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PERCEPTIONS OF FAIRNESS IN AI-BASED RECRUITMENT AMONG GENERATION Z REPRESENTATIVES

Agata LULEWICZ-SAS[1*], Hanna KINOWSKA[2], Dariusz DANILEWICZ[3], Anna TRYFON-BOJARSKA[4], Michał ZUBEK[5]

[1] Warsaw School of Economics; alulew@sgh.waw.pl, ORCID: 0000-0002-5415-2523
[2] Warsaw School of Economics; hkinows@sgh.waw.pl, ORCID: 0000-0002-7936-9737
[3] Warsaw School of Economics; ddanil@sgh.waw.pl, ORCID: 0000-0001-5338-4763
[4] Warsaw School of Economics; atryfo@sgh.waw.pl, ORCID: 0000-0002-5537-2755
[5] Warsaw School of Economics; mzubek@sgh.waw.pl, ORCID: 0000-0002-9280-8503
*Correspondence aurhor

Purpose: The purpose of this article is to analyze the perception of fairness in recruitment processes supported by artificial intelligence among representatives of Generation Z and to empirically verify the structure of this construct.
Methodology: The study was conducted using the CAWI method on a sample of 441 respondents representing Generation Z. An original adaptation of the Organizational Justice Scale was applied. The structure of the construct was verified using Confirmatory Factor Analysis (CFA).
Findings/Conclusions: The results indicate that procedural and distributive justice form a common component. Interpersonal and informational justice retain a relatively distinct character.
Research limitations / implications: The study is cross-sectional and based on self-reported data, which limits the possibility of causal inference. The focus on a single generational cohort restricts the generalizability of the findings.
Practical implications: Organizations should enhance the transparency of decision-making mechanisms, ensure the possibility of obtaining explanations for decisions, and design communication interfaces that strengthen candidates' sense of agency.
Social implications: The study highlights the importance of the social legitimacy of algorithmic decision-making processes in HR. Transparency and explainability of AI systems may strengthen the trust of Generation Z and reduce concerns related to the automation of personnel decisions.
Originality/Value: The article provides an empirical verification of the structure of organizational justice in the context of algorithmic recruitment.
Keywords: recruitment fairness, artificial intelligence, Generation Z, organizational justice, algorithmic recruitment.
Category of the paper: Conceptual paper.

1. Introduction

Artificial intelligence (AI) is playing an increasingly significant role in human resource management (HRM), particularly in the area of recruitment and employee selection. Algorithmic tools are used for the automated analysis of application documents, CV screening, competency assessment, and the analysis of video interviews. Their implementation is commonly justified by increased process efficiency, shorter recruitment cycles, and the standardization of candidate evaluations (Pan et al., 2022; Tambe et al., 2019). At the same time, the use of AI in personnel decision-making raises important ethical and social concerns, including the risk of algorithmic bias and the limited transparency of decision-making mechanisms (Köchling, Wehner, 2020; Raghavan et al., 2020; Miller, 2019).

The automation of personnel decisions raises the question of the adequacy of classical models of organizational justice in situations where the decision-making actor becomes an algorithm. Organizational justice, encompassing the procedural, distributive, interpersonal, and informational dimensions (Colquitt, 2001; Gilliland, 1993), provides a framework for analyzing candidates' reactions to selection decisions. Previous research on AI in recruitment has focused primarily on technology acceptance and the effectiveness of algorithmic tools, while less attention has been devoted to the structure of perceived fairness under conditions of automation.

It remains unclear whether candidates distinguish between the evaluation of procedures and the evaluation of outcomes when the transparency of AI systems is limited. A shift in the nature of the decision-making actor may alter the cognitive schemas through which fairness is assessed. This gap has both theoretical and practical implications, as it affects the social legitimacy of algorithmic recruitment.

