



IQTISODIYOT & TARAQQIYOT

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THE IMPACT OF ARTIFICIAL INTELLIGENCE-BASED RECRUITMENT SYSTEMS ON HIRING QUALITY



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Abstract. Artificial intelligence (AI) is transforming recruitment by improving efficiency and decision-making in human resource management. This study examined the impact of AI-based recruitment systems on hiring quality using a quantitative cross-sectional survey of 60 HR professionals. The collected data were analyzed using quantitative methods. The findings revealed a significant positive relationship between AI-based recruitment systems and hiring quality. The study highlights the importance of integrating AI with human judgment to ensure effective, transparent, and ethical recruitment practices.

Keywords: artificial intelligence, human resource management, AI-based recruitment, hiring quality, digital transformation.

Annotatsiya. Sun'iy intellekt (SI) inson resurslarini boshqarishda rekrutment jarayonlarini samarali va sifatli tashkil etishga xizmat qilmoqda. Ushbu tadqiqot SI asosidagi rekrutment tizimlarining yollash sifatiga ta'sirini o'rganishga qaratilgan. Miqdoriy yondashuv asosida 60 nafar HR mutaxassisi o'rtasida kesimiy so'rov o'tkazilib, olingan ma'lumotlar miqdoriy usullar yordamida tahlil qilindi. Natijalar SI asosidagi rekrutment tizimlari va yollash sifati o'rtasida ijobiy hamda statistik jihatdan ahamiyatli bog'liqlik mavjudligini ko'rsatdi. Tadqiqot samarali, shaffof va axloqiy rekrutment amaliyotlarini ta'minlash uchun SI texnologiyalarini insonning professional mulohazasi bilan uyg'unlashtirish muhimligini ko'rsatadi.

Kalit so'zlar: sun'iy intellekt, inson resurslarini boshqarish, SI asosidagi rekrutment, yollash sifati, raqamli transformatsiya.

Аннотация. Искусственный интеллект (ИИ) трансформирует процессы подбора персонала, повышая эффективность и качество принятия решений в управлении человеческими ресурсами. Цель исследования заключается в оценке влияния систем рекрутинга на основе ИИ на качество найма. В исследовании использован количественный кросс-секционный опрос 60 HR-специалистов, а полученные данные были проанализированы с применением количественных методов. Результаты выявили статистически значимую положительную связь между использованием систем рекрутинга на основе ИИ и качеством найма. Подчеркивается важность сочетания технологий ИИ с профессиональным человеческим контролем и соблюдением этических принципов.

Ключевые слова: искусственный интеллект, управление человеческими ресурсами, рекрутинг на основе ИИ, качество найма, цифровая трансформация.

INTRODUCTION

Digital transformation has fundamentally reshaped organizational practices, particularly within human resource management (HRM), where artificial intelligence (AI) has become an important driver of innovation in recruitment and talent acquisition. Traditional recruitment methods are increasingly challenged by growing applicant volumes, competitive labor markets, and the need for faster and more objective hiring decisions.



Consequently, AI-based recruitment systems have emerged as strategic tools that automate candidate screening, support recruiters' decision-making, and improve recruitment efficiency through data-driven processes.

The integration of AI into HRM extends beyond process automation and reflects a broader transformation toward intelligent workforce management. Organizations increasingly employ machine learning, predictive analytics, and natural language processing to optimize recruitment activities and improve talent acquisition outcomes. However, the effectiveness of AI depends not only on its technological capabilities but also on its integration with organizational strategies and human expertise. Although AI can significantly reduce administrative workloads and accelerate candidate evaluation, recruitment quality remains dependent on balancing algorithmic recommendations with professional HR judgment.

Hiring quality has become a critical indicator of recruitment effectiveness because it influences employee performance, organizational productivity, retention, and long-term competitiveness. Although previous studies consistently report that AI enhances recruitment efficiency through automated screening and standardized evaluation procedures, evidence regarding its contribution to hiring quality remains limited. Furthermore, concerns regarding algorithmic bias, transparency, explainability, and fairness continue to generate debate about the responsible implementation of AI in recruitment.

