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EFFECTIVENESS OF ARTIFICIAL INTELLIGENCE IN RECRUITMENT

Abstract

This study aims to explore the use of Artificial Intelligence in recruitment, focusing on its impact on decision-making, transparency, and trust. Artificial Intelligence has rapidly become a vital tool in modern recruitment processes, automating key tasks such as screening and interview scheduling. This research applies comprehensive analysis, utilizing both descriptive and network methodologies, to examine how Artificial Intelligence-driven recruitment affects stakeholders, particularly in terms of trust in Artificial Intelligence systems. The findings show key areas in the application of Artificial Intelligence in recruitment, including automated decision-making, stakeholder interaction, and the ethical concerns surrounding bias and transparency. Transparency not only enhances the perceived fairness of Artificial Intelligence processes but also builds trust among both recruiters and candidates. However, overreliance on Artificial Intelligence, especially without proper human oversight, may cause discomfort, leading to a potential erosion of trust. Artificial Intelligence helps organizations improve their recruitment outcomes, particularly in achieving diversity and minimizing biases. Artificial Intelligence in recruitment hinges on transparency, trust, and a balanced integration of Artificial Intelligence and human input. These insights are valuable for organizations looking to optimize their recruitment processes and foster trust in Artificial Intelligence-driven systems.

Keywords: Artificial Intelligence, transparency, recruitment, stakeholder, integration.

Introduction

Artificial Intelligence (AI) is revolutionizing the recruitment landscape, redefining how organizations identify and hire talent. As the demand for top-tier professionals intensifies in a hyper-competitive global market, AI emerges as a game-changer, promising to reshape recruitment

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processes with unprecedented efficiency and insight. This report embarks on an exploration of one of the most critical questions of our time: can AI truly transform recruitment to be more transparent, trustworthy, and optimized for success?

Over the past century, technological advancements have evolved from understanding the natural world to revolutionizing industries, starting with the Industrial Revolution [1]. Nowadays, scientists, businesses, policymakers, and others put in perspective innovation and technology opportunities and changes [2]. Today, AI represents a new era in this progression, influencing numerous aspects of daily life and business [3].

In recent years, AI has gained widespread recognition, especially through tools like ChatGPT, a prominent example of Generative AI [4]. These technologies have quickly integrated into society, from entertainment to everyday smart devices, such as phones, TVs, and homes. Initially used for leisure, AI is now being adopted in more professional contexts, including Human Resource Management (HRM) [5].

Recruitment, a key HRM function, has significantly benefited from the implementation of AI [6]. Finding the best match between candidates and roles is critical for achieving employee and employer satisfaction. AI enhances this process by automating tasks like reviewing resumes and verifying qualifications, which improves efficiency and saves time [7]. Research highlights that AI can enhance the quality of hiring by up to 30% and reduce the time spent on initial screenings by 40% [8]. Additionally, AI offers the potential to promote diversity in workplaces by minimizing biases related to gender, race, or nationality [9–12].

Despite these advantages, AI in recruitment raises concerns about fairness, transparency, and reliability. Critics argue that algorithms trained on biased historical data may inadvertently reinforce existing prejudices, even when designed to eliminate them. Furthermore, many businesses outside leading innovation centers remain hesitant to adopt AI tools, often preferring traditional methods due to unfamiliarity, ethical uncertainties, and other potential risks related to the accuracy of decisions.

This paper seeks to explore these issues by assessing the effectiveness of AI in recruitment. Through surveys conducted with 40 HR specialists of Kazakhstan companies across different industries, and an evaluation of case studies, the report examines the strengths and weaknesses of AI-based recruitment systems. It also discusses ethical challenges and provides recommendations.

By addressing these points, this study contributes to the ongoing dialogue about technology's role in HRM. The findings not only assess AI's current impact but also offer insights into how it can ethically and effectively enhance recruitment processes while maintaining the critical human element in hiring decisions.

Materials and Methods

The thematic analysis has been done to determine the thoughts, views, and perceptions of people to the effectiveness of Artificial Intelligence in recruitment. Qualitative research was conducted among the students of Kazakh-British Technical University, asking 3 main questions through "Google Forms" platform to collect all indicators of effectiveness of Artificial Intelligence in recruitment.

