

-RESEARCH ARTICLE-

IMPACT OF AI-BASED RECRUITMENT SYSTEMS ON HUMAN RESOURCE PROFESSIONALS ABILITY PRACTICES

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—Abstract—

In the contemporary digital landscape, organizations and professionals in human resource (HR) management have been actively transitioning traditional HR functions onto digital platforms to enhance the efficiency and efficacy of HR departments. Consequently, this study aims to investigate the intermediary role of Artificial Intelligence (AI) integration in recruitment processes, elucidating its mediation between various factors affecting recruitment and selection, and the proficiency of HR professionals' practices. Moreover, the study explores the moderating influence of performance expectancy on these relationships. To achieve these objectives, data was gathered from 250 recent graduates and 168 HR department employees across diverse organizations in Saudi Arabia. Structural Equation Modelling (SEM) employing Partial Least Squares (PLS) was utilized to examine the proposed hypotheses. The findings reveal that AI adoption in recruitment serves as a mediator in the associations between AI-driven screening, cost and error reduction, e-recruitment practices, intention to apply for positions, and the profficiency of HR professionals' practices. Furthermore, the results indicate that performance expectancy significantly moderates the relationships between AI-driven screening, cost and error reduction, e-recruitment processes, and AI adoption in recruitment. However, no moderating effect was observed between candidates' intention to pursue applied positions and AI adoption in recruitment. These outcomes underscore the positive impact of AI utilization in recruitment on HR professional proficiency, facilitated by AI-driven filtering, cost and error reduction, and e-recruitment practices. Additionally, performance expectancy emerges as a critical factor in enhancing these relationships, emphasizing the importance of fostering optimistic expectations regarding AI performance to maximize its potential in HR practices. Consequently, the study underscores the imperative of integrating AI technologies into HR frameworks and cultivating favourable performance expectations

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among HR specialists, offering valuable insights into how technology adoption shapes HR capabilities and the determinants of positive HR outcomes.

Keywords: AI Adoption, AI-Driven Screening, HR Professional Ability Practice, Performance Expectancy, E-Recruitment, Cost and Error Reduction.

INTRODUCTION

The integration of technology within various human resource management practices has become a focal point of academic inquiry, with researchers striving to elucidate how technology adoption can enhance the efficiency and efficacy of human resource management departments. In this context, [Pan et al. \(2023\)](#) introduced the Technology, Organization, and Environment (TOE) model, grounded in transaction cost theory, to elucidate the facilitators and constraints of AI adoption behaviour within companies during the employee recruitment process. Building upon this framework, [El Maknoui \(2022\)](#) endeavours to expand upon these insights by delineating a conceptual framework of the competencies engendered through the implementation of AI, with specific reference to Human Resource Management activities within organizations. Consequently, it becomes imperative to capture the qualitative shifts anticipated in HRM skills and competencies pre- and post-implementation of AI technologies.

Furthermore, [Nyathani \(2022\)](#) delves deeper into the HR digital transformation journey, with a particular emphasis on the pivotal role played by AI-based recruitment solutions as transformative enablers. Moreover, it offers practical guidance on the successful integration of AI into recruitment processes within organizations, addressing pertinent issues such as strategy formulation, data acquisition and utilization, fairness considerations, and user acceptance.

Amid the escalating prominence of AI and its expanding utilization within recruitment practices, it becomes imperative to scrutinize the forthcoming prospects and pivotal advancements of AI technologies within the domain of human resource management (HRM). Additionally, it necessitates an examination of the evolving role of HR specialists within the context of an AI-driven environment. [Chowdhury et al. \(2023\)](#) further posits that while there exists a crucial emphasis on technical resources within the prevailing digital milieu, organizations must equally prioritize non-technical resources, encompassing human skills and capabilities, leadership qualities, collaborative teamwork, organizational ethos, innovation orientation, strategic governance, and approaches to AI talent management to realize the potential value derived from the application of AI technologies.

Moreover, [Horodyski \(2023\)](#) conducted an empirical investigation, extending the Unified Theory of Acceptance and Use of Technology (UTAUT) model, to assess the

interplay between information technology (IT), recruitment practices, and intentions to utilize AI. This extension incorporates variables such as the frequency of AI utilization and educational backgrounds, shedding light on the nuanced dynamics shaping AI adoption within organizational contexts.

AI adoption in recruiting has revolutionized talent acquisition by enhancing efficiency and reducing biases. AI technologies are now utilized in both pre-employment and selection stages, facilitating screening, interviewing, and candidate evaluation. [Lee and Cha \(2023\)](#) introduced the FAT-CAT model, emphasizing the importance of explainability and augmentation in AI system adoption for recruitment. [Dixit et al. \(2022\)](#) highlights the impact of AI-based models on recruitment processes, improving efficiency and quality for both hiring organizations and candidates. [Mehrotra and Khanna \(2022\)](#) aims to investigate employer acceptance of automation in HR management and the potential for recruiters to leverage AI for recruitment purposes.

