

A Study on Applicants Perception Towards Use of Artificial Intelligence and Machine Learning Applications in Recruitment

Meet Bhatt*, Komal Jhunjhunwala**

Abstract

This study examines applicants' perceptions of the use of Artificial Intelligence (AI) and Machine Learning (ML) applications in recruitment within the HR consultancy sector. With increasing adoption of AI-driven tools such as automated resume screening, chatbots, predictive analytics, and video interview analysis, understanding candidate acceptance has become critical. The research follows a descriptive design and is based on primary data collected through a structured questionnaire administered to 100 job applicants using AI-enabled recruitment platforms. The study analyses key perception factors including perceived usefulness, perceived ease of use, attitude towards use, and behavioural intention to use AI-based recruitment systems. Statistical tools such as exploratory factor analysis and hypothesis testing were applied to assess relationships between demographic variables and applicants' perceptions. The findings indicate an overall positive perception of AI and ML in recruitment, particularly in terms of efficiency and fairness, though concerns related to transparency, bias, and reduced human interaction persist.

Keywords: Artificial Intelligence, Machine Learning, Recruitment, AI/ML, Applicant Perception

Introduction

HR Consultancy plays a critical role in the recruitment environment, particularly in the Business Process

Outsourcing (BPO) sector. The entire recruitment process is tailored to the specific needs of BPO organisations, ensuring that candidates not only have the necessary technical skills but also excel in the communication and interpersonal skills required for success in this fast-paced environment.

The process begins with a detailed understanding of the client's hiring requirements, which include calculating the number of roles to be filled and the precise qualities needed for each post. Based on the client's feedback, HR Consultancy creates precise job descriptions that accurately reflect the criteria and expectations of prospective candidates. The HR Consultancy aggressively recruits new candidates through a variety of sources, including job portals, social media, and networking events. This involves utilising internal referrals and publicising job positions via targeted advertising. Once applications are received, the HR Consultancy conducts a multi-phase screening procedure. This involves comparing resumes to minimal requirements and desirable credentials. Conducting interviews to assess candidates' communication abilities and overall suitability for the BPO setting. Administering exams or evaluations to confirm candidates' competence in relevant areas. After screening, shortlisted prospects are submitted to clients for further consideration. This may include further interviews or assessments suited to the client's individual needs. Following client approval, the HR Consultancy manages the final hiring process, which includes negotiating wage packages and on

* Assistant Professor, Chimanbhai Patel Institute of Management & Research, Ahmedabad, Gujarat, India.
Email: meetbhatt@cpi.edu.in

** Student, Chimanbhai Patel Institute of Management & Research, Ahmedabad, Gujarat, India.
Email: komaljhunjunwala02@gmail.com

How to cite: Bhatt, M., & Jhunjhunwala, K. (2025). A study on applicants perception towards use of artificial Intelligence and machine learning applications in recruitment. *International Journal of Business Analytics and Intelligence*, 13(2), 50-60.

boarding new employees into the organisation. This phase ensures that candidates are well-integrated into their new responsibilities and understand the company's policies and culture.

Artificial Intelligence (AI) and Machine Learning (ML)

Machines can already mimic human intelligence and learn from data thanks to AI and machine learning (ML), which are revolutionising a variety of industries. While machine learning (ML) concentrates on techniques that allow computers to learn from experience, AI encompasses a broader variety of skills, such as sensing, reasoning, and problem-solving. Together, these technologies advance automation, data analysis, and decision-making, thereby fostering efficiency and innovation in sectors including banking, healthcare, and transportation (Murugesan et al., 2023; Nyathani, 2023; Soni, 2022; Soulami et al., 2024). AI and Machine Learning (ML), which enable automation and data-driven decision-making, are revolutionising recruitment processes. From reviewing resumes to interviewing applicants and assessing their suitability, these technologies are utilised throughout the employment process. Because AI and ML have the potential to improve applicant matching, reduce bias, and increase efficiency, recruiting firms find them to be attractive technology (Alekseeva et al., 2020; K. Bhatt & Khokhar, 2020; Mensah & Mi, 2018; Radhakrishnan & Chattopadhyay, 2020; Sharma et al., 2020; R. Singh et al., n.d.; Venumuddala & Kamath, 2020; Zehir et al., 2020).

AI systems utilise predefined criteria to quickly and systematically sort through a huge number of resumes to find qualified applicants. This process reduces human effort and saves time. AI-powered chatbots improve the application process by communicating with candidates, answering questions, scheduling interviews, and delivering real-time information. Predictive analytics helps recruiters make better decisions by analysing past recruiting data and identifying prospects who are more likely to perform successfully. AI systems use video interviews to assess a candidate's fitness by examining nonverbal indicators such as facial expressions and speech tone (Lin & Hsieh, 2012; Matsa & Gullamajji, 2019; Tambe et al., 2019).