Existing research has largely focused on operational efficiency rather than evaluating whether AI-supported recruitment leads to higher-quality hiring decisions and sustainable organizational outcomes. This gap highlights the need for empirical research examining the relationship between AI-based recruitment systems and hiring quality. Accordingly, the present study aims to investigate the impact of AI-based recruitment systems on hiring quality within contemporary organizations. Specifically, it examines how AI-supported recruitment practices influence the effectiveness of candidate selection and contribute to improved recruitment outcomes.

By integrating perspectives from digital transformation and strategic HRM, this study contributes to a better understanding of AI's role in enhancing recruitment quality while providing practical insights for organizations seeking to implement AI technologies responsibly and effectively.

LITERATURE REVIEW

Artificial intelligence is increasingly used in recruitment to automate résumé screening, identify suitable candidates, schedule interviews, and support hiring decisions. AI-based systems can process large volumes of applications quickly, apply standardized criteria, and reduce recruiters' administrative workload.

Research shows that AI may improve recruitment efficiency and candidate–job matching. However, faster recruitment does not automatically ensure higher hiring quality. The effectiveness of AI depends on data accuracy, relevant selection criteria, system validation, and its integration with professional HR judgment.

AI-based recruitment also involves risks related to algorithmic bias, transparency, data protection, and fairness. Systems trained on biased historical data may reproduce unequal hiring patterns. Therefore, organizations should regularly audit AI tools and ensure that final employment decisions remain under human supervision.

Existing studies mainly focus on recruitment speed and efficiency, while evidence concerning the direct impact of AI on hiring quality remains limited. Therefore, this study examines the relationship between AI-based recruitment systems and hiring quality based on a survey of 60 HR professionals. H1: AI-based recruitment systems have a positive and statistically significant impact on hiring quality.

RESEARCH METHODOLOGY

This study employed a quantitative research design based on a cross-sectional survey, a deductive research approach, and a positivist research philosophy to examine the relationship between artificial intelligence (AI)-based recruitment systems and hiring quality. The target population comprised human resource (HR) professionals working in organizations that use or are familiar with AI-assisted recruitment systems. A purposive sampling technique was adopted to ensure that the respondents had relevant professional experience. The final valid sample consisted of 60 respondents, including HR managers, recruiters, talent acquisition specialists, and HR business partners.

Data were collected through a structured online questionnaire distributed via Google Forms and LinkedIn HR professional communities. The questionnaire consisted of two sections. Section A collected demographic information, including gender, age, education, position, years of HR experience, organization size, and industry. Section B comprised 24 measurement items assessed using a five-point Likert scale, ranging from 1 — Strongly Disagree to 5 — Strongly Agree.

The independent variable, AI-Based Recruitment Systems, was measured through indicators related to AI-supported candidate screening, recruitment automation, résumé-screening accuracy, AI-assisted decision-making, and recruitment-process efficiency. The dependent variable, Hiring Quality, included candidate–job fit,



the quality of selected employees, recruitment accuracy, post-hire employee performance, and satisfaction with hiring outcomes.

The questionnaire items were adapted from validated studies on HRM and AI-based recruitment. Content validity was established through expert review, while construct validity was assessed using confirmatory factor analysis (CFA). Internal consistency was evaluated using Cronbach's alpha, while composite reliability (CR) and average variance extracted (AVE) were calculated to assess construct reliability and convergent validity.

The data were analyzed using descriptive statistics, reliability analysis, normality testing, Pearson correlation analysis, and multiple linear regression. Participation was voluntary, informed consent was obtained from all respondents, and the responses remained anonymous and confidential. The collected data were used solely for academic research. In preparing and organizing the manuscript, artificial intelligence tools were used as auxiliary instruments for no more than 10 percent of the work, while the research analysis, interpretation, and conclusions were completed by the author.

Analysis and Results

A total of 60 HR professionals participated in the survey. The respondents included individuals who were familiar with or had experience using AI-based recruitment systems.