The purpose of this article is to identify how representatives of Generation Z perceive the fairness of AI-supported recruitment, to systematize this perception, and to empirically verify the structure of this construct. The study addresses the following research questions: (1) whether algorithmic recruitment fairness retains the classical four-dimensional structure, (2) whether the procedural and distributive dimensions remain empirically distinguishable, and (3) which measurement model provides the best fit to the data.

Focusing on Generation Z allows the study to capture the reactions of a cohort particularly sensitive to issues of transparency and the ethical use of technology (Schroth, 2019). The article contributes by providing an empirical verification of the classical model of organizational justice in the context of the digital transformation of HR and by examining the potential reconfiguration of its structure under conditions of automated personnel decision-making.

2. Literature Review

2.1. Artificial Intelligence in Recruitment

The literature indicates that AI-based tools are increasingly used in processes involving the automated analysis of application documents, CV screening, competency assessment, and the prediction of candidate–job fit (Tambe et al., 2019; Jarrahi, 2018; Malik et al., 2023; Pan et al., 2022).

The implementation of algorithmic systems is primarily justified by instrumental considerations, such as increasing the efficiency of selection processes, shortening recruitment cycles, reducing costs, and standardizing candidate evaluations (Pan et al., 2022; Tambe et al., 2019). AI enables the processing of large volumes of data and the reduction of subjectivity in decision-making; however, the effectiveness of these solutions remains strongly dependent on data quality, the design of algorithms, and the organizational context in which they are applied (Malik et al., 2023).

Personnel decisions differ from other business decisions in that their consequences have a direct and long-term impact on individuals' life situations (Tambe et al., 2019; Jarrahi, 2018). For this reason, the evaluation of AI applications in HRM should not be limited to predictive accuracy or cost efficiency. It is necessary to consider the social and psychological reactions of stakeholders, particularly candidates' perceptions of fairness in the recruitment process.

2.2. Organizational Justice as a Framework for Analyzing Algorithmic Recruitment

Organizational justice constitutes a theoretical framework used to analyze individuals' reactions to personnel decisions. The classical model distinguishes four dimensions: procedural, distributive, interpersonal, and informational, referring respectively to the fairness of procedures, the adequacy of outcomes, the quality of interpersonal treatment, and the transparency and completeness of information provided (Colquitt, 2001; Colquitt et al., 2001; Gilliland, 1993). This model has been widely applied in research on recruitment and selection (Bauer et al., 2001; Hausknecht et al., 2004).

In the context of algorithmic recruitment, the meaning of fairness may be transformed because decisions are made with the involvement of systems perceived as less transparent and more difficult to understand (Acikgoz et al., 2020; Langer et al., 2019). Limited explainability of the decision-making mechanism and the absence of direct interaction with a human decision-maker may influence how both the procedure and its outcomes are evaluated (Ötting, Maier, 2018; Lee, 2018).

Procedural justice refers to the fairness of decision-making rules (Colquitt, 2001; Gilliland, 1993). In algorithmic recruitment, this dimension encompasses perceived impartiality, consistency of criteria, and transparency of the process, and constitutes an important predictor of the acceptance of AI-driven decisions (Langer et al., 2019; Acikgoz et al., 2020).

Distributive justice concerns the perceived adequacy of the decision outcome relative to a candidate's competencies and effort (Colquitt, 2001). In the context of AI, particular importance is attached to the belief that the decision is based on substantive criteria rather than biases or arbitrary technical factors (Raghavan et al., 2020; Lee, 2018).

Interpersonal justice refers to the quality of treatment experienced by individuals during the decision-making process (Colquitt, 2001). Although AI systems are not social actors, interactions with them may still be evaluated in relational terms, including politeness, respect, and professionalism in communication (Lee, 2018; Langer et al., 2019).

Informational justice concerns the quality and clarity of information provided to candidates (Colquitt et al., 2001). In the context of algorithmic recruitment, it includes explanations regarding the scope of AI use, evaluation criteria, and the justification of decisions, which are crucial for building trust in the system (Miller, 2019; Ananny, Crawford, 2018).