Despite the potential benefits of AI and ML in hiring, job seekers' perceptions of these technologies are essential to their effective application. Candidates' trust and acceptance of AI-driven recruitment methods can be heavily influenced by their perceptions of fairness, accuracy, and transparency. Job applicants frequently express concern about potential biases, data privacy, and the impersonality of AI interactions. It is therefore important to examine the factors that influence candidates' perceptions of AI-driven hiring practices in terms of acceptability and trust. Bring up any ethical concerns or questions candidates may have regarding the use of AI and ML in hiring. Measure candidates' knowledge and understanding of AI and ML applications by asking them about these technologies during the hiring process. Learn what candidates believe are the advantages and disadvantages of using AI and ML in the hiring process (Claus, 2019; Dickson & Nusair, 2010a; Hmoud, 2021; Johansson et al., 2019; Kroon & Freese, 2013; Minbaeva, 2021).

Through the integration of applicant insights, organisations can enhance the candidate experience by better matching AI technologies with the needs and expectations of candidates. To address concerns regarding bias and transparency, applicant feedback can aid in the development of more ethical and approachable AI applications. It is possible to make AI-driven hiring procedures seem open and fair by addressing privacy and ethical concerns. Businesses will reach their full potential when more people are willing to use AI and ML when they are positively perceived during the hiring process. (Albert, 2019; Dickson & Nusair, 2010b; Gikopoulos, 2019; Leong, 2018; Masum et al., 2018; Papageorgiou, 2018; Rathi, 2018) Organisations can more effectively and ethically implement AI-driven recruitment procedures, resulting in a hiring environment that is fair, transparent, and efficient, by understanding and resolving the expectations and concerns of applicants. The use of AI and ML in hiring is a noteworthy development with several benefits, including improved decision-making and increased productivity. However, how these technologies are perceived by potential employees will determine their level of success (Ahmed, 2018; Buck & Morrow, 2018; Feinzig, 2018; He, 2018; Hogg, 2019; Meister, 2019; Sakka et al., 2022; Smith, 2019; Sotnikova et al., 2021; Tadvi et al., 2020).

Review of Literature

Research on the use of AI in hiring demonstrates its effectiveness in improving candidate selection, reducing costs, and expediting the hiring process. AI streamlines resource allocation, enhances hiring quality, and permits rapid resume screening. However, user acceptability, appropriate implementation, and continuous improvement are necessary for its efficacy. AI increases productivity, but to fully reap its benefits, businesses must strike a balance between automation and human judgement (Piotr Horodyski et al., 2023). AI in hiring raises ethical questions about bias and discrimination since it frequently reproduces social injustices through faulty algorithms or skewed datasets. Researchers stress that to reduce these dangers, ethical governance and regulatory frameworks are essential. To guarantee impartial employment judgements, transparency, equity, and frequent audits of AI systems are advised, transforming AI into a trustworthy instrument rather than a cause of prejudice (Carlotta Rigotti et al., 2024).

Concerns about AI-driven hiring ethics centre on equity, openness, and fairness. Although AI can increase diversity in employment, issues with data protection, human oversight, and ethical dilemmas still exist. Researchers advise that AI be used in accordance with precise ethical standards to prevent adverse effects on the recruiting process and to maintain fair and reasonable hiring practices (Mallory Avery et al., 2022). Beyond hiring, AI's impact on HR management affects decision-making, employee engagement, and organisational effectiveness. AI-powered HR solutions, according to studies, boost talent acquisition, increase work satisfaction, and personalise interactions. Research, which calls for more organised frameworks to assist AI implementation in HRM while addressing employee concerns about automation, is still dispersed (Pawan Budhwar et al., 2021) AI-powered hiring solutions automate screening, tests, and interviews, which has a significant impact on the candidate experience. Candidates frequently doubt AI's accuracy and transparency, even if it expedites the hiring process and improves objectivity. Research shows that hybrid recruitment strategies, which combine human control with AI efficiency, provide the greatest candidate experience. AI must be created with ethics and user-friendliness in mind, making job applicants feel

appreciated and fairly assessed (Olajide Ore et al., 2023) (Bhatt & Chimanbhai, 2022; Shah, 2024) (Tambe et al., 2019).

The increasing use of AI in recruitment and selection processes has emerged as an important trend in human resource management (HRM), with the potential to transform hiring procedures by increasing efficiency, reducing biases, and improving decision-making. However, this change raises ethical questions about AI systems' fairness, openness, and potential biases. Several studies investigate the benefits and drawbacks of AI in recruitment, as well as its impact on both recruiters and job seekers (Ahmed, 2018; Alami et al., 2021; Bhargava et al., 2020; Bhatt & Shah, 2023a; Dodel & Mesch, 2020; Dwivedi et al., 2012; Feinzig, 2018; Bhatt & Purabiya, 2021; Tomassen, n.d.).

