education does not significantly affect the evaluation of objectivity and lack of bias in selection. Similarly, in the case of work experience, the median ratings were highest in groups with shorter tenure (no experience 5, <1 year 5, 1-3 years 5) and slightly lower in groups with longer tenure (3-5 years 4, over 5 years 4), while Spearman's rank correlation coefficient $R_s = 0.00$ with $p = 1.00$ confirmed the absence of a significant relationship between work experience and the assessment of this benefit. The study indicates that Generation Z perceives the benefit of matching job offers to candidates' skills and interests in AI-supported recruitment as similar across groups, with a median of 3 for both women and men. The Mann-Whitney U test showed no statistically significant differences between genders, suggesting that gender does not influence the assessment of this benefit. The analysis of the relationship between education level and the perceived effectiveness of matching job offers, using the Kruskal-Wallis test, also revealed no significant differences, indicating that education level does not determine the evaluation of this benefit. In the case of work experience, Spearman's rank correlation coefficient confirmed the absence of a significant relationship between the length of professional experience and the assessment of the effectiveness of matching job offers.

To verify hypothesis H2, the perception of risks associated with the use of artificial intelligence in recruitment—such as the limitation of interpersonal contact and the risk of algorithmic errors—was analyzed in the context of respondents' socio-demographic variables (gender, education level, and work experience). The following table presents the study results in this area.

Table 4.

The relationship between perceived risks of using AI in recruitment (limitation of interpersonal contact, risk of algorithmic errors) and the gender, education level, and work experience of Generation Z respondents

Socio-demographic variable	Group	n	Median (limitation of interpersonal contact)	test	Test statistic value	p-value	Median (risk of algorithmic errors)	Test statistic value	p-value
Sex:	woman	233	3	U Mann-Whitney	Z = 0,00	1,00	4	Z = 0,00	1,00
	man	230	3,5				4		
Education:	Secondary	112	1	Kruskal Wallis	H = 1,56	0,66	4	H = 0,58	0,90
	Bachelor/Engineer	207	3				3		
	Master	117	3				4		
	Other	27	3				4		
Work experience (years)	none	93	3	Spearman	Rs = 0,02	1,00	4	Rs = -0,02	1,00
	<1 year	112	4				3		
	1–3years	134	3,5				4		
	3–5years	57	3				4		
	5+ years	57	3				4		

Source: own study based on the Statistica 13.3 software.

The analysis of the results indicates that both women and men from Generation Z perceive the threat related to the reduction of interpersonal contact to a similar extent, with median ratings of 3 for women and 3.5 for men. The Mann-Whitney U test showed no statistically significant differences between genders, suggesting that gender does not influence the perception of this type of risk in AI-assisted recruitment processes. Regarding the risk of algorithmic errors, the median rating was 4 for both women and men. The Mann-Whitney U test results ($Z = 0.00$) indicate no statistically significant differences between genders in the assessment of this threat. The level of education does not significantly differentiate the perception of risks associated with the use of artificial intelligence in recruitment processes. Regarding the threat related to the reduction of interpersonal contact, the median values for the various education groups indicate some variation, but these differences are not statistically significant. This means that respondents, regardless of their education level, similarly perceive reduced contact with recruiters as a potential consequence of AI implementation. A similar result was observed for the risk of algorithmic errors. The median ratings across different education levels, along with the non-significant Kruskal-Wallis test result, confirm the lack of a relationship between education level and the perception of this threat. The analysis of results indicates that work experience does not significantly influence the perception of risks associated with the use of artificial intelligence in recruitment. For the factor concerning the reduction of interpersonal contact, the median values across different levels of work experience suggest

a similar perception of this phenomenon among respondents, regardless of the number of years worked. The lack of a significant correlation ($R_s = -0.02$; $p = 1.00$) confirms that the length of work experience does not differentiate assessments in this area. Similarly, regarding the risk of algorithmic errors, where median values remain at a comparable level across all surveyed groups, no significant relationship was found between work experience and the evaluation of this threat.

5. Discussion and conclusions

The results of the conducted study indicate that Generation Z generally perceives the use of artificial intelligence (AI) in recruitment as beneficial, highlighting the speed, convenience of applying, and objectivity of the selection process. At the same time, they recognize potential risks, such as the reduction of interpersonal contact and the possibility of algorithmic errors. It is noteworthy that no significant differences were observed in these perceptions across analyzed groups (gender, education, work experience), suggesting a relatively uniform approach to the topic among Generation Z representatives. Similar conclusions are drawn from the research conducted by O. Ore and M. Sposato (2022), who indicate that AI in recruitment can enhance efficiency through the automation of routine tasks while emphasizing the need to maintain the role of professional recruiters in the selection process. J. Dima et al. (2024) also confirm that AI supports HR processes by increasing efficiency, optimizing data use, and enabling decision-making enhancements, and highlight the importance of preserving human-centric and relational aspects of work as well as addressing ethical challenges like bias. Furthermore, the findings of Md Sajjad Hosain et al. (2025) suggest that algorithm transparency and the possibility of human contact increase candidates' trust in AI-based recruitment processes. C. Rigotti and E. Fosch-Villaronga (2024) emphasize the importance of fairness and the elimination of biases in AI-supported selection. Meanwhile, studies by Kelvin M. Mwita and Felician A. Kitole (2025) and Zaker Ul Oman et al. (2024) demonstrate that properly designed AI systems can enhance recruitment efficiency while minimizing the risk of bias and supporting objective decision-making.