Under conditions of automated personnel decision-making, however, the classical distinction between the dimensions of justice may undergo modification. The limited transparency of algorithmic systems and the changing nature of the decision-making actor justify the need for empirical verification of the structure of this construct in the context of AI-based recruitment.

The analysis conducted provided the basis for assuming that fairness in AI-supported recruitment comprises four dimensions: procedural, distributive, interpersonal, and informational (Figure 1).

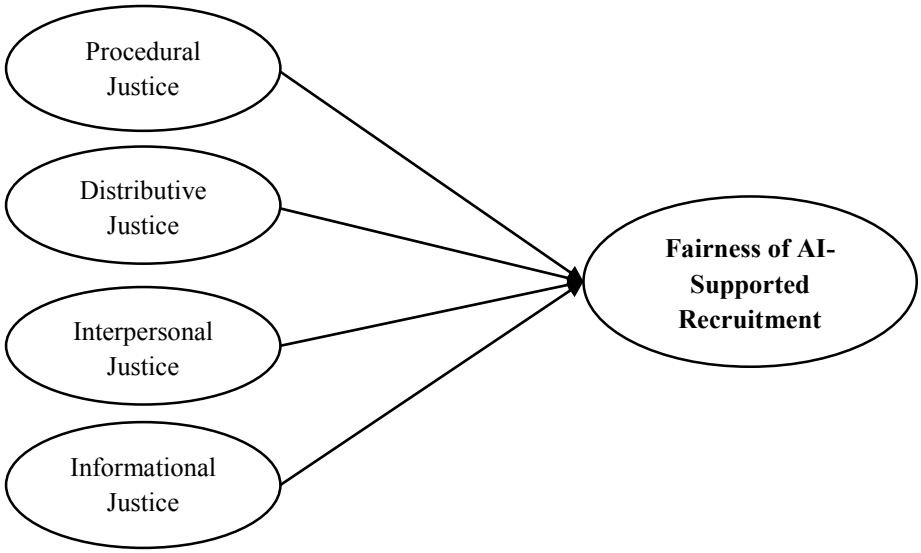


Figure 1. Conceptual model.
Source: authors' own elaboration.

2.3. Generation Z and the Perception of AI-Based Recruitment

Representatives of Generation Z constitute an important research group in the analysis of AI-supported recruitment due to their technological experiences and the specific nature of their attitudes toward automation and digitalization. They have grown up in an environment strongly saturated with digital and algorithmic technologies, which fosters high levels of technological competence and frequent interaction with automated decision-making systems (Schroth, 2019). At the same time, technological proficiency does not necessarily imply uncritical acceptance of automation, particularly in domains of high personal and professional significance, such as recruitment decisions (Lee, 2018; Langer et al., 2019).

The literature indicates that Generation Z demonstrates heightened sensitivity to transparency, equal treatment, and the ethical aspects of technology use in organizations (Schroth, 2019). In the recruitment context, particular importance is attached to the clarity of evaluation criteria, the possibility of obtaining understandable explanations for decisions, and the quality of communication with candidates (Acikgoz et al., 2020; Langer et al., 2019).

Therefore, analyzing perceptions of fairness in algorithmic recruitment within this cohort makes it possible to capture the specificity of its responses and to verify the adequacy of the classical model of organizational justice under conditions of highly automated decision-making.

3. Research Methodology

3.1. Sample Characteristics

The quantitative study was conducted in December 2025 and January 2026 using the CAWI method among 441 respondents representing Generation Z. Participation in recruitment processes involving AI was declared by 14% of respondents, 62% reported no such experience, and 24% were unable to determine this unequivocally.

Due to the inclusion of individuals who were not currently employed, some questions related to job and organizational characteristics recorded a high proportion of “not applicable” responses. The detailed structure of the sample is presented in Table 1.