AI tools such as applicant tracking systems (ATS) and machine learning algorithms have greatly streamlined the hiring process by identifying the best-fit candidates, improving hiring accuracy, and speeding up decision-making. However, biases in AI, particularly those related to gender, ethnicity, and other demographic aspects, continue to be a key issue, as several studies show that, if not well managed, AI-driven recruitment tools can perpetuate current biases or even introduce new kinds of discrimination. For example, studies have found that AI may unintentionally harm female applicants or perpetuate racial bias in the employment process. Several studies have emphasised the need of fairness in AI recruiting. Fairness is a complex concept that includes both technical solutions (such as using unbiased datasets and increasing algorithm transparency) and administrative activities (such as ethical governance and external scrutiny). The necessity for defined standards and regulatory frameworks to reduce biases and assure equity in AI-driven recruitment is generally acknowledged (A., 2000; Dai et al., n.d.; Jarrahi, 2018; Johnson & Verdicchio, 2017; Koo et al., 2021; Lazanyi, 2018; Lund et al., 2020; Makarius et al., 2020; Oeconomia et al., 2021; Suseno et al., 2021).

AI can reduce bias and increase diversity, particularly in fields like technology where it can help increase the representation of underrepresented groups such as women. By reducing the gender gap in application rates and removing the prejudices of human evaluators, AI can encourage gender diversity among job seekers,

according to studies. However, to prevent racial and gender inequality from worsening, AI must be used and developed cautiously (Alsheibani & Messom, 2018; Balas, n.d.; Berhil et al., 2020; M. Bhatt & Shah, 2023b; Holt et al., 2007; Jaiswal et al., 2021; Jeanne Meister, 2018; Pan et al., 2021; Pillai, 2021; Prentice et al., 2019; G. Singh et al., n.d.).

According to studies on the ethical implications of AI in recruiting, job seekers' judgments of fairness and transparency have a substantial impact on their acceptance of AI-driven hiring practices. Researchers believe that when AI is used in recruiting, candidates should be given clear and straightforward information about how AI models evaluate them and the reasons behind their decisions. In practice, different firms and geographical areas employ AI differently when hiring. Some organisations have embraced AI, but others remain sceptical because to their lack of knowledge, concerns

about its complexity, and potential biases. According to research on AI's application in HRM, while the technology can improve organisational effectiveness and decision-making, its implementation requires careful consideration of social, legal, and ethical considerations (Bhatt et al., 2023; DiClaudio, 2019; Gupta et al., 2019; Jatobá et al., 2019; Mohan, 2019). When properly implemented, AI in recruitment has various advantages, including increased efficiency, improved candidate selection, and more fairness (Fig. 1). To achieve success, AI adoption must be combined with initiatives to reduce biases, increase transparency, and keep a human touch in decision-making. Current research emphasises the importance of continuing ethical inspection, regulatory monitoring, and the creation of best practices to ensure AI's appropriate and equitable usage in recruitment (Meet Bhatt, 2023) (Buck & Morrow, 2018; Johansson et al., 2019; Masum et al., 2018; Venumuddala & Kamath, 2020).

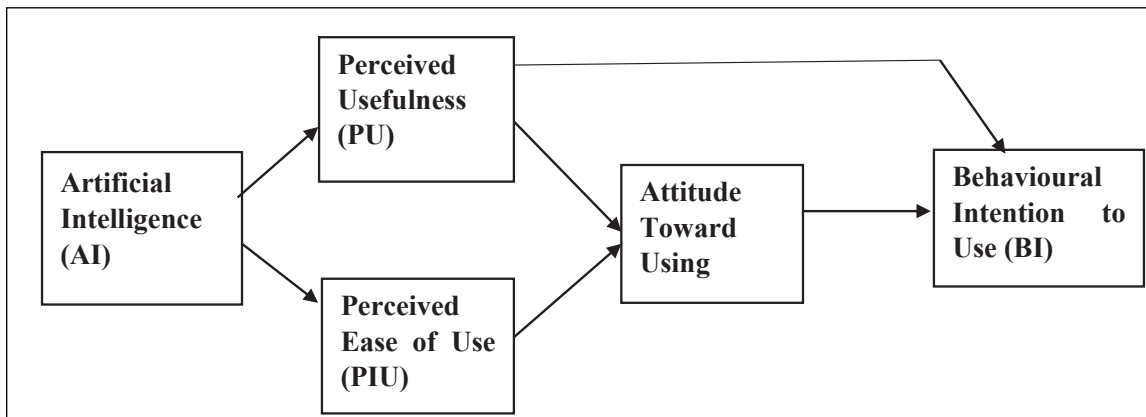


Fig. 1: Conceptual Framework of Applicant’s Perception (Derived from Technology Acceptance (TAM) Model)

Data Analysis and Interpretation

KMO and Bartlett’s Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.828
Bartlett’s Test of Sphericity	Approx. Chi-Square	1176.900
	df	120
	Sig.	.000

A substantial Bartlett’s test of sphericity ($\chi^2 = 1176.900$, $p < 0.001$) and a KMO score of 0.828 demonstrate that the data is appropriate for the exploratory factor analysis (EFA) used to gauge applicants’ opinions about AI and ML applications in hiring. Four distinct components were extracted, and the factor loadings were distributed among

them. Items pertaining to perceived usefulness (PU) were mainly linked to Components 1 and 2, whereas items pertaining to perceived ease of use (PEU) were generally put into Components 1 and 3. Components 1 and 4 had the highest correlations with Behavioural Intention to Use (BIU) items, while Components 1 and 3 had the highest concentration of Attitude Towards Use (ATU) items. A significant amount of the variance in the variables was explained by the extracted components, as seen by the communalities, which ranged from 0.609 to 0.841. By displaying unique clusters of related objects within each component, the rotating component matrix helps to further clarify the factor structure. These findings imply that candidates’ attitudes and behavioural intentions towards AI and ML in the hiring process can be usefully

categorised into four main categories with relation to these technologies.