This research also employs a quantitative approach to analyze the effectiveness of Artificial Intelligence in recruitment processes within Kazakhstani companies. The primary data collection method was a structured survey distributed to Human Resources specialists across various industries in Kazakhstan. The survey included 12 questions, each addressing specific variables related to Artificial Intelligence's effectiveness, as shown in Table 3.

The survey instrument was designed to capture Human Resources professionals' perceptions and experiences regarding Artificial Intelligence's role in recruitment. Each question utilized a 5-point Likert scale, where 1 indicated strong disagreement and 5 indicated strong agreement. The survey targeted 100 Human Resources specialists, ensuring representation from individuals with varying levels of experience in the Human Resources field. The distribution of respondents by years of experience is outlined in Table 2.

The survey questions were mapped to key variables of interest, including effectiveness, speed, optimization, accuracy, employee turnover, and others (see Table 3). These variables were chosen to comprehensively assess Artificial Intelligence's impact on various aspects of recruitment.

Data analysis was performed using statistical measures of central tendency (mean, median, mode), dispersion (variance and standard deviation), and correlation. The survey responses were analyzed at both the individual and group levels to ensure robust insights.

Descriptive statistics are the first step in conducting statistical analysis. Central tendency measures were calculated to summarize responses for each variable to represent the responses by one overall response. Alongside with central tendency measures, dispersion measures were used to assess the variability of responses to figure out how responses vary from each other.

Cronbach's Alpha was calculated to evaluate the internal consistency of the survey. The obtained value (0.9408) indicates excellent reliability, confirming that the survey instrument effectively measures the intended constructions. So, survey responses are suitable applicable for this research.

Table 1 – Hypotheses

H	Hypotheses
H1	AI improves hiring efficiency by reducing candidate search time
H2	AI helps make decisions objectively in recruiting
H3	AI improves candidate selection accuracy and reduces employee turnover
H4	AI provides insights into candidates' soft skills through behavioral analysis
H5	AI improves candidate engagement through quality communication
H6	AI supports predictive analytics to meet future workforce needs

A series of hypotheses (H1 to H6) were tested using independent-sample t-tests with a 95% confidence interval. (Table 1) Each hypothesis explored specific aspects of Artificial Intelligence's effectiveness in recruitment, such as its impact on hiring efficiency, decision-making objectivity, accuracy in candidate selection, and communication quality.

T-tests were performed to compare the means of independent variables. Given the small sample size and the absence of population standard deviations, independent t-tests were deemed appropriate for all hypothesis testing. Also, the p-value threshold of 0.05 was used to determine statistical significance. Hypotheses were accepted or rejected based on the results of the t-tests. The study's focus on Artificial Intelligence effectiveness was operationalized through the variables in Table 3.

Results and Discussion

Quantitative research derives from the results of Thematic analysis. The research question focused on how AI could assist recruitment processes and affect the quality and fairness of candidate selection. This analysis synthesized insights from 23 KBTU students across different majors, with 8 participants specializing in management and 6 demonstrating familiarity with AI applications in recruitment. The findings reinforced the advantages of AI in enhancing efficiency, accuracy, and fairness, while also acknowledging challenges related to subjective judgment and maintaining engagement.

The current study investigates the effectiveness of Artificial Intelligence in the recruitment process of companies. This study is based on collected data from Human Resources specialists of different Kazakhstan's companies. The collected data lets the study conduct an online survey from Human Resources experts who have sufficient experience in this field and collect answers for 12 questions regarding the key indicators of Artificial Intelligence effectiveness. The results demonstrated that

Artificial Intelligence significantly enhances hiring practices by improving the following variables: candidate search time, decision making, selection accuracy, optimization, assessment and planning.

The survey consists of 12 questions, which are scaled from 1 to 5, and the number of respondents is 40 people. Surveyed people all represent Kazakhstan's companies' Human Resources specialists. Analysis shows a high concentration of respondents' experience in the Human Resources field in area of 0-5 years. Other respondents have experience from 6 to 9 years and more than 15 years, 13% and 10% respectively. (Table 2)

The survey conducted for this study revealed that most of the Human Resources specialists who are directly involved in recruitment have experience of 0-5 years, whereas more experienced Human Resources specialists are not directly involved in recruitment. This tendency is supported by the popular theory that more experienced specialists are in higher positions. In all organizations worldwide, experienced specialists are mostly involved in strategic decision making and planning, whereas specialists with less experience implement operational decisions.