The field of resume screening has witnessed notable advancements, particularly with the integration of applicant tracking systems (ATS) enhanced with AI capabilities. Compared to human resources personnel, these systems exhibit significantly greater speed and efficacy in screening resumes. Leveraging Natural Language Processing (NLP), they proficiently assess resumes against job descriptions, thereby ensuring that only qualified candidates are considered. This approach mitigates instances of subjective selection in the initial stages of candidate selection, consequently augmenting the likelihood of attracting a more diverse talent pool to the organization ([Black & van Esch, 2020](#)).

Performance expectancy, defined as the degree to which users perceive that employing a specific system or technology will enhance performance, constitutes a pivotal predictor of technology acceptance and utilization, as per theoretical frameworks including Technology Acceptance Model (TAM) and UTAUT. In study of [Tanantong and Wongras \(2024\)](#), it is elucidated that perceived value, perceived autonomy, effort expectancy, and facilitating conditions significantly influence the intention to adopt AI for recruitment. Notably, social influence and trust exhibit no significant effect on intention, albeit social influence impacts perceived value. Additionally, a positive relationship is observed between trust in technology and effort expectancy in the context of AI.

[Prakash et al. \(2023\)](#) outlines five factors, namely perceived usefulness, performance expectancy, perceived privacy risk, perceived ease of use, and perceived enjoyment, as significant in e-recruitment practices among job aspirants. Of these, performance expectancy emerges as the most influential factor shaping job seekers' perceptions of e-recruitment. [Rajmohan and Muthukumar \(2022\)](#) analyses the factors impacting job seekers' perceptions and their attitudes toward e-recruitment portals. Moreover,

Sathyanarayana et al. (2024) underscores the influence of job seeker perception on the intention to utilize e-recruitment portals.

The research centred on the concepts of moderation and mediation within recruitment and hiring procedures, with a specific focus on the influence of AI-driven technologies such as Automated Initial Document Screening (AIDC). AIDC serves to automate the preliminary screening of job applicants, thereby markedly reducing the time and resources traditionally required for manual resume assessment. This technological innovation enhances both the efficiency and accuracy of candidate selection by mitigating human biases and minimizing errors. Furthermore, the study delved into the concept of Cost and Error Reduction in Hiring Contexts (CERHC), which assesses the effects of AI-driven technologies in diminishing costs and errors throughout the hiring process. The implementation of AIDC yields substantial cost savings for organizations by curtailing manual labour requirements and optimizing recruitment workflows.

Additionally, the study scrutinized Electronic Recruitment Processes (E-RP), which entail the integration of electronic recruitment mechanisms with AI-driven screening tools, thereby revolutionizing conventional recruitment methodologies. This amalgamation facilitates seamless communication, expedites the hiring timeline, and extends the reach to a broader spectrum of potential candidates. These advancements in technology notably influence candidates' perceptions of professionalism and efficiency, consequently fostering a heightened inclination to accept job offers.

LITERATURE REVIEW AND HYPOTHESIS

The utilization of AI in recruitment processes has demonstrated a notable enhancement in the efficiency of e-recruitment procedures and an elevation in the calibre of hires, concurrently mitigating certain biases inherent in human judgment (Gusain et al., 2023; Rukadikar et al., 2023). Pertinent considerations in the adoption of any hiring tool encompass information security and the attainment of return on investment, with AI notably suited for tasks such as Sourcing and Initial Shortlisting (Bhatt, 2022). However, there exist limitations including, though not restricted to, biases influenced by human involvement and the imperative for AI solutions to align with organizational values and policies. Nevertheless, the potential impact of AI on hiring, exemplified by reductions in costs and errors, merits careful consideration (Gusain et al., 2023).

Numerous studies have scrutinized the variables underpinning the utilization of AI in recruitment, with a particular emphasis on the context of Thailand (Tanantong & Wongras, 2024). These encompass dimensions such as perceived usefulness or value, perceived behavioural control or autonomy, perceived ease of use or effort expectancy, and perceived availability of resources or facilitating conditions. The integration of AI technologies in HR practices holds promise for enhancing productivity and decision-

making within the profession; however, challenges persist in implementation, including ethical considerations warranting future attention (Tasheva & Karpovich, 2024). It has been determined that candidates experience enhanced performance anxiety mitigation, environmental regulation, self-efficacy, and comfort levels when engaging with AI-supported chatbots compared to traditional automation methods (Balcioglu & Artar, 2024). The integration of AI within HRM practices holds the promise of operational efficiencies, particularly in terms of productivity enhancement and strategic planning, albeit accompanied by potential concerns related to unpredictability and privacy infringements (Gupta & Kumar, 2024).

In line with the hypothesis, AI adoption in recruitment serves as a mediating factor in the relationship between AI screening and the competencies of HR professionals. AI technologies are deployed across pivotal recruitment functions such as resume screening and candidate ranking. Furthermore, HR professionals utilize AI in various aspects including recruitment, selection, training, performance management, and employee relations, thereby extending its utility beyond mere screening purposes. Several determinants influence the adoption of AI in recruitment, encompassing factors such as perceived complexity, technological proficiency, and regulatory support (Pan et al., 2023). This adoption has the potential to bridge the gap between AI utilization in screening processes and the degree to which HR professionals engage in proficiency practices, with trust and perceived usefulness emerging as key factors (Qahtani & Alsmairat, 2023). Integration of AI into hiring software holds promise for enhancing candidate data processing and facilitating the introduction of diverse candidate databases. However, it also raises concerns regarding data accuracy trustworthiness and relinquishment of control over candidate matching (Li et al., 2021). Moreover, the engagement of HR professionals in AI adoption, alongside factors including top management support and performance expectancy, emerges as significant predictors of AI adoption (Hmoud, 2021).