Communalities	
	Extraction
PEU1	.728
PEU2	.723
PEU3	.741
PEU4	.671
PU1	.841
PU2	.828
PU3	.835
PU4	.808
ATU1	.706
ATU2	.752
ATU3	.609
ATU4	.740
BIU1	.774
BIU2	.704
BIU3	.794
BIU4	.767

Extraction Method: Principal Component Analysis.

Rotated Component Matrix ^a				
	Component			
	1	2	3	4
PEU1	.678			.501
PEU2				.808
PEU3				.703
PEU4				.785
PU1		.861		
PU2		.858		
PU3		.837		
PU4		.831		
ATU1	.768			
ATU2	.780			
ATU3	.673			
ATU4	.792			
BIU1	.551		.561	
BIU2			.663	
BIU3			.857	
BIU4			.736	

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalisation.
 a. Rotation converged in 8 iterations.

Hypothesis Testing

H0: There is no significant relationship between Gender and Behavioural Intention to Use (BIU).

H1: There is a significant relationship between Gender and Behavioural Intention to Use (BIU).

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Gender	100	.48	.502	.050
Biu	100	4.0900	.70935	.07094

One-Sample Test					
Test Value = 0					
T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
9.560	99	.000	.480	.38	.58
57.658	99	.000	4.09000	3.9492	4.2308

The alternative hypothesis is accepted and the null hypothesis is rejected, as the data shows that the p-value of 0.000 is considerably less than the 0.05 threshold. This suggests that behavioural intention to use AI and ML technologies in hiring differs statistically significantly by gender. As a result, during the recruiting process, candidates' attitudes and intentions about using these technologies are greatly influenced by their gender.

H0: There is no significant relationship between Age and Perceived Ease of Use (PEU).

H1: There is a significant relationship between Age and Perceived Ease of Use (PEU).

ANOVA					
Age Group (Years)					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.102	11	.555	.865	.577
Within Groups	56.408	88	.641		
Total	62.510	99			

Compared to the traditional significance level of 0.05, a p-value of 0.577 was found in the study that examined

the association between age and perceived ease of use of AI/ML apps in recruitment. Consequently, the alternative hypothesis is rejected and the null hypothesis is accepted. This implies that the perceived ease of use of AI/ML recruitment systems is not statistically impacted by age. As a result, opinions about things like usability, the capacity to exhibit skill and understanding, and comfort with AI-powered assessments are the same for all age groups.

H0: There is no significant relationship between Experience and Perceived Usefulness (PU).

H1: There is a significant relationship between Experience and Perceived Usefulness (PU).

ANOVA					
Experience (Years)					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.961	10	.596	1.638	.109
Within Groups	32.399	89	.364		
Total	38.360	99			

When experience level and perceived usefulness (PU) of AI/ML apps in hiring were compared, a significant value of 0.109 was discovered. The alternative hypothesis is rejected and the null hypothesis is accepted since this value is greater than the conventional cut-off of 0.05. This suggests that candidates’ opinions of the usefulness of AI/ML apps in hiring are not statistically different according to their experience level. Consequently, it seems that applicants’ perceptions of the advantages of utilising AI/ML technology in the hiring process are unaffected by experience.

H0: There is no significant relationship between Level of Management and Attitude Towards Using.

H1: There is a significant relationship between Level of Management and Attitude Towards Using.

ANOVA					
Level of Management You Work At					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.670	12	.139	1.172	.316
Within Groups	10.330	87	.119		
Total	12.000	99			

In the study on applicants’ perceptions of the use of AI/ML applications in recruiting, the ANOVA test yielded a significance level of 0.316, which is significantly higher than the conventional value of 0.05. Consequently, the Alternative Hypothesis will be rejected and the Null hypothesis will be accepted. This suggests that there are no statistically significant differences in management levels’ attitudes towards AI/ML in hiring. Therefore, regardless of their level of management, candidates generally have a positive attitude towards the use of AI/ML in recruitment procedures. When AI/ML is employed, they feel more confident about their prospects of getting shortlisted, they find the concept intriguing, and they like applications that use AI/ML for first screening.

H0: There is no significant relationship between Education and Behavioral Intention to Use (BIU).

H1: There is a significant relationship between Education and Behavioral Intention to Use (BIU).