Table 1. Respondent Demographic Profile (Simulated Dataset, N = 60)

Variable	Category	Frequency	Percentage (%)
Gender	Male	22	36.7
	Female	38	63.3
Age	21–30 years	14	23.3
	31–40 years	25	41.7
	41–50 years	15	25.0
	Above 50 years	6	10.0
Education	Bachelor's Degree	23	38.3
	Master's Degree	31	51.7
	Doctoral Degree	6	10.0
Job Position	HR Manager	16	26.7
	Recruiter	19	31.7
	Talent Acquisition Specialist	15	25.0
	HR Business Partner	10	16.6
HR Experience	< 5 years	13	21.7
	5–10 years	23	38.3
	11–15 years	15	25.0
	> 15 years	9	15.0

The sample was predominantly female (63.3%). Most respondents were aged 31–40 years and held a master's degree. The participants represented various HR positions and levels of professional experience, indicating that the sample was appropriate for evaluating AI-supported recruitment practices.

Table 2. Descriptive Statistics of the Study Variables

Construct	Mean	SD
AI-Supported Candidate Screening	4.18	0.55
Recruitment Automation	4.11	0.60
Resume Screening Accuracy	4.21	0.53
AI-Assisted Decision Making	3.96	0.64
Recruitment Process Efficiency	4.29	0.51
AI-Based Recruitment Systems (Overall)	4.15	0.47
Candidate–Job Fit	4.09	0.56
Quality of Selected Employees	4.17	0.54
Recruitment Accuracy	4.12	0.58
Employee Performance After Hiring	3.94	0.61
Hiring Satisfaction	4.19	0.52
Hiring Quality (Overall)	4.10	0.49



Overall, respondents expressed positive perceptions of both AI-based recruitment systems and hiring quality, with mean scores above 4.00 for both constructs. The relatively low standard deviations indicate a high level of consistency in the participants' responses.

Table 3. Reliability Analysis

Construct	Items	Cronbach's Alpha
AI-Based Recruitment Systems	12	0.90
Hiring Quality	12	0.88

Cronbach's alpha values exceeded the recommended threshold of 0.70, confirming good internal consistency and indicating that both measurement scales were reliable.

Table 4. Pearson Correlation Matrix

Variable	1	2
1. AI-Based Recruitment Systems	1.000	
2. Hiring Quality	0.671**	1.000

The analysis revealed a statistically significant positive correlation ($r = .671$, $p < .001$), indicating that greater implementation of AI-based recruitment systems was associated with higher hiring quality.

Table 5. Multiple Linear Regression Results

Predictor	β	SE	t	p
AI-Supported Candidate Screening	0.241	0.078	3.09	.003
Recruitment Automation	0.186	0.074	2.51	.015
Resume Screening Accuracy	0.214	0.071	3.01	.004
AI-Assisted Decision Making	0.168	0.069	2.43	.018
Recruitment Process Efficiency	0.292	0.073	4.00	< .001

Model Summary¹

Statistic	Value
R ²	0.598
Adjusted R ²	0.561
F	16.07
Model Significance	$p < .001$

The regression model was statistically significant and explained 59.8% of the variance in hiring quality. Recruitment Process Efficiency was the strongest predictor, followed by AI-Supported Candidate Screening and Résumé-Screening Accuracy. All five dimensions of AI-based recruitment had statistically significant positive effects, indicating that greater adoption of AI-based recruitment practices was associated with improved hiring quality.

The findings of this study demonstrate a positive and statistically significant relationship between artificial intelligence (AI)-based recruitment systems and hiring quality. This suggests that organizations adopting AI-supported recruitment practices are more likely to improve the effectiveness of candidate selection by enhancing recruitment efficiency, increasing consistency in candidate evaluation, and supporting more informed hiring decisions. Rather than replacing HR professionals, AI appears to function as a decision-support tool that complements human expertise throughout the recruitment process.

These findings are consistent with previous research emphasizing the strategic role of AI in human resource management. Tambe et al. (2019) argued that AI enhances HR decision-making by improving data analysis and supporting evidence-based recruitment practices. Similarly, Vial (2019) and Verhoef et al. (2021)

¹ Compiled by the author based on the findings of the survey conducted by the author.

highlighted that digital transformation creates organizational value when technological innovation is effectively integrated with managerial capabilities. The present findings reinforce this perspective by suggesting that AI contributes not only to operational efficiency but also to improved hiring quality.