Table 1.
Structure of the research sample

Criterion	Specification	Share
Participation in AI-supported recruitment	No	62%
	Do not know	24%
	Yes	14%
Gender	Female	45%
	Male	53%
	Prefer not to say	2%
Employment status	No	44%
	Yes	56%
Working time	Full-time	25%
	Part-time	28%
	Not applicable	47%
Form of employment	Employment contract	16%
	Civil-law contract	36%
	Self-employment	3%
	Not applicable	45%
Company size	Micro (up to 9 employees)	8%
	Small (10-49 employees)	11%
	Medium (50-249 employees)	9%
	Large (250-500 employees)	4%
	Very large (more than 500 employees)	23%
	Not applicable	45%
Sector	Public	5%
	Private	42%
	Foundations, associations and other	1%
	Not applicable	52%

Source: authors' own elaboration.

3.2. Variables

The measurement instrument used in the study was an adaptation of the Organizational Justice Scale (Wnuk, 2017). The questionnaire was modified so that it referred specifically to recruitment processes supported by AI.

The model included four dimensions: procedural justice (7 items), distributive justice (5 items), interpersonal justice (4 items), and informational justice (4 items). Procedural justice referred to the evaluation of the rules and procedures of decision-making supported by AI; distributive justice concerned the adequacy of the decision in relation to the candidate's competencies; interpersonal justice related to the quality of communication mediated by the system; and informational justice referred to the transparency and clarity of information regarding the role of AI in the process. Respondents evaluated the statements using a five-point Likert scale (1 - strongly disagree, 5 - strongly agree). The full wording of the items is presented in Table 2.

The means for individual items ranged from 2.43 to 3.95 (SD = 0.9-1.25), indicating a moderate assessment of fairness in algorithmic recruitment with noticeable variability in responses. The highest-rated aspect concerned the politeness of AI-mediated communication, while the lowest-rated related to the possibility of fully presenting one's competencies.

Table 2.
Estimates for the measurement models

Statement	Mean	Standard deviation	Model 4D		Model 1D		Model 3D	
			Dimension	Coefficient	Dimension	Coefficient	Dimension	Coefficient
The recruitment process using AI is conducted in an impartial manner.	3,18	1,038	Procedural justice	0,578	Fairness of AI-supported recruitment	0,531	Procedural and distributive justice	0,541
The recruitment process using AI is transparent for candidates.	2,86	1,128		0,693		0,658		0,676
AI in the recruitment process minimizes the risk of errors or incorrect assessments.	2,75	1,172		0,640		0,585		0,624
AI provides the candidate with a full opportunity to present their competencies in the recruitment process.	2,43	1,183		0,705		0,649		0,700
AI takes into account all relevant information about the candidate.	2,78	1,186		0,710		0,660		0,684
AI consistently applies evaluation criteria to all candidates.	3,47	1,156		0,456		0,447		-
The candidate has the possibility to challenge a recruitment decision made with the use of AI (e.g., appeal).	3,32	1,189		0,414		0,426		-
The recruitment decision made using AI is adequate to the candidate's competencies.	2,76	1,084	Distributive justice	0,740		0,677		0,696
The recruitment decision made using AI reflects the effort invested by the candidate in completing recruitment tasks.	2,61	1,182		0,731		0,680		0,713
The recruitment decision made using AI is independent of random technical factors (e.g., equipment quality, lighting, microphone, internet connection).	2,93	1,245		0,480		0,438		-
The recruitment decision made using AI is consistent — the same level of competence leads to the same decision.	3,19	1,065		0,649		0,618		0,595

Cont. table 2.