ANOVA					
Highest of Education					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.445	11	.495	1.138	.342
Within Groups	38.265	88	.435		
Total	43.710	99			

This study, which looked at the association between educational attainment and behavioural intention to use AI/ML applications in recruitment, found a significance value of 0.342 according to the ANOVA test. The null hypothesis is accepted and the alternative hypothesis will be rejected because this significance value is higher than the conventional value of 0.05. This implies that there is no statistically significant difference in the behavioural intention to utilise AI/ML applications between applicants with different educational backgrounds. Consequently, the study shows that candidates’ educational background has little bearing on their intents to utilise, advocate for, and favour AI/ML technologies during the recruiting process.

Conclusion and Recommendations

By automating the candidate screening process and increasing the precision of hiring decisions, AI-powered

recruitment solutions have significantly increased efficiency. However, concerns have been expressed, meanwhile, about the possibility of biases in AI decision-making as well as the reduction in human engagement throughout the recruiting process. AI may overlook qualitative elements like soft skills, even though it is quite good at evaluating resumes and forecasting job match. The study also found differing levels of understanding and confidence among job seekers towards AI-driven recruitment, with some welcoming the technology, while others remain wary, mostly due to worries over transparency.

The study's findings indicate that most people have a positive opinion of using AI and machine learning in hiring. Candidates like how these tools improve the hiring process in terms of efficiency, equity, and creativity. However, problems like data privacy and the absence of human connection need to be solved for broader acceptance and increased confidence.

According to the survey's findings, most candidates think AI and ML applications might significantly enhance the hiring process by lowering biases and speeding up decision-making. This favourable perspective emphasises the potential for emerging technology to disrupt existing recruitment procedures, leading to a more efficient and equal employment landscape. To preserve efficiency and equity, a hybrid strategy is advised, in which AI manages preliminary screening while human recruiters make the ultimate recruiting selections. Businesses must also endeavour to increase the transparency of AI-powered hiring procedures by providing a clear explanation of how AI models evaluate applicants. Giving feedback on selection and rejection decisions might help to increase trust in the system. Regular audits should be conducted to eradicate bias and maintain fair employment processes. Furthermore, job seekers should be encouraged to improve their AI-related job search techniques to flourish in an increasingly technologically driven labour market.

References

- Parasuraman, A. (2000). Technology readiness index (TRI): A multipleitem scale to measure readiness to embrace new technologies. *Journal of Service Research*, 2(4).
- Ahmed, D. O. (2018). Artificial Intelligence. *IJRAR*, 5(4), 2349–5138. doi:<https://doi.org/10.1049/ep.1976.0108>
- Alami, H., Lehoux, P., Denis, J., Motulsky, A., Petitgand, C., Savoldelli, M., Rouquet, R., Gagnon, M., Roy, D., & Fortin, J. (2021). *Organizational readiness for artificial intelligence in health care: Insights for decision-making and practice*. doi:<https://doi.org/10.1108/JHOM-03-2020-0074>
- Albert, E. T. (2019). AI in talent acquisition: A review of AI-applications used in recruitment and selection. *Strategic HR Review*, 18(5), 215–221. doi:<https://doi.org/10.1108/shr-04-2019-0024>
- Alekseeva, L., Gine, M., Samila, S., & Taska, B. (2020). AI adoption and firm performance: Management versus IT. *SSRN Electronic Journal*. doi:<https://doi.org/10.2139/SSRN.3677237>
- Alsheibani, S., & Messom, C. (2018). *Artificial intelligence adoption: AI-readiness at artificial intelligence adoption: AI-readiness at*.
- Balas, V. E. (n.d.). *Intelligent systems reference library 193 further advances in internet of things in biomedical and cyber physical systems*.
- Berhil, S., Benlahmar, H., & Labani, N. (2020). A review paper on artificial intelligence at the service of human resources management. *Indonesian Journal of Electrical Engineering and Computer Science*, 18(1), 32–40. doi:<https://doi.org/10.11591/ijeecs.v18.i1.pp32-40>
- Bhargava, A., Bester, M., & Bolton, L. (2020). Employees' perceptions of the implementation of robotics, artificial intelligence, and automation (RAIA) on job satisfaction, job security, and employability. *Journal of Technology in Behavioral Science*, 6(1), 106–113. doi:<https://doi.org/10.1007/S41347-020-00153-8>
- Bhatt, K., & Khokhar, F. (2020). Measuring service convenience and its impact on satisfaction towards online shopping in India. *International Journal of Business and Emerging Markets*, 12(4), 359–376. doi:<https://doi.org/10.1504/IJBEM.2020.111727>
- Bhatt, M., Joshi, P., & Bariya, S. (2023). A study on the impact of technology in HR practices on performance management in it industry. *Journal of Strategic Human Resource Management*, 12(1), 1–8. Retrieved from <https://search.ebscohost.com/login.aspx?direct=true&db=bsu&AN=163590730&site=ehost-live>