H1: *AI adoption in recruiting mediates relationship between AI driven screening and HR professional ability practice*

The hypothesis (H2) posits that the influence of costs and errors on the recruitment cycle is mediated by the adoption of novel AI technologies by HR professionals for recruiting purposes. This involves the utilization of artificial intelligence in the staffing process to mitigate costs, inefficiencies, and risks inherent in the hiring process. The proficiency of HR professionals encompasses the skills and practices exhibited in human resource management, with AI integration permeating various facets of the field, including resume parsing, candidate searching, and interviewing. The implementation of AI in online recruitment has demonstrated cost-effectiveness, streamlining processes and mitigating biases (Gusain et al., 2023). However, enthusiasm for AI diminishes during

the interview phase, with concerns surrounding candidate experience and engagement emerging (Hewage, 2023). Nonetheless, notwithstanding these concerns, there are notable advantages associated with AI implementation in the recruitment process, including enhanced application experiences and operational efficiencies (Iyer, 2023; Meshram, 2023). Furthermore, there are additional realms within recruitment where AI has the potential to elevate practices to new levels, underscoring the necessity for the symbiotic integration of artificial and human intelligence (Iyer, 2023).

H2: *AI adoption in recruiting mediates relationship between cost and error reduction in the hiring cycle and HR professional ability practice*

The hypothesis (H3) posits that the incorporation of AI into the recruitment process serves as a mediating factor in the relationship between e-recruitment processes (E-RP) and the proficiency of HR professionals. This encompasses various tasks such as job advertising, resume collection and submission, candidate shortlisting, and communication with candidates. E-RP optimizes recruitment procedures, enhances accessibility to the process, and amplifies job visibility to potential candidates. AI utilization entails the employment of diverse techniques involving Artificial Intelligence in recruitment endeavours. The impact of e-recruitment on the performance of HR units within multinational organizations is evident in the elimination of substandard candidates and the reduction of labour costs (Alahmadi, 2024). However, debates have arisen regarding its efficacy in identifying the most qualified candidates, attributed to the absence of interpersonal interactions and the inability to assess certain intangible qualities (Sikawa, 2023). Nonetheless, perceptions among shift managers are shifting, alongside increased investment in ICT equipment (Sikawa, 2023).

In the banking sector, e-recruitment has garnered favourable reception for employee selection, with e-training and e-HR evaluation also exerting influence on performance (Arshad et al., 2023). The adoption of e-HRM tools, such as e-recruitment, has been shown to enhance the efficacy of personnel management in multinational enterprises (Gorobynskaya & Bestuzheva, 2023).

H3: *AI adoption in recruiting mediates relationship between e-recruitment process and HR professional ability practice*

As per the hypothesis, it is asserted that the inclination to accept a job offer for a position applied to correlates directly with the proficiency of HR professionals, a relationship mediated by the adoption of AI in recruitment processes. This inclination denotes the candidate's readiness to accept an offer for a position for which they have applied, reflecting their comprehension of the job description and its organizational context. The

scope of HR professional ability practice encompasses various activities such as recruitment, selection, training, performance management, and employee relations, serving as indicators of HR practitioners' competence and efficacy in utilizing AI technologies in recruitment endeavours.

A longitudinal study examining the impact of AI adoption in the recruitment process on job application intentions revealed that applicant attitudes toward AI significantly influence their intentions to apply for positions within organizations employing AI-enabled job application procedures (Van Esch et al., 2021). This finding is complemented by the recognition that the integration of AI in e-recruitment processes can streamline application procedures, enhance recruitment efficiency, and elevate candidate experiences (Gusain et al., 2023). Furthermore, the likelihood of job application is heightened when AI is incorporated into recruitment practices, particularly given its relatively nascent status within this specific market (Van Esch et al., 2019). However, avenues for further research persist, particularly concerning the extent of AI utilization within organizations and candidates' attitudes toward the role of AI in recruitment processes (Klucin, 2020).

H4: *AI adoption in recruiting mediates relationship between intention to peruse the job applied for and HR professional ability practice*

Various factors influence the adoption of AI in the recruitment process, including perceived value, autonomy, effort expectancy, and facilitating conditions (Tanantong & Wongras, 2024). Chang et al. (2024) suggests that affective reactions and technical self-efficacy moderate the relationship between AI-driven technostress and employees' intention to adopt AI. In the educational context, perceived cybersecurity, novelty value, and trust play significant roles in determining students' willingness to embrace AI (Alzyoud et al., 2024). While the application of AI in recruiting residents holds benefits, careful monitoring is necessary to prevent unintended consequences (Ruiz de Luzuriaga, 2024). A review of literature on AI's utilization in recruitment indicates its positive impact on hiring quality and error reduction (Manthena, 2021), contingent upon factors such as performance expectancy (Pan et al., 2023). Some companies view AI as an additional tool in the employment process (Karaboga & Vardarlier, 2020). These findings suggest a positive association between AI implementation in recruitment and various performance parameters, particularly productivity (Vedapradha et al., 2019). Notably, the perceived ease of use and enjoyment significantly influence job seekers' attitudes toward e-recruitment websites (Sathyanarayana et al., 2024).