The recruitment decision made using AI is free from bias (e.g., related to gender, age, appearance, origin, accent).	3,73	1,155		0,486		0,503		0,604
AI in the recruitment process communicates with the candidate in a polite and respectful manner.	3,95	0,971		0,527		0,411		0,633
AI messages are tailored to the needs of the candidate.	3,19	1,086		0,760		0,653	Interpersonal justice	-
Interactions with AI in the recruitment process are comfortable for the candidate.	3,04	1,209	Interpersonal justice	0,759		0,653		-
Communication conducted by AI in the recruitment process does not contain inappropriate, unprofessional, or unsuitable expressions.	3,88	1,089		0,402		0,338		0,606
The candidate receives clear information about the scope of AI use in the recruitment process.	3,25	1,165		0,733		0,681		0,739
Information about the operation and use of AI in the recruitment process is tailored to the candidate's needs and level of knowledge.	3,05	1,061		0,768		0,734		0,762
Information about the stages of recruitment using AI is presented in a way that is understandable for the candidate.	3,27	1,106	Information al justice	0,742		0,667	Information al justice	0,746
The candidate receives a transparent explanation of the recruitment decision made using AI.	3,22	1,118		0,785		0,727		0,783
Model fit indices								
Chi-square and df			531,940, df=164		742,944, df=170		338,650, df=87	
GFI			0,873		0,837		0,906	
AGFI			0,837		0,798		0,870	
CFI			0,894		0,835		0,905	
SRMR			0,058		0,064		0,061	
RMSEA			0,071		0,088		0,081	

Source: Authors' own elaboration.

3.3. Results of the Empirical Study

The measurement model for fairness in AI-supported recruitment was estimated using Confirmatory Factor Analysis (CFA) conducted in AMOS (SPSS).

The baseline model for the analysis was a four-dimensional model (4D) assuming the existence of four distinct dimensions of fairness in AI-supported recruitment: procedural, interpersonal, distributive, and informational justice.

Table 3.
Correlations for the 4D model

Dimension	1	2	3	4
1. Procedural justice	1			
2. Interpersonal justice	0,754	1		
3. Distributive justice	0,859	0,783	1	
4. Informational justice	0,812	0,740	0,833	1

Source: Authors' own elaboration.

3.4. Results of the Empirical Analysis

In the first stage, standardized factor loadings for the four-dimensional model (4D) were estimated (Table 2). The loadings varied across dimensions: for procedural justice they ranged from 0.414 to 0.710, for distributive justice from 0.480 to 0.740, for interpersonal justice from 0.402 to 0.760, and for informational justice from 0.733 to 0.785.

Despite acceptable parameters at the item level and moderate model fit indices (Table 2), the analysis of correlations between factors revealed strong relationships among the dimensions (Table 3). In particular, the correlation between procedural and distributive justice reached 0.859, and between distributive and informational justice 0.833. This indicates that respondents differentiated these dimensions only to a limited extent, which makes it difficult to demonstrate discriminant validity within the four-factor structure.

Correlations between interpersonal justice and the remaining dimensions were also high (ranging from 0.740 to 0.783); however, compared with the other relationships they suggested a relatively greater distinctiveness of this dimension.

During the analysis, two alternative models were tested:

- a one-dimensional model (1D), in which all items form a single factor representing fairness of AI-supported recruitment, and
- a three-dimensional model (3D) including: a combined procedural–distributive dimension, an interpersonal dimension, and an informational dimension.

The three-dimensional model (3D) produced the best results, in which procedural and distributive justice were combined into a single dimension. This model achieved the most favourable fit among the tested solutions (Table 2).

Furthermore, the analysis of correlations in the 3D model (Table 4) confirmed that combining the procedural and distributive components is justified. The correlation between this combined dimension and informational justice remained high (0.843), while the correlation with interpersonal justice was moderate (0.520). The correlation between the interpersonal and informational dimensions equaled 0.626, indicating that although these dimensions are related, they retain conceptual distinctiveness.

Table 4.
Correlations for the 3D model

Dimension	**1**	**2**	**3**
1. Procedural and distributive justice	1		
2. Interpersonal justice	0,520	1	
3. Informational justice	0,843	0,626	1

Source: Authors' own elaboration.