- Bhatt, M., & Shah, P. (2023a). Acceptance of artificial intelligence in human resource practices by employees. *The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part B*, 13–30. doi:<https://doi.org/10.1108/978-1-80455-662-720230002>
- Bhatt, M., & Shah, P. (2023b). Acceptance of artificial intelligence in human resource practices by employees. *The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part B*, 13–30. doi:<https://doi.org/10.1108/978-1-80455-662-720230002>
- Buck, B., & Morrow, J. (2018). AI, performance management and engagement: Keeping your best their best. *Strategic HR Review*, 17(5), 261–262. doi:<https://doi.org/10.1108/shr-10-2018-145>
- Claus, L. (2019). HR disruption — Time already to reinvent talent management. *BRQ Business Research Quarterly*, 22(3), 207–215. doi:<https://doi.org/10.1016/j.brq.2019.04.002>
- Dai, Y., Chai, C., Lin, P., Jong, M. S., & Guo, Y. (n.d.). Promoting students' well-being by developing their readiness for the artificial intelligence age. *Sustainability*, 12(16), 1–15.
- Dickson, D. R., & Nusair, K. (2010a). An HR perspective: The global hunt for talent in the digital age. *Worldwide Hospitality and Tourism Themes*, 2(1), 86–93. doi:<https://doi.org/10.1108/17554211011012612>
- Dickson, D. R., & Nusair, K. (2010b). An HR perspective: The global hunt for talent in the digital age. In *Worldwide Hospitality and Tourism Themes* (Vol. 2, Issue 1, pp. 86–93). doi:<https://doi.org/10.1108/17554211011012612>
- DiClaudio, M. (2019). People analytics and the rise of HR: how data, analytics and emerging technology can transform human resources (HR) into a profit center. *Strategic HR Review*, 18(2), 42–46. doi:<https://doi.org/10.1108/shr-11-2018-0096>
- Dodel, M., & Mesch, G. S. (2020). Perceptions about the impact of automation in the workplace. *Information, Communication & Society*, 23(5), 665–680. doi:<https://doi.org/10.1080/1369118X.2020.1716043>
- Dwivedi, Y. K., Wade, M. R., & Schneberger, S. L. (2012). *Information Systems Theory: Vol. 2*. Springer, 28(November), 461. doi:<https://doi.org/10.1007/978-1-4419-6108-2>
- Guenole, N., & Feinzig, S. (2018). *The business case for AI in HR with insights and tips on getting started*. IBM Corporation.
- Gikopoulos, J. (2019). Alongside, not against: Balancing man with machine in the HR function. *Strategic HR Review*, 18(2), 56–61. doi:<https://doi.org/10.1108/shr-12-2018-0103>
- Gupta, L., Salman, T., Zolanvari, M., Erbad, A., & Jain, R. (2019). Fault and performance management in multi-cloud virtual network services using AI: A tutorial and a case study. *Computer Networks*, 165, 106950. doi:<https://doi.org/10.1016/J.COMNET.2019.106950>
- He, E. (2018). Can artificial intelligence make work more human? *Strategic HR Review*, 17(5), 263–264. doi:<https://doi.org/10.1108/shr-10-2018-146>
- Hmoud, B. (2021). Attitude toward the adoption of artificial intelligence in recruitment. *Journal of EcoAgri Tourism*, 17(1), 1–14.
- Hogg, P. (2019). Artificial intelligence: HR friend or foe? *Strategic HR Review*, 18(2), 47–51. doi:<https://doi.org/10.1108/shr-11-2018-0094>
- Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systematic development of a scale. *Journal of Applied Behavioral Science*, 43(2), 232–255. doi:<https://doi.org/10.1177/0021886306295295>
- Jaiswal, A., Arun, C. J., & Varma, A. (2021). Rebooting employees: Upskilling for artificial intelligence in multinational corporations. *The International Journal of Human Resource Management*, 33(6), 1179–1208. doi:<https://doi.org/10.1080/09585192.2021.1891114>
- Jarrahi, M. H. (2018). Artificial intelligence and the future of work: Human-AI symbiosis in organizational decision making. *Business Horizons*. doi:<https://doi.org/10.1016/j.bushor.2018.03.007>
- Jatobá, M., Santos, J., Gutierriz, I., Moscon, D., Fernandes, P. O., & Teixeira, J. P. (2019). Evolution of artificial intelligence research in human resources. *Procedia Computer Science*, 164, 137–142. doi:<https://doi.org/10.1016/j.procs.2019.12.165>
- Meister, J. (2018, January 11). AI plus human intelligence is the future of work. Retrieved from <https://www.forbes.com/sites/jeannemeister/2018/01/11/ai-plus-human-intelligence-is-the-future-of-work/?sh=211465c12bba>