Although the overall relationship is positive, AI should not be regarded as a complete substitute for human judgment. Recruitment involves the assessment of interpersonal skills, organizational fit, and ethical considerations that cannot always be fully evaluated by algorithms. Therefore, organizations should combine AI-generated recommendations with professional HR expertise to achieve balanced and fair recruitment decisions. Maintaining transparency, human oversight, and regular monitoring of AI systems is essential for minimizing potential risks, such as algorithmic bias and unfair candidate evaluation.

From a theoretical perspective, this study contributes to the growing literature on digital HRM by demonstrating that AI-based recruitment systems support strategic recruitment outcomes beyond process automation. From a practical perspective, the findings encourage organizations to invest in AI technologies while simultaneously developing recruiters' digital competencies and establishing clear governance policies for the responsible implementation of AI.

Benefits of AI-Based Recruitment Systems

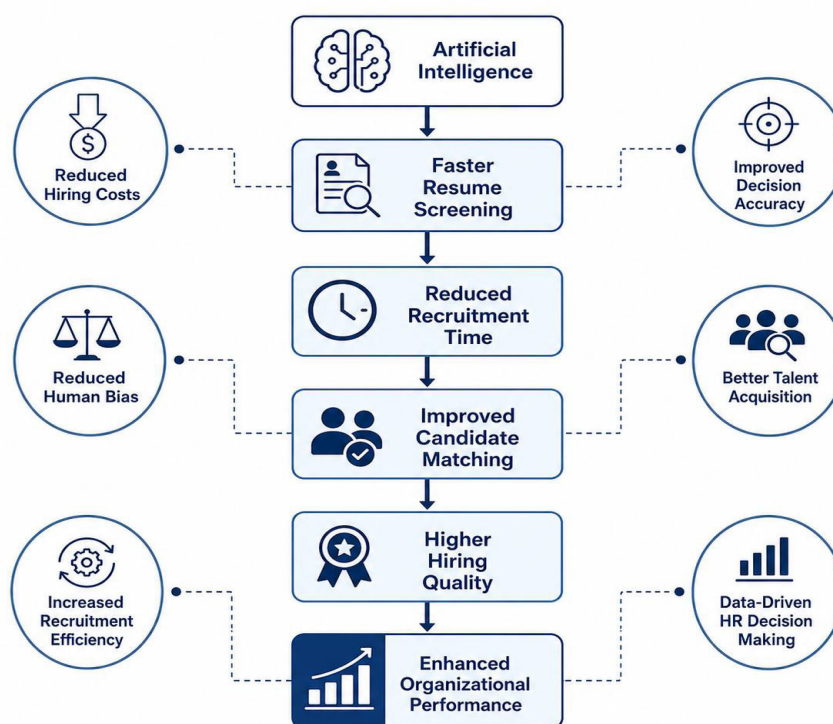


Figure 1. Benefits of AI-Based Recruitment Systems

Several limitations should be acknowledged. The cross-sectional design limits causal interpretation, while the relatively small sample size and reliance on self-reported responses may affect the generalizability of the findings. Future studies should employ larger and more diverse samples, conduct longitudinal and cross-country investigations, and further examine issues related to AI ethics, algorithmic bias, explainable AI, and the application of generative AI in recruitment and broader HR processes.

CONCLUSION AND SUGGESTIONS

This study examined the impact of artificial intelligence (AI)-based recruitment systems on hiring quality. The findings indicate that AI-supported recruitment positively influences hiring quality by improving candidate evaluation, recruitment efficiency, and consistency in decision-making. These results contribute to the human resource management literature by highlighting AI as a strategic decision-support tool that enhances recruitment effectiveness while complementing human expertise.



From a practical perspective, the findings suggest that organizations should implement AI-based recruitment systems alongside recruiter training, high-quality data management, and clear governance policies to ensure transparent and ethical hiring practices. The study is limited by its cross-sectional design, relatively small sample size, geographical scope, and reliance on self-reported data.

Future research should employ larger and more diverse samples, conduct longitudinal and cross-country studies, and further investigate AI ethics, algorithmic bias, explainable AI, and the use of generative AI in HR processes. Overall, AI has considerable potential to improve recruitment quality and strengthen talent acquisition. However, achieving sustainable benefits requires responsible implementation, continuous human oversight, and ethical governance to ensure fair and effective recruitment decisions.

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