As a result, it was assumed that the perceived fairness of AI-supported recruitment can be conceptualized as a three-dimensional construct, in which procedural and distributive justice form a combined dimension, while interpersonal and informational justice remain distinct. The lack of separation between procedural and distributive justice at the measurement level does not imply that these categories cease to exist as theoretical constructs (Figure 2).

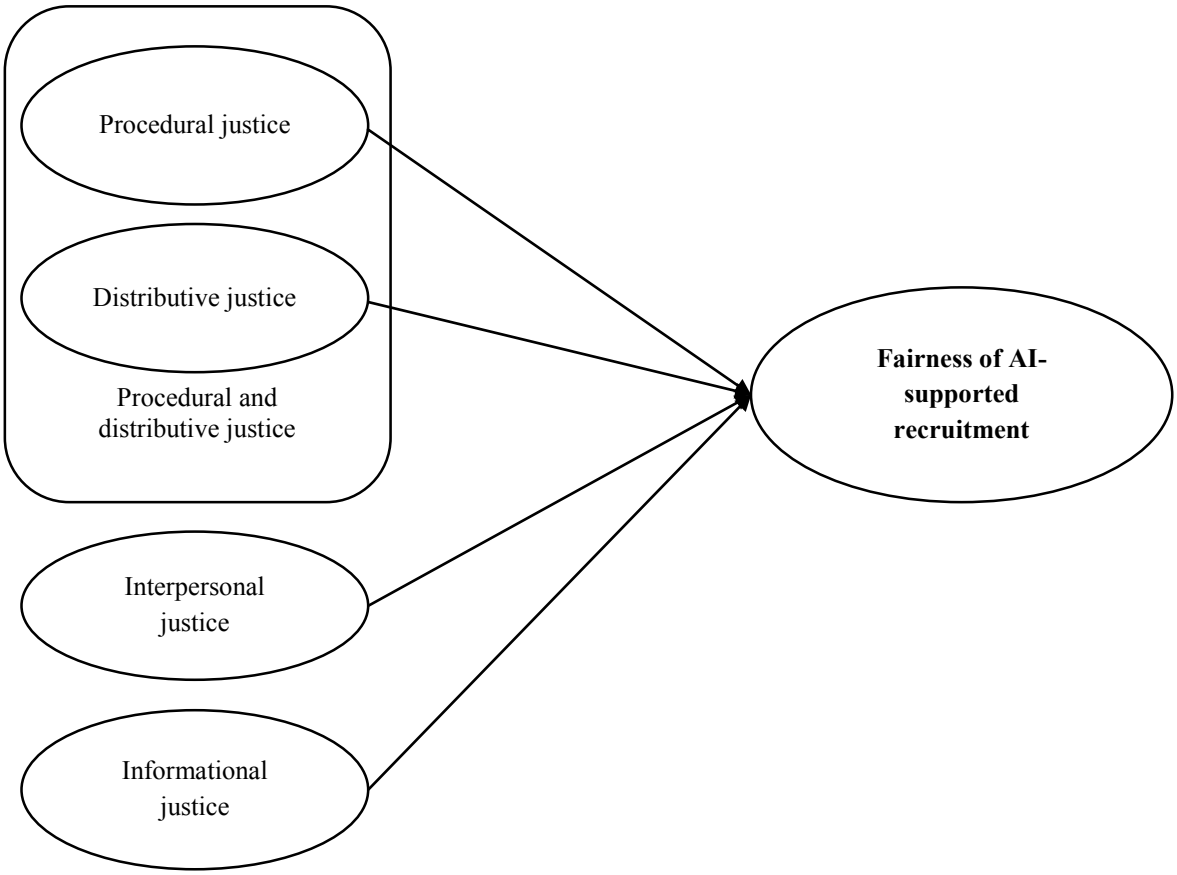


Figure 2. Verified model.
Source: Authors' own elaboration.