Balcioğlu and Artar (2024) outlines the benefits of AI interviews, including reduced performance pressure, enhanced environmental adaptability, increased self-confidence,

and improved comfort. Similarly, [Odili et al. \(2024\)](#) enumerates advantages such as automation, candidate targeting, and decision-making facilitated by AI. Research indicates that the presence and utilization of AI in the recruitment process can impact applicants' likelihood of applying for a job, with individuals favouring companies that integrate AI ([Van Esch et al., 2019](#)). Moreover, this preference is influenced by perceived corporate social performance, which can affect job pursuit intentions within an organization ([Wang, 2013](#)).

H5: Performance expectancy moderates relationship between AI driven screening and AI adoption in recruitment.

H6: Performance expectancy moderates relationship between cost and error reduction in the hiring cycle and AI adoption in recruitment.

H7: Performance expectancy moderates relationship between e-recruitment process and AI adoption in recruitment.

H8: Performance expectancy moderates relationship between intention to purchase the job applied for and AI adoption in recruitment.

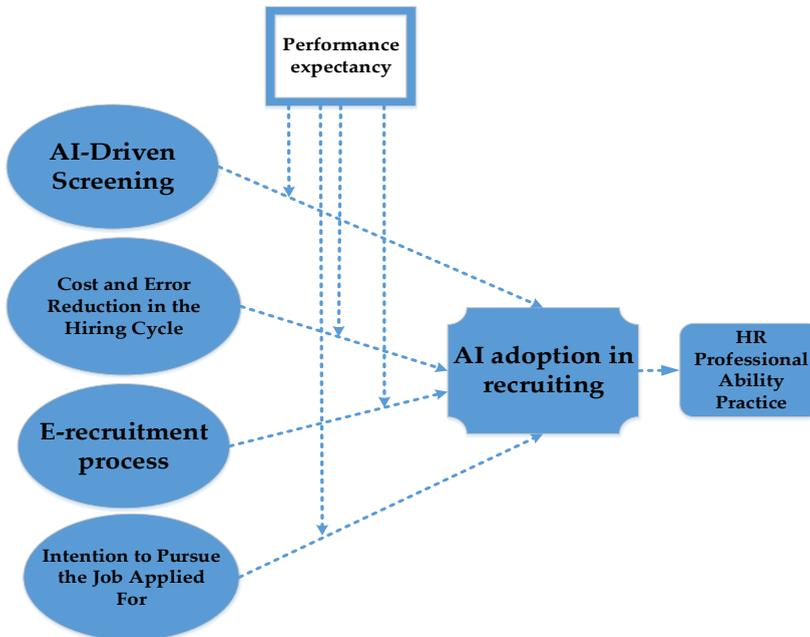


Figure 1: Proposed Framework

METHODOLOGY

The data collection employed a simple random sampling technique. Two sets of questionnaires were utilized: Questionnaire 1 targeted 250 fresh graduates seeking

employment in various companies, focusing on factors related to performance expectancy and intention to pursue the applied job. Questionnaire 2 was administered to 168 employees working in HRM departments across different organizations, aiming to assess factors including human resource professional ability practice, AI adoption in recruitment, e-recruitment processes, cost and error reduction in the hiring cycle, and AI-driven screening.

DATA ANALYSIS AND RESULTS

Data analysis was conducted using SEM with PLS. [Table 1](#) presents the mean, standard deviation, and distribution of responses for various constructs assessed on a 5-point Likert scale.

The construct AIAR obtained an average score of 3.18, with a standard deviation of 0.687, suggesting responses generally clustered within a narrow range. Similarly, AIDC attained an average score of 3.11 and a standard deviation of 0.701, spanning the 1 to 5 range.

Conversely, HRPAP received a higher average score of 3.64, accompanied by a lower standard deviation of 0.617, indicating less variability in responses. PE achieved an average score of 2.94, with a standard deviation of 0.697. Moreover, the construct CERHC yielded an average score of 3.57 and a standard deviation of 0.714. E-RP exhibited an average score of 3.10, coupled with a higher standard deviation of 0.791, suggesting greater variability in responses. Lastly, IPJAF garnered the lowest average score of approximately 3.00, accompanied by the highest standard deviation of 0.817, indicative of the most varied responses. Each construct's scores ranged from 1 to 5.

Table 1: Descriptive Statistics

Constructs	Mean	Std. Deviation	Minimum	Maximum
AIAR	3.18	0.687	1	5
AIDC	3.11	0.701	1	5
HRPAP	3.64	0.617	1	5
PE	2.94	0.697	1	5
CERHC	3.57	0.714	1	5
E-RP	3.10	0.791	1	5
IPJAF	3.00	0.817	1	5

Measurement Model Results

[Table 2](#) presents the convergent validity of several constructs based on factor loadings, Cronbach's Alpha, Composite Reliability index (CR), and Average Variance Extracted (AVE).