Table 2 – Respondents' job experience

Expert Panel by Years of Experience						
Experience	<3	3-5	6-9	10-14	15<	Total
Frequency	12	18	5	1	4	40
Percentage	30%	45%	13%	3%	10%	100%

To consider questions regarding the effectiveness of Artificial Intelligence in recruitment, several indicators of Artificial Intelligence effectiveness gathered from Human Resources specialists of Kazakhstan's companies. Respondents were asked questions related to the variables of Artificial Intelligence shown below in Table 3.

Table 3 – Questions and variables

Questions		Variables
Q1	Is AI effective in recruitment?	Effectiveness
Q2	How long does it take to use AI in recruitment?	Speed
Q3	How much does AI optimize recruitment?	Optimization
Q4	How accurate are AI decisions in recruitment?	Accuracy of decision
Q5	What is the likelihood that candidates selected by AI during recruitment will remain employed long-term?	Long-term employment
Q6	How well does AI reduce employee turnover?	Employee turnover
Q7	How well does AI assess human recruitment capabilities?	Recruitment capabilities
Q8	How accurate is AI at assessing candidates' soft skills in recruiting?	Accuracy at assessing soft skills
Q9	How much does AI improve communication between candidates and potential employers?	Communication improvement
Q10	How good is communication between candidates and potential employers when using AI?	Quality of communication
Q11	How well does AI facilitate workforce planning?	Quality of planning
Q12	How good is AI automation in recruiting?	Automation

Variables of Artificial Intelligence are scaled from 1 to 5. Scaling the responses, statistical measures for each question are calculated for 40 responses. Central tendency measures provide a summary of the responses with a single value, which is presented in Table 4.

Means of responses for each question vary from 3.3 to 4, whereas medians of responses for each question are 3 and 4. The mode of responses for each question is from 3 to 5. Standard deviation of responses for each question concentrated between 0.9 to 1.2, providing evidence of low dispersion of responses by questions. Low dispersion of standard deviations for each question on the other hand determines that specialist's behavior in assessing is similar to each other's.

Variation among variables of Artificial Intelligence is significant enough, discovering that Artificial Intelligence can be effective by certain indicators and ineffective by other indicators. This discovery is supported by the other measures of central tendency. Also, specialists are identical in assessing each of the variables, which means that they share the same experiences.

Table 4 – Ratios

Ratios	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Mean(x)	4	3,72	3,95	3,68	3,43	3,4	3,68	3,3	3,55	3,6	3,75	3,78
Median(x)	4	4	4	4	3	3	4	3	4	4	4	4
Mode(x)	5	5	4	4	3	3	5	3	4	3	4	3
Var(x)	0,92	1,42	0,77	1,15	1,28	1,27	1,46	1,81	1,33	1,43	1,12	1,10
Stan(x)	0,96	1,22	0,88	1,07	1,13	1,13	1,21	1,34	1,15	1,19	1,06	1,05
Correl(x)	0,57	0,56	0,67	0,65	0,75	0,57	0,65	0,70	0,89	0,59	0,53	0,71

Cronbach's Alpha is used in research for survey validation, considering the number of questions, average covariance between question pairs and average variance of questions Cronbach's Alpha provided value – 0.9408 (excellent), indicating great internal consistency.

By observations of the measures of central tendency, research provides 6 hypotheses according to effectiveness of Artificial Intelligence in recruitment, which is presented in Table 5. Key questions tested are regarded as the following items: search time, decision making, accuracy, optimization, assessment and planning. To test all the hypothesis, appropriate test type and significance level were chosen to determine if the hypotheses are true by answers of respondents.

In all hypothesis, considered variables are independent from each other. Due to lack of population standard deviation and small sample size, the T-test is used with 95% confidence interval to assess the relation of two variables according to hypothesis. The determined non-rejection region is between -1.99 and 1.99, whereas the significance level is 0.05. So, if the statistic is in non-rejection region or p-value is greater than significance level, hypothesis is true, and alternative hypothesis will be rejected.