3.5. Discussion of Results

The results indicate that the classical four-dimensional model of organizational justice (procedural, distributive, interpersonal, and informational) is not fully supported under conditions of highly automated personnel decision-making among representatives of Generation Z. In particular, procedural, and distributive justice form a common perceptual dimension.

In traditional research on recruitment, procedural and distributive dimensions were distinguishable, which was interpreted as evidence of the cognitive independence of evaluations of decision-making procedures and the outcomes of selection (Gilliland, 1993; Bauer et al., 2001). In the context of algorithmic recruitment, however, candidates do not separate the assessment of the fairness of procedures from the adequacy of outcomes. This may be interpreted as a consequence of the limited transparency of the algorithmic mechanism. In situations where individuals lack insight into the logic of an AI system, the evaluation of the outcome becomes the basis for a global assessment of the entire process. This mechanism is consistent with research on the perception of opaque technological systems (Lee, 2018; Ötting & Maier, 2018) and with the concept of simplified, holistic evaluations of algorithmic systems under conditions of limited explainability (Newman et al., 2020).

The strong relationship between the informational dimension and the combined procedural–distributive dimension indicates that transparency and the quality of explanations function as a mechanism of legitimacy. The clarity of information regarding the role of AI and the comprehensibility of the justification for decisions jointly shape the evaluation of both the procedure and its outcome. This finding extends the literature by demonstrating that AI explainability affects not only the level of trust in the system (Miller, 2019; Ananny & Crawford, 2018) but also the structure of perceived organizational justice (Langer et al., 2019; Acikgoz et al., 2020).

The relatively high evaluation of AI impartiality and the absence of discriminatory elements in communication suggest that algorithms are perceived as potentially more objective than human decision-makers. This result is consistent with studies showing that automated systems are sometimes interpreted as reducing subjectivity and bias (Lee, 2018; Acikgoz et al., 2020).

The findings suggest that algorithmic recruitment does not merely change the level of perceived fairness but may also modify its cognitive structure. In the case of Generation Z, understanding the logic of decisions and maintaining a sense of personal agency constitute key conditions for the social acceptance of AI in selection processes.

4. Conclusion

The analyses conducted indicate that the concept of organizational justice remains a useful analytical framework for research on algorithmic recruitment. However, its structure undergoes partial reconfiguration under conditions of automated personnel decision-making. In the analyzed sample, procedural and distributive justice form a common perceptual component, suggesting a cognitive integration of evaluations of procedures and outcomes when the transparency of the AI system is limited. At the same time, informational and interpersonal justice retain relative distinctiveness, highlighting the importance of explainability and the quality of communication in algorithm-supported selection processes.

The article contributes to the theory of organizational justice by providing an empirical verification of its structure in the context of algorithmic recruitment. The results indicate that the classical four-dimensional model is not universal. The study extends existing conceptualizations of organizational justice by pointing to the need for its reinterpretation under conditions of the digital transformation of HR.

Practical implications arise from the need to design recruitment systems that incorporate mechanisms supporting perceptions of fairness. Transparent communication of the principles governing algorithmic decision-making, the possibility of obtaining clear explanations for decisions, and ensuring candidates' sense of agency constitute key conditions for the acceptance of algorithmic recruitment.

The study is cross-sectional in nature, which limits the possibility of drawing causal conclusions. Furthermore, the focus on a single generational cohort restricts the generalizability of the findings. An additional limitation is the relatively low proportion of respondents who had direct experience with AI-supported recruitment (14%). This means that a substantial part of the evaluations is based on subjective beliefs and perceptions of algorithmic recruitment rather than on direct experience.

Future research should include samples with a larger proportion of individuals who have direct experience with AI-supported recruitment and compare the perceptions of these groups. Experimental designs manipulating the level of automation and explainability of AI systems would also be valuable, as would comparative analyses across generations and longitudinal studies capturing changes in fairness perceptions over time.

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