For the “AIDC” construct, factor loadings range from 0.621 to 0.814. It exhibits a Cronbach’s Alpha of 0.766, indicating reasonably high internal consistency, along with a Composite Reliability of 0.795 and an AVE of 0.770.

Table 2: Convergent Validity

	Loadings	Alpha	Composite Reliability	AVE
AIDC0	0.648	0.766	0.795	0.770
AIDC1	0.621			
AIDC2	0.746			
AIDC3	0.814			
CERHC0	0.830	0.847	0.894	0.842
CERHC1	0.804			
CERHC2	0.796			
CERHC3	0.648			
E-RP0	0.730	0.730	0.789	0.750
E-RP1	0.600			
E-RP2	0.719			
E-RP3	0.715			
E-RP4	0.788			
E-RP5	0.648			
E-RP6	0.649			
AIAR0	0.768	0.870	0.880	0.846
AIAR1	0.856			
AIAR2	0.699			
AIAR3	0.711			
AIAR4	0.618			
AIAR5	0.877			
AIAR6	0.699			
AIAR7	0.761			
AIAR8	0.748			
AIAR9	0.769			
AIAR10	0.648			
AIAR11	0.870			
PE0	0.831	0.770	0.801	0.780
PE1	0.769			
PE2	0.648			
PE3	0.614			
IPJAF0	0.619	0.834	0.867	0.820
IPJAF1	0.600			
IPJAF2	0.810			
HRPAP0	0.734	0.755	0.780	0.765
HRPAP1	0.739			
HRPAP2	0.794			
HRPAP3	0.833			
HRPAP4	0.801			

Similarly, the “CERHC” construct displays factor loadings ranging from 0.648 to 0.830, with a Cronbach’s Alpha of 0.847, reflecting high internal consistency. The Composite Reliability is estimated at 0.894, with an AVE of 0.842.

In the case of the “E-RP” construct, factor loadings vary from 0.600 to 0.788. It yields a Cronbach’s Alpha of 0.7, indicating reasonable reliability, alongside a Composite Reliability of 0.789 and an AVE of 0.750. Regarding the “AIAR” construct, factor loadings range from 0.618 to 0.877, with a Cronbach’s Alpha of 0.910, demonstrating high internal consistency. The Average Variance Extracted is 0.880, with an AVE of 0.846, indicating good reliability and validity.

The “PE” construct reveals factor loadings ranging from 0.614 to 0.831, with a Cronbach’s Alpha of 0.838. The AVE is 0.205, and the Composite Reliability is estimated at 0.780 (Fornell & Larcker, 1981). Moreover, “IPJAF” exhibits factor loadings between 0.600 and 0.810, with a Cronbach’s Alpha of 0.834, indicating good internal consistency. The Construct’s Composite Reliability estimate is 0.867, with an AVE of 0.820. Lastly, the “HRPAP” construct displays factor loadings ranging from 0.734 to 0.833, accompanied by a Cronbach’s Alpha coefficient of 0.755, a Composite Reliability of 0.780, and an AVE of 0.765 (Hair, 2006).

Discriminant Validity

Table 3 displays the discriminant validity of various constructs using the Variance Inflation Factor (VIF) and inter-construct correlations. VIF values indicate the level of correlation between constructs within the model. The VIF values for "AIAR," "AIDC," "CERHC," "E-RP," and "IPJAF" are 3.24, 3.14, 2.81, 2.01, and 2.55, respectively. Notably, "PE" and "HRPAP" are not included with VIF values, suggesting a different treatment in this study.

Table 3: Discriminant Validity

	VIF	AIAR	AIDC	CERHC	E-RP	IPJAF	PE	HRPAP
AIAR	3.24							
AIDC	3.14	0.354						
CERHC	2.81	0.497	0.254					
E-RP	2.01	0.440	0.397	0.336				
IPJAF	2.55	0.310	0.258	0.497	0.338			
PE	-----	0.154	0.187	0.301	0.147	0.358		
HRPAP	-----	0.334	0.349	0.258	0.245	0.264	0.221	

Inter-construct correlation coefficients indicate discriminant validity, with lower correlations indicating better discriminant validity. The correlations between constructs are as follows: "AIAR" and "AIDC" (0.354), "CERHC" (0.497), "E-RP" (0.440), "IPJAF" (0.310), "PE" (0.154), and "HRPAP" (0.334).

For "AIDC," the correlations are 0.254 with "CERHC," 0.397 with "E-RP," 0.258 with "IPJAF," 0.187 with "PE," and 0.349 with "HRPAP." "CERHC" correlates with "E-RP" (0.336), "IPJAF" (0.497), "PE" (0.301), and "HRPAP" (0.258).

The correlations of "E-RP" are 0.338 with "IPJAF," 0.147 with "PE," and 0.245 with "HRPAP." "IPJAF" is related to "PE" (0.358) and "HRPAP" (0.264). Lastly, there is a moderate positive relationship between "PE" and "HRPAP" (0.221).

Structural Model Results

Table 4 presents the R-squared values of the endogenous variables in the structural equation model, indicating the proportion of variance in these variables explained by the specified model. For the "AIDC" construct, the obtained R-squared value is 0.697, indicating that approximately 69 percent of women of reproductive age experience violence at some point in their lives. In this study, the predictor variables elucidate 7% of the variance in AIDC, suggesting that the model effectively explains this variable.