Table 5 – Hypotheses testing

Q	H	Description	Test	Test result	P-value	Decision
1	H0	AI improves hiring efficiency by reducing candidate search time	T-test	1.120441	0.266	Accept
	H1	AI does not improve hiring efficiency by reducing candidate search time				Reject
2	H0	AI optimizes recruitment and helps make decisions objectively in recruiting	T-test	1.256919	0.2125	Accept
	H1	AI does not optimize recruitment and does not help make decisions objectively in recruiting				Reject

Continuation of tables 5

3	H0	AI improves candidate selection accuracy and reduces employee turnover	T-test	0.099052	0.9214	Accept
	H1	AI does not improve candidate selection accuracy and does not reduce employee turnover				Reject
4	H0	AI provides insights into candidates' soft skills through behavioral analysis	T-test	1.313387	0.1929	Accept
	H1	AI does not provide insights into candidates' soft skills through behavioral analysis				Reject
5	H0	AI improves Candidate Engagement Through Quality Communication	T-test	-0.19047	0.8494	Accept
	H1	AI does not improve Candidate Engagement Through Quality Communication				Reject
6	H0	AI supports predictive analytics to meet future workforce needs	T-test	-0.10618	0.9157	Accept
	H1	AI does not support predictive analytics to meet future workforce needs				Reject

H1 hypothesis claims that Artificial Intelligence improves hiring efficiency by reducing candidate search time. Considered variables are effectiveness and speed. T-test result for the hypothesis was t=1.12 with a p-value of 0.27, which are in non-rejection region. The results suggest that Artificial Intelligence improves hiring efficiency by reducing candidate search time, accepting H0 hypothesis.

Artificial Intelligence operates tasks automatically. Artificial Intelligence's ability to process enormous amounts of data and perform a lot of operations differs from human's abilities, because of the presence of integrated algorithms in Artificial Intelligence. The fact is that when it comes to speed, Artificial Intelligence is always effective.

H2 hypothesis examines whether Artificial Intelligence optimizes recruitment and helps make decisions objectively in recruiting. H2 hypothesis tests optimization level and accuracy of decisions. The T-test result was t=1.26 and p-value result was 0.21, which are in non-rejection region, deciding not to reject H0. The result suggests that Artificial Intelligence optimizes recruitment and helps make decisions objectively in recruiting.

Because of no sufficient evidence that Artificial Intelligence does not help with objective decisions, H0 hypothesis was accepted. Another difference between Artificial Intelligence and humans is objectivity. During the process of recruitment Artificial Intelligence makes decisions based on set criteria, whereas humans may make decisions with biases according to gender, age, race, and other factors [13, 14]. Artificial Intelligence not only makes better decisions but also highlights social problems of people.

H3 hypothesis claims that Artificial Intelligence improves candidate selection accuracy and reduces employee turnover. Two variables are used to check if the hypothesis is true or not: long-term employment and employee turnover. The results gathered are t = 0.1 and p-value = 0.92. Values are in non-rejection region. The decision according to the results of the t-test is to reject H1 because Artificial Intelligence improves candidate selection accuracy and reduces employee turnover.

Artificial Intelligence selects applicants by making decisions based on data using tools such as predictive analytics and behavioral assessments. Artificial Intelligence objectively matches candidates to roles based on skills and characteristics, reducing mistakes. Enormous abilities of Artificial Intelligence allows any process to be performed in short time, with huge knowledge based on the database, and without hard algorithms [15]. Advances and abilities of Artificial Intelligence in this case can reduce human activity.

H4 hypothesis examines whether Artificial Intelligence provides insights into candidates' soft skills through behavioral analysis. Two variables are considered in the analysis: recruitment

capabilities and accuracy at assessing soft skills. The results of the test are t=1.31 and p-value=0.19. Since the values are in non-rejection region, the results are not statistically significant. The results suggest that Artificial Intelligence provides insights into candidates' soft skills through behavioral analysis.

Artificial Intelligence can identify and distinguish expressions, gestures, and tone during interviews. Assessment and evaluation of these characteristics are also objective. Even if Artificial Intelligence do not investigate the reasons, it at least provides insights for the Human Resources specialists, simplifying the job process for them.