From a theoretical perspective, these findings allow for linking the observed attitudes to technology acceptance models, such as the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT), in which perceived usefulness and perceived ease of use play a key role. In the context of Generation Z, characteristics such as high digital literacy and openness to new technologies may lead to a greater appreciation of the benefits of AI in recruitment, as well as a higher willingness to use tools that automate selection processes.

From a practical standpoint, the findings suggest that organizations should implement AI in recruitment processes while maintaining transparency of procedures and opportunities for human interaction, which can increase trust among Generation Z candidates. The design of AI-assisted recruitment processes should consider both benefits and potential risks, with an emphasis on balancing automation with recruiter interaction. Based on the conducted study, it is recommended to continue research in the form of longitudinal studies, which would allow observing changes in the perception of AI in recruitment over time and across different organizational contexts. It is also valuable to employ mixed-methods approaches, combining quantitative and qualitative research, to gain deeper insights into the decision-making mechanisms of candidates and recruiters, as well as how the perception of benefits and risks affects the acceptance and effectiveness of implemented tools. Such an approach would also account for differences between generations, industries, and organizational cultures, providing valuable guidance for HR practice in the area of AI-assisted recruitment.

References

1. Acosta-Enriquez, B.G. (2024). *Acceptance of artificial intelligence in university contexts*. PMC.
2. Al-Alawi, A.I., Naureen, M., Al-Alawi, E.I., Al-Hadad, A.A.N. (2021). *The Role of Artificial Intelligence in Recruitment Process Decision-Making*, 2021 International Conference on Decision Aid Sciences and Application (DASA).
3. Albert, E.T. (2019). AI in Talent Acquisition: A Review of AI- applications used in recruitment and selection. *Strategic HR Review*, 18.
4. Allal-Ch'erif, O., Yela Ar'anega, A., Castaño Sánchez, R. (2021). Intelligent recruitment: How to identify, select, and retain talents from around the world using artificial intelligence. *Technological Forecasting & Social Change*, 169.
5. Almeida, F., Junça Silva, A., Lopes, S.L., Braz, I. (2025). Understanding Recruiters' Acceptance of Artificial Intelligence: Insights from the Technology Acceptance Model. *Applied Sciences*, 15(2), 746.
6. Bryson, J., Winfield, A. (2017). Standardizing ethical design for artificial intelligence and autonomoussystems. *Computer*, 50(5).
7. Budhwar, P., Malik, A., De Silva, M.T.T., Thevisuthan, P. (2022). Artificial intelligence – challenges and opportunities for international HRM: a review and research agenda. *The International Journal of Human Resource Management*, 33(6), 1065-1097. tandfonline.
8. Dima, J., Gilbert, M.H., Dextras-Gauthier, J., Giraud, L. (2024). The effects of artificial intelligence on human resource activities and the roles of the human resource triad: opportunities and challenges. *Frontiers in Psychology*, 15.

9. EY (2024). *New EY survey reveals crucial AI literacy training needs among Gen Z workforce*. EY Global Report.
10. Fraij, J., Laszló, V. (2021). A Literature Review: Artificial Intelligence Impact on the Recruitment Process. *International Journal of Engineering and Management Sciences (IJEMS)*, 6(1).
11. Garg, A., Gaur, S., Sharma, P. (2021). A Review Paper: Role of Artificial Intelligence in Recruitment Process. *International Journal of Management and Information Technology*, 6(1).
12. Girsang, R.M., Tarigan, W.J., Sipayung, T. (2023). The effect of recruitment and selection on employee performance. *Enrichment: Journal of Management*, 13(1).
13. Hogg, P. (2019). Artificial intelligence: HR friend or foe? *Strategic HR Review*, 18(2).
14. Hosain, M.S., Amin, M.B, Debnath, G.Ch., Rahaman, M.A. (2025). The use of Artificial Intelligence (AI) in the hiring process: Job applicants' perceptions of procedural justice. *Computers in Human Behavior Reports*, 19.
15. Karaboga, U., Vardarlier, P. (2020). Examining the use of artificial intelligence in recruitment processes. *Bussecon Review of Social Sciences*, 2(4).
16. Koteczki, R. (2025). A TAM and UTAUT-Based PLS-SEM and Cluster Analysis. *Education*, 15(8), 1044.
17. Mwita, K. M., Kitole, F.A. (2025). Potential benefits and challenges of artificial intelligence in human resource management in public institutions. *Discover Global Society*, 3(35).
18. Oman, Z.U., Siddiqua, A., Noorain, R. (2024). Artificial Intelligence and its ability to reduce recruitment bias. *World Journal of Advanced Research and Reviews*, 1.
19. Ore, O., Sposato, M. (2021). Opportunities and risks of artificial intelligence in recruitment and selection. *International Journal of Organizational Analysis*.
20. Oswal, N., Khaleeli, M., Alarmoti, A. (2020). Recruitment in tee era of Industry 4.0: Use of artificial intelligence in recruitment and its impact. *PJAEE*, 17(8).
21. Palacios-Marqués, D., Gallego-Nicholls, J.F., Guijarro-García, M. (2021). A recipe for success: Crowdsourcing, online social networks, and their impact on organizational performance. *Technological Forecasting and Social Change*, Vol. 165.
22. Rigotti, C., Fosch-Villaronga, E. (2024). Fairness, AI recruitment. *Computer Law, Security Review*, 53.
23. Zhao, L., An, J., Liu, Y. (2025). Exploring AI tool adoption in higher education: Evidence from a PLS-SEM model integrating multimodal literacy, self-efficacy, and university support. *Education and Information Technologies*, PMC.