Regarding the "HRPAP" construct, the achieved R-squared value is 0.214, indicating that approximately 21% of individuals in this generation admit to experiencing bullying at least once in their lives. The model utilized to predict HRPAP accounts for 4% of the variation in the variable. This lower value suggests that while the model partially explains this variable, there may be additional factors not considered in the model that also influence HRPAP.

In summary, the AIDC model effectively explains a significant portion of the variance, suggesting a good specification of this variable. However, for HRPAP, the model accounts for a relatively lower variance, indicating the need to include additional variables for a better understanding of HRPAP variance.

Table 4: R –Square

Endogenous Variable	R Square
AIDC	0.697
HRPAP	0.214

Mediating Effect

Table 5 presents the mediating effects of AIAR between independent variables (AIDC, CERHC, E-RP, and IPJAF) and the dependent variable (HRPAP).

For the mediation pathway "AIDC -> AIAR -> HRPAP," the beta coefficient is 0.314, with a standard error of 0.014. The T statistic is 3.69, and the p-value is 0.014, indicating a statistically significant mediation effect. This suggests that AIAR mediates the relationship between AIDC and HRPAP.

In the model "CERHC – AIAR – HRPAP," the beta coefficient is 0.467, with a standard error of 0.024. The T statistic is 4.68, and the p-value is 0.010, indicating a statistically significant mediation effect. This demonstrates that AIAR strongly mediates the relationship between CERHC and HRPAP.

Regarding the pathway "E-RP -> AIAR -> HRPAP," the beta coefficient is 0.387, with a standard error of 0.019. The T statistic is 2.99, and the p-value is less than 0.000, indicating a significant mediation effect. This suggests that AIAR plays a significant role in mediating the relationship between E-RP and HRPAP.

Finally, in the pathway "IPJAF -> AIAR -> HRPAP," the beta coefficient is 0.269, with a standard error of 0.031. The T value is 5.64, and the p-value is 0.028, indicating a highly significant mediation effect. This reveals that AIAR also mediates the relationship between IPJAF and HRPAP.

Table 5: Mediation

	BETA	Standard Error	T Statistics	P Values	Decision
AIDC -> AIAR -> HRPAP	0.314	0.014	3.69	0.014	Supported
CERHC -> AIAR -> HRPAP	0.467	0.024	4.68	0.010	Supported
E-RP -> AIAR -> HRPAP	0.387	0.019	2.99	0.000	Supported
IPJAF -> AIAR -> HRPAP	0.269	0.031	5.64	0.028	Supported

Moderating Effect

Table 6 displays the outcomes of the moderating effects aimed at assessing the influence of the variable 'PE' on the associations among diverse constructs, encompassing AIDC, CERHC, E-RP, IPJAF, and AIAR.

In the context of the moderating effect of "PE" on the association between "CERHC" and "AIAR," the beta coefficient stands at 0.258, with a standard error of 0.018. The T statistic yields 3.64, and the p-value is 0.014, indicating statistical significance. Consequently, it is deduced that "PE" significantly moderates the relationship between CERHC and AIAR.

Similarly, concerning the moderating role of "PE" in the connection between "E-RP" and "AIAR," the beta coefficient is 0.336, with a standard error of 0.024. The T statistic equals 2.10, and the p-value is 0.010, signifying a noteworthy moderating role of PE in the relationship between E-RP and AIAR.

For the moderating effect of "PE" on the relationship between "E-RP" and "AIAR," the beta coefficient is 0.067, with a standard error of 0.011. The T statistic amounts to 4.64, and the p-value is 0.034, indicating a significant moderating role of "PE" on the link between E-RP and AIAR.

Regarding the moderating role of "PE" on "IPJAF" and "AIAR," the beta coefficient is 0.348, with a standard error of 0.017. The T statistic equals 1.01, and the p-value is 0.281. Given that the p-value exceeds 0.05, the study concludes that "PE" does not significantly moderate the relationship between IPJAF and AIAR.

In summary, the findings suggest that "PE" exerts a moderating influence on the relationships between CERHC, E-RP, and AIAR, while it does not significantly moderate the relationship between IPJAF and AIAR.

Table 6: Moderation

	Beta	Standard Error	T Statistics	P Values	Decision
PE** AIDC-> HRPAP	0.258	0.018	3.64	0.014	Supported
PE** CERHC-> HRPAP	0.336	0.024	2.95	0.010	Supported
PE** E-RP -> HRPAP	0.299	0.011	4.64	0.034	Supported
PE** IPJAF -> HRPAP	0.348	0.017	1.01	0.281	Not Supported

DISCUSSION

This study aimed to explore the relationships among AIDC, CERHC, E-RP, IPJAF, and HRPAP, with PE serving as a moderator and AIAR as a mediator. Results indicate significant associations between AIDC, CERHC, E-RP, IPJAF, and HRPAP, with PE exerting a partial moderating influence in some instances. These findings underscore the multifaceted nature of HRPAP's determinants and the need for comprehensive strategies to address HR issues effectively. Additionally, AI adoption in recruitment was found to mediate between various factors and HR professional ability practice, while performance expectancy moderated these relationships. The study highlights the importance of AI solutions in enhancing HR practices and emphasizes the need to cultivate positive perceptions of AI to maximize its benefits in HR contexts. Furthermore, the research underscores the importance of integrating AI into recruitment processes and enhancing HR professionals' confidence in AI's potential to improve recruitment practices and expand their skill sets.