H5 hypothesis investigates whether Artificial Intelligence improves candidate engagement through quality communication. Hypothesis is tested by communication improvement and quality of communication variables. The results are t=-0.19 and the p-value=0.85. Values are between critical points, so the H0 hypothesis was not rejected, because there is sufficient evidence that Artificial Intelligence improves candidate engagement through quality communication.

There already exist chatbots to ensure candidates with quick responses. Also, candidates do not have to be nervous about the mood or emotions of humans, making communication more friendly. That is one of the reasons why people prefer to talk to Yandex Alisa.

H6 hypothesis explores whether Artificial Intelligence supports predictive analytics to meet future workforce needs. Examined two variables are quality planning and automation. The results are t=-0.11 and p-value =0.92, indicating that the result is not statistically significant. H0 hypothesis was accepted, so Artificial Intelligence supports predictive analytics to meet future workforce needs.

Because of no sufficient evidence that Artificial Intelligence doesn't support predictive analytics, H0 hypothesis was accepted. Artificial Intelligence can support predictive analytics, but it needs to analyze historical data and market trends. In case Artificial Intelligence analyzes historical data and market trends, it becomes possible to forecast basic analytics such as skill gaps, turnover rates, and demand to meet future workforce needs.

The tested hypotheses present 6 findings about Artificial Intelligence in recruitment in various aspects of the recruitment process. Each hypothesis was analyzed using a t-test, and the results supported positive claims about Artificial Intelligence's role in recruitment. Artificial Intelligence enhances efficiency, accuracy, objectivity, and planning while also fostering better communication and providing critical insights into candidate behavior. These findings highlight AI's effectiveness in recruitment.

The analysis confirms that Artificial Intelligence significantly enhances various aspects of the recruitment process. Artificial Intelligence is the technology with new opportunities, which can improve effectiveness in every aspect of the recruitment process: candidate search time, decision making, selection accuracy, optimization, assessment and planning. Study findings highlight the role of Artificial Intelligence in addressing current recruitment challenges.

Conclusion

The findings from this research strongly support the growing body of literature suggesting that Artificial Intelligence can significantly enhance recruitment processes. The t-tests conducted to test the six hypotheses offered further insights into the role of Artificial Intelligence in recruitment. All the hypotheses were confirmed through the analysis of survey data, indicating that AI positively affects recruitment outcomes by reducing search time, optimizing decision-making, improving candidate selection accuracy, assessing soft skills, improving communication quality, and supporting predictive analytics for future workforce needs.

However, the findings also point to areas where Artificial Intelligence's influence is less pronounced. Despite expectations, AI did not show a significant impact on candidate engagement or the assessment of soft skills, which are often critical components of recruitment. These results suggest that while Artificial Intelligence excels in tasks that are highly structured and data-driven, its ability to replicate human judgment in more subjective areas such as communication and behavioral analysis remains uncertain.

The analysis of the hypothesis regarding predictive analytics also highlights Artificial Intelligence's potential in workforce planning. The results support the notion that Artificial Intelligence can aid in predicting future workforce needs and help organizations plan accordingly, which is becoming increasingly important in today's fast-changing labor market. The small sample size and specific focus on Human Resources specialists in Kazakhstan may limit the generalizability of these findings, suggesting the need for broader studies across diverse regions and industries.

In conclusion, this research underscores the considerable potential of Artificial Intelligence in transforming the recruitment process by improving efficiency, decision-making, and the overall quality of recruitment outcomes. Artificial Intelligence's effectiveness in streamlining candidate search, enhancing selection accuracy, and optimizing recruitment planning positions as a valuable tool in modern Human Resources practices. However, the limitations identified in this study–particularly the lack of significant impact on soft skill assessment and candidate engagement–indicate that Artificial Intelligence is not a panacea for all recruitment challenges. Further research with larger and more diverse sample sizes is necessary to explore the nuances of Artificial Intelligence's role in recruitment, especially in more subjective aspects like communication and behavioral analysis.

This study contributes to the broader understanding of Artificial Intelligence's role in recruitment, offering valuable insights that can inform both Human Resources professionals and Artificial Intelligence developers as they seek to optimize the use of Artificial Intelligence in recruitment practices. With continuous advancements in Artificial Intelligence technology and its increasing adoption in the workplace, the potential for Artificial Intelligence to revolutionize recruitment remains high, though its impact vary depending on the specific recruitment needs and organizational context.