- Johansson, J., Herranen, S., & McCauley, B. (2019). *The application of Artificial Intelligence (AI) in Human Resource Management: Current state of AI and its impact on the traditional recruitment process*. Jonkoping University. Retrieved from <http://www.diva-portal.org/smash/get/diva2:1322478/FULLTEXT01.pdf>
- Johnson, D. G., & Verdicchio, M. (2017). *Opinion Paper AI Anxiety*. doi:<https://doi.org/10.1002/asi>
- Koo, B., Curtis, C., & Ryan, B. (2021). Examining the impact of artificial intelligence on hotel employees through job insecurity perspectives. *International Journal of Hospitality Management*, 95, 102763. doi:<https://doi.org/10.1016/j.ijhm.2020.102763>
- Kroon, B., & Freese, C. (2013). Can HR practices retain flexworkers with their agency? *International Journal of Manpower*, 34(8), 899–917. doi:<https://doi.org/10.1108/IJM-07-2013-0169>
- Lazanyi, K. (2018). *Readiness for artificial intelligence* (pp. 235–238).
- Leong, C. (2018). Technology & recruiting 101: How it works and where it's going. *Strategic HR Review*, 17(1), 50–52. doi:<https://doi.org/10.1108/shr-12-2017-0083>
- Lin, J. S. C., & Hsieh, P. L. (2012). Refinement of the technology readiness index scale: A replication and cross-validation in the self-service technology context. *Journal of Service Management*, 23(1), 34–53. doi:<https://doi.org/10.1108/09564231211208961>
- Lund, B., Lund, B. D., Oname, I., Tijani, S., & Agbaji, D. (2020). Perceptions toward artificial intelligence among academic library employees and alignment with the diffusion of innovations' adopter categories. *College & Research Libraries*, 81(5), 865. doi:<https://doi.org/10.5860/crl.81.5.865>
- Makarius, E. E., Mukherjee, D., Fox, J. D., & Fox, A. K. (2020). Rising with the machines: A sociotechnical framework for bringing artificial intelligence into the organization. *Journal of Business Research*, 120, 262–273. doi:<https://doi.org/10.1016/j.jbusres.2020.07.045>
- Masum, A. K., Beh, L. S., Azad, A. K., & Hoque, K. (2018). Intelligent human resource information system (i-HRIS): A holistic decision support framework for HR excellence. *International Arab Journal of Information Technology*, 15(1), 121–130.
- Matsa, P., & Gullamajji, K. (2019). To study impact of artificial intelligence on human resource management. *International Research Journal of Engineering and Technology*, 6(8), 1229–1238. Retrieved from www.irjet.net
- Bhatt, M., Kaur, H., Gupta, A., & Richa, P. (2022, September). Social media: The future of engaging employees and its impact on employee performance. *Empirical Economics Letters*, 21 (Special Issue 2). doi:<https://doi.org/10.5281/zenodo.8174500>
- Bhatt, M., & Purabiya, S. (2021). A study on employees perception towards artificial intelligence on human resource practice in IT industry. In book, *Innovative Management Practices in Uncertain Times: An Indian Perspective* (pp. 186–200). Publisher: Lap Lambert Academic Publishing.
- Bhatt, M., & Poduval, N. (2023). A study on impact of e-hrm on organisation effectiveness in IT/ITES industry. *Journal of Strategic Human Resource Management*, 12(2&3), 40–51. Retrieved from https://www.researchgate.net/publication/378240477_A_STUDY_ON_IMPACT_OF_E-HRM_ON_ORGANISATION_EFFECTIVENESS_IN_ITITES_INDUSTRY
- Meister, J. (2019). Ten HR trends in the age of artificial intelligence. *Forbes*, 1–13. <https://humanresources.report/news/ten-hr-trends-in-the-age-of-artificial-intelligence/5400>
- Mensah, I. K., & Mi, J. (2018). Exploring the impact of demographic factors on e-government services adoption. *Information Resources Management Journal*, 31(3), 1–16. doi:<https://doi.org/10.4018/IRMJ.2018070101>
- Minbaeva, D. (2021). Disrupted HR? *Human Resource Management Review*, 31(4). doi:<https://doi.org/10.1016/j.hrmr.2020.100820>
- Mohan, R. (2019). The Chatbot revolution and the Indian HR professionals. *International Journal of Information and Computing Science*, 6(3), 489–499.
- Murugesan, U., Subramanian, P., Srivastava, S., & Dwivedi, A. (2023). A study of artificial intelligence impacts on human resource digitalization in industry 4.0. *Decision Analytics Journal*, 7, 100249. doi:<https://doi.org/10.1016/J.DAJOUR.2023.100249>
- Nyathani, R. (2023). AI in performance management: Redefining performance appraisals in the digital age. *Journal of Artificial Intelligence & Cloud Computing*, 2023(December), 1–5. doi:[https://doi.org/10.47363/jaicc/2023\(2\)134](https://doi.org/10.47363/jaicc/2023(2)134)