The study confirms the hypothesis (H1) regarding the mediating effect of AI recruitment on the relationship between AI-based screening and HR professional ability practice. AI implementation in recruitment indirectly impacts HR professional ability practice, indicating the importance of AI screening in enhancing HR performance. These findings underscore the value of AI tools in improving screening effectiveness and overall HR outcomes, highlighting the need for further integration of AI technology to optimize HR practices.

The results supported hypothesis 2, indicating an indirect positive relationship between AI adoption in recruitment and the reduction of costs and errors in the hiring cycle, as

well as the enhancement of HR professional ability practice. This suggests that AI's level of integration in recruitment acts as a mediator between cost and error reduction and the improvement of HR ability practice. The study revealed that the adoption of AI in recruiting mediates the reduction of waste costs in the hiring cycle and enhances HR professional ability practice. Enterprise AI technologies contribute to cost reduction and error minimization in hiring processes by automating routine tasks and improving decision-making quality. With reduced costs and errors, HR professionals can allocate more time to strategic tasks, thereby enhancing overall HR performance. These findings advocate for organizations to embrace AI implementation in recruitment processes to reduce overhead costs and improve HR department performance.

This study corroborated the mediating role of AI adoption in recruitment in the relationship between the e-recruitment process and HR professional ability practice, as proposed in H3. This indicates that AI adoption in recruitment partially mediates the connection between the e-recruitment process and its impact on HR professional ability practice. Furthermore, the study found that AI adoption in recruitment fully mediated the relationship between e-recruitment and HR professional ability practice. AI-based e-recruitment enhances recruitment effectiveness and coverage, enabling efficient handling of large volumes of applications and precise candidate-job matching, thereby empowering HR professionals to streamline recruitment processes and make informed decisions. Hence, the integration of AI in e-recruitment significantly enhances HR professional practice.

The study revealed the indirect impact of AI adoption in recruitment on the relationship between job application intent and HR professional ability practice, supporting H4. This implies that AI adoption in recruitment serves as a mediator between job application intent and HR professional ability practice. The findings partially substantiate the mediating role of AI adoption in recruitment in the connection between job application intent and HR professional ability practice. Job application intent serves as a robust indicator of interest and engagement, which AI tools can discern and evaluate effectively. Additionally, AI systems excel in processing candidate data comprehensively, enabling the identification of individuals with heightened commitment levels. Consequently, HR professionals can more readily identify suitable candidates for specific roles, thereby enhancing their professional ability practice. The evidence supporting this hypothesis suggests that AI can enhance candidate intent adjustment, fostering elevated HR performance.

In terms of moderation analysis, the study's hypothesis (H5) pertains to the moderating influence of performance expectancy on the relationship between screening and AI adoption in recruitment. This indicates that when recruiters perceive AI as enhancing performance, they are more inclined to utilize AI screening tools. The perceived efficiency and accuracy of AI screening technologies consequently bolster recruiters'

confidence and usage of AI. The study's findings support a positive interaction hypothesis, affirming that performance expectancy plays a pivotal role in this process.

Furthermore, the study corroborates the moderating effect of performance expectancy on the relationship between cost and error reduction in the hiring cycle and AI adoption in recruitment. The underlying assumption is that the expectation of AI adoption leading to cost and error reduction serves as a significant driver, contingent upon recruiters anticipating positive performance impacts. The results gleaned from the study indicate that performance expectancy moderates the association between perceived cost of errors and the benefits of error reduction with the actual adoption level of AI technologies, thereby corroborating the hypothesis.

In relation to hypothesis (H7), the study's findings substantiate the moderating influence of performance expectancy on the e-recruitment process and the adoption of AI in recruitment. This suggests that recruiters who anticipate significant performance enhancements from integrating AI technologies into e-recruitment are more inclined to adopt such technologies. The positive moderation effect supports this hypothesis, indicating that the perceived effectiveness of AI in streamlining recruitment processes and enhancing overall performance serves as a pivotal driver for adopting AI tools.

Conversely, the findings do not uphold hypothesis (H8), which posits that performance expectancy moderates the relationship between the intention to purchase the applied-for job and AI adoption in recruitment. This suggests that despite the favourable impact of performance expectancy on AI in improving recruitment performance, this expectancy has a minimal effect on the link between the intention to utilize AI in recruitment decision-making and actual AI usage in recruitment. The absence of a significant interaction effect implies that other factors, such as budget considerations, organizational regulations, and perceived returns on investment, may be more influential in this regard, leading to the rejection of this hypothesis.

Implications

The study contributes valuable insights into AI adoption's impact on recruitment and the role of performance expectancy in HR professional capability. It expands prior research on technology adoption and HR management, demonstrating how AI adoption mediates various recruitment processes. Performance expectancy acts as a moderator, highlighting the importance of performance expectations in technology acceptance theories. This research amalgamates AI adoption frameworks with HR management practices to develop a comprehensive model showcasing how AI technologies enhance HR capabilities.