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ЖАСАНДЫ ИНТЕЛЛЕКТТІҢ ҚЫЗМЕТКЕР ТАҢДАУДАҒЫ ТИІМДІЛІГІ

Аңдатпа

Бұл зерттеу жасанды интеллектті жұмысқа қабылдауда қолданылуын зерттейді. Оның шешім қабылдауға, ашықтық пен сенімге тигізетін әсері талданады. Жасанды интеллект скрининг жүргізу, сұхбат кестесін құру сияқты негізгі тапсырмаларды автоматтандырып, қазіргі заманғы кадр іріктеу жүйесінде маңызды құрал ретінде қолданылады. Зерттеу сипаттамалық және желілік әдістер арқылы жасанды интеллектке негізделген іріктеу үдерісінің мүдделі тараптарға, әсіресе осы жүйелерге деген сенім деңгейіне қалай әсер ететінін жан-жақты талдайды. Бұл талдау автоматтандырылған шешім қабылдау, мүдделі тараптардың өзара әрекеттесуі, сондай-ақ бейтараптық пен ашықтыққа қатысты этикалық мәселелерді қамти отырып, кадр іріктеуде жасанды интеллектті қолданудың негізгі аспектілерін айқындайды. Жасанды интеллект процестердің әділдігін арттырып қана қоймай, жалдаушылар мен үміткерлер арасында сенім қалыптастыруға да ықпал етеді. Алайда, адамның тиісті бақылауынсыз жасанды интеллектке шамадан тыс тәуелділік сенімнің әлсіреуіне әкелуі мүмкін. Сонымен қатар, жасанды интеллект ұйымдарға кадрларды іріктеу нәтижелерін жақсартуға, әртүрлілікке қол жеткізуге және іріктеу кезінде туындауы мүмкін біржақтылықты азайтуға мүмкіндік береді. Бұл технологияның ашықтыққа, сенімге және жасанды интеллект пен адамның теңгерімді ықпалдасуына назар аударуы аса маңызды. Аталған тұжырымдар кадр іріктеу үдерістерін жетілдіргісі келетін және жасанды интеллект негізінде жұмыс істейтін жүйелерге деген сенімді арттырғысы келетін ұйымдар үшін құнды деп саналады.

Тірек сөздер: жасанды интеллект, ашықтық, жұмыскерлерді жалдау, мүдделі тараптар, интеграция.

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ЭФФЕКТИВНОСТЬ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА В ПОДБОРЕ ПЕРСОНАЛА

Аннотация

В этом исследовании изучается использование искусственного интеллекта в подборе персонала с упором на его влияние на принятие решений, прозрачность и доверие. Искусственный интеллект быстро стал жизненно важным инструментом в современных процессах подбора персонала, автоматизируя ключевые задачи, такие как отбор и планирование собеседований. В этом исследовании применяется комплексный анализ, использующий как описательные, так и сетевые методологии, чтобы изучить, как подбор персонала с использованием искусственного интеллекта влияет на заинтересованные стороны, особенно с точки зрения доверия к системам искусственного интеллекта. Анализ определяет ключевые области применения искусственного интеллекта в подборе персонала, включая автоматизированное принятие решений, взаимодействие с заинтересованными сторонами и этические проблемы, связанные с предвзятостью и прозрачностью. Прозрачность не только повышает воспринимаемую справедливость процессов искусственного интеллекта, но и укрепляет доверие как среди рекрутеров, так и среди кандидатов. Однако чрезмерная зависимость от искусственного интеллекта, особенно без надлежащего человеческого контроля, может вызвать дискомфорт, что приведет к потенциальной потере доверия. Искусственный интеллект помогает организациям улучшить результаты подбора персонала, особенно в достижении разнообразия и минимизации предвзятости. Искусственный интеллект в подборе персонала зависит от прозрачности, доверия и сбалансированной интеграции искусственного интеллекта и человеческого вклада. Эти знания представляют ценность для организаций, стремящихся оптимизировать процессы подбора персонала и повысить доверие к системам на основе искусственного интеллекта.

Ключевые слова: искусственный интеллект, прозрачность, подбор персонала, заинтересованные стороны, интеграция.

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