- Oeconomia, F. S., Oeconomia, F. S., & Hmoud, B. (2021). *The adoption of artificial intelligence in Human Resource Management*. 105–118. doi:https://doi.org/10.23762/FSO
- Pan, Y., Froese, F., Liu, N., Hu, Y., & Ye, M. (2021). The adoption of artificial intelligence in employee recruitment: The influence of contextual factors. doi:https://doi.org/10.1080/09585192.2021.1879206
- Papageorgiou, D. (2018). Transforming the HR function through robotic process Automation: EBSCOhost. *Benefits Quarterly*, 34, 27–30. Retrieved from <http://web.b.ebscohost.com/ehost/detail/detail?vid=0&sid=42d055c4-f261-42f9-b02a-cbaabe2718b8%40sessionmgr102&bdata=JnNpdGU9ZW hvc3QtbGl2ZSZzY29wZT1zaXRl#AN=129603839&db=bth>
- Pillai, R. (2021). *Adoption of artificial intelligence (AI) for talent acquisition in IT / ITeS organizations*. doi:https://doi.org/10.1108/BIJ-04-2020-0186
- Prentice, C., Dominique Lopes, S., & Wang, X. (2019). Emotional intelligence or artificial intelligence—an employee perspective. *Journal of Hospitality Marketing & Management*, 29(4), 377–403. doi:https://doi.org/10.1080/19368623.2019.1647124
- Radhakrishnan, J., & Chattopadhyay, M. (2020). Determinants and barriers of artificial intelligence adoption – A literature review. *IFIP Advances in Information and Communication Technology*, 617, 89–99. doi:https://doi.org/10.1007/978-3-030-64849-7_9
- Rathi, R. A. (2018). Artificial intelligence and the future of HR practices. *International Journal of Applied Research 2018*, 4(6), 113–116.
- Sakka, F., Bin, H., & Smart, M. (2022). Human resource management in the era of artificial intelligence: Future HR work practices, anticipated skill set, financial. *Academy of Strategic Management Journal*, 21(1), 1–14.
- Shah, M. B., & D. P. (2024). Employee perception towards acceptance of HR. *Annals of the Bhandarkar Oriental Research Institute*, 2024(1), 115–123.
- Sharma, S. K., Dwivedi, Y. K., Metri, B., & Rana, N. P. (Eds.). (2020). Re-imagining diffusion and adoption of information technology and systems: A continuing conversation. 617. doi:https://doi.org/10.1007/978-3-030-64849-7
- Singh, G., Bhardwaj, G., Singh, S. V., & Kumar, V. (n.d.). Technology acceptance model to assess employee's perception and intention of integration of artificial intelligence and human resource management in IT industry.
- Singh, R., Bhavya, J., Hr, K., Singh, S., Ravesangar, K., & Saini, J. K. (n.d.). Adoption of artificial intelligence: Role of HR dimensions review in emerging economies.
- Smith, C. (2019). An employee's best friend? How AI can boost employee engagement and performance. *Strategic HR Review*, 18(1), 17–20. doi:https://doi.org/10.1108/shr-11-2018-0092
- Soni, J. (2022). A study on the impact of artificial intelligence on human resource management report submitted in partial fulfilment of the award of the PGDM. *International Journal of Research and Analytical Reviews*. Retrieved from www.ijrar.org
- Sotnikova, Y., Nazarova, G., Nazarov, N., & Bilokononko, H. (2021). Digital technologies in HR management. *Management Theory and Studies for Rural Business and Infrastructure Development*, 42(4), 527–535. doi:https://doi.org/10.15544/mts.2020.54
- Soulami, M., Benchekroun, S., Galiulina, A., Zhuang, H., Singh, A. B., & Tiwari, R. (2024). Exploring how AI adoption in the workplace affects employees: A bibliometric and systematic review. *Frontiers in Artificial Intelligence*, 7, 1473872. doi:https://doi.org/10.3389/FRAI.2024.1473872
- Suseno, Y., Chang, C., Hudik, M., & Fang, E. S. (2021). Beliefs, anxiety and change readiness for artificial intelligence adoption among human resource managers: The moderating role of high-performance work systems. *The International Journal of Human Resource Management*, 33(6), 1209–1236. doi:https://doi.org/10.1080/09585192.2021.1931408
- Tadvi, P. S., Rangari, S., & Rohe, A. (2020). HR based interactive chatbot (PowerBot). *2020 International Conference on Computer Science, Engineering and Applications, ICCSEA 2020*, 1–6. doi:https://doi.org/10.1109/ICCSEA49143.2020.9132917
- Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial intelligence in human resources management: Challenges and A path forward. *California Management Review*, 61(4), 15–42. doi:https://doi.org/10.1177/0008125619867910

- Tomassen, M. (n.d.). *Exploring the black box of machine learning in human resource management an HR perspective on the consequences for HR professionals*.
- Venumuddala, V. R., & Kamath, R. (2020). Emerging technologies and emergent workplaces: Findings from an ethnographic study at an Indian IT organization. *IFIP Advances in Information and Communication Technology*, 617, 54–66. doi:https://doi.org/10.1007/978-3-030-64849-7_6
- Zehir, C., Karaboğa, T., & Başar, D. (2020). The transformation of human resource management and its impact on overall business performance: Big data analytics and AI technologies in strategic HRM. *Contributions to Management Science*, 265–279. doi:https://doi.org/10.1007/978-3-030-29739-8_12