The study highlights the significance for HR professionals and organizations to optimize their recruitment strategies. By utilizing AI screening tools, organizations can

mitigate hiring errors and bolster HR capabilities. Moreover, fostering positive performance expectancy among HR professionals is crucial for maximizing AI technology benefits. Lack of confidence in AI tools, often stemming from inadequate training, can hinder recruitment outcomes. The findings underscore the potential of AI applications to streamline hiring processes and improve e-recruitment effectiveness in the future.

Limitations and Future Research Directions

However, several limitations are evident in this study. Firstly, reliance on self-report data may introduce biases such as social desirability or recall bias, potentially impacting the results. Secondly, the research was conducted within a specific cultural and organizational context, limiting the generalizability of findings to other contexts or industries. Thirdly, the study's cross-sectional design precludes the establishment of causal relationships between variables, highlighting the need for longitudinal research to elucidate such connections. Lastly, the study's focus on specific constructs of AI adoption and HR practices may overlook other potential mediating or moderating variables influencing these relationships.

Subsequent research on this topic should prioritize longitudinal studies to establish causal links between AI adoption, PE, and HR professional ability practice. Additionally, investigations should extend to diverse cultural and organizational contexts to enhance the generalizability of findings. Future studies could explore additional factors influencing the implementation of AI in HR practices, such as cultural norms, organizational leadership support, and employee attitudes towards technology. Moreover, examining the impact of various AI technologies on other HRM functions beyond recruitment would provide a comprehensive understanding of AI's role in HRM.

Contribution

In terms of its contribution, this study provides significant theoretical and practical insights. Conceptually, it extends existing models of technological adoption and HRM frameworks by examining the impact of AI adoption and performance expectancy on HR professionals' abilities. Additionally, the findings offer practical implications for HR practitioners and organizations seeking to integrate AI technologies into their recruitment processes and enhance HR capabilities. The study underscores the importance of fostering positive performance expectancy for the successful implementation of AI in HR practices. By elucidating the mediating and moderating roles of AI adoption and performance expectancy, this research provides a robust model for maximizing the effectiveness of AI technologies in HRM, thereby enhancing organizational performance and overall employee satisfaction.

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Appendix: Measurement Scale

AI-Driven Screening		
<ol style="list-style-type: none"> 1. Do you agree that usage of AI tools for recruitment will improve the ability to identify candidates with needed competencies? 2. Making recruitment automated helps the organization access a larger talent pool. 3. Do you believe that AI-enabled applicant screening system can be inaccurate and unreliable in certain cases? 4. AI might miss out on detecting certain intangibles like soft skills, cognitive abilities of candidates 		(Mukherjee & Krishnan, 2022)
Cost and Error Reduction in the Hiring Cycle		
<ol style="list-style-type: none"> 1. I consider myself knowledgeable about using artificial intelligence (AI) for talent acquisition. 2. Do you believe the usage of AI based recruitment software will add to the ambiguity as to why a given applicant was selected or rejected by the system? 3. AI recruitment tools and machine learning will complement human recruiters in the long term. 4. Cost benefit from efficient functioning of the AI recruitment tool will outweigh its cost of introduction and implementation? 		
E-recruitment process		
<ol style="list-style-type: none"> 1. The website announces job vacancies in a clear, descriptive and concise manner 2. The website accepts the applications made by candidates 3. The website shortlists the applications in the individual stages of hiring 4. The website announces the candidates to be interviewed in each of the phases as the hiring process advances 5. The website announces the time and dates of the interviews 6. The website posts a list of the candidates who have been accepted for the job 7. The website keeps records of all applications for future jobs 		(Aljuaid, 2021)
AI adoption in recruiting		
<ol style="list-style-type: none"> 1. AI-based decision-making is more effective and accurate as compared to human decisions 2. The AI machine will be fair 3. AI will make mistakes 4. AI removes the human biases 5. AI in recruitment improves the selection process 6. Digital recruitment reduces costs and increases the talent reach 7. AI will eliminate human interviews 8. AI will reduce the average time to fill job vacancies 9. AI fits or applies universally in all industries 10. AI will impact engagement between job seeker and corporate members 11. AI will improve corporate organisation and employer image 12. AI will support corporations in tapping into the best talent in the market 		
Performance expectancy		
<ol style="list-style-type: none"> 1. The Internet is easy to understand 2. Internet job-sites are easy to us 3. Internet is easy to interact with others 4. The information which is given in jobsites is sufficient 		(Karim et al., 2015)
Intention to Pursue the Job Applied For		
<ol style="list-style-type: none"> 1. I would accept the job I applied for 2. I would make this job one of my first choice 		(Marr, 2007)

3. I would exert a great deal of effort to get this job	
Human Resource Professional Ability Practice	
1. The selection of employees is totally based on their technical skills but not interpersonal skills. (reverse-coded) 2. The selection of employees emphasizes teamwork ability. 3. The company provides training to improve the interpersonal skills of employees to build good relationships. 4. The company provides training to enhance team-building and teamwork skills of employees. 5. Employees' interpersonal relationships within and outside the company are considered as important in selecting team members.	(Chuang et al., 2013)