The impact of perceived fairness by recruitment specialists on their adoption of Artificial Intelligence

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Preface

Thank you for taking the time and effort to read my Master Thesis on ‘The impact of perceived fairness by recruitment specialists on their adoption of Artificial Intelligence’. I wrote this Thesis for the completion of my Master's specialization in Innovation & entrepreneurship at Radboud University. I enjoyed researching this topic, which is of great interest to me as a Recruiter. I am therefore excited to apply the gathered knowledge in practice and inform colleagues and peers. Although it is a hot topic, there is still a lot to explore and discover within this subject.

First of all, I would like to thank my supervisor Paolo Franco for the help, time, feedback and information he offered me during the process. His knowledge on conducting a qualitative study from a practice theory lens has been of great value. I would also like to thank my 2nd examiner Caroline Essers for the time and effort she put into providing feedback on my work. In addition, I would like to thank all the participants who took the time and effort to provide me with all the information and knowledge they have regarding this topic. By doing so, they have made it possible to conduct this research in this way. Finally, I would like to thank my research group and fellow students for sharing their knowledge and tips, which helped me several times during the process.

Abstract

The use of Artificial Intelligence (AI), the ability of a machine to exhibit human-like skills, such as reasoning, learning and planning is becoming increasingly popular in the field of HR-Recruitment. While current literature has highlighted that AI in recruitment has some drawbacks, such as the risk of unfairness when relying solely on algorithms, little is yet known about how recruitment specialists perceive the fairness of AI and how this affects their adoption of AI. By using the practice theory as an enabling lens this study attempts to provide a new perspective on technological adoption, by investigating the meanings for recruitment specialists to adopt, the materials they use and the competencies they need to effectively adopt AI within their recruitment practices without compromising their perceived fairness of the process. Findings gathered from the semi-structured interviews and non-participatory netnographic research show that how recruitment specialists perceive the fairness of AI is key to their willingness to adopt this technology in their recruitment process. Recruitment specialists show reluctance to use AI because of concerns about fairness, bias and the lack of human empathy in decision-making. While acknowledging the potential efficiency benefits, they underline that AI tools should mainly play a supporting role, with final decisions and human interactions remaining central. Maintaining a human approach is crucial for the acceptance and efficient adoption of AI in recruitment practices. Future research can integrate these considerations into existing theories of adoption and develop new frameworks that account for these ethical and fairness factors. Finally, practical implications show how recruitment specialists, innovators and entrepreneurs can gain insights on how to effectively streamline recruiting practices by adopting AI tools without compromising the fairness of the process.

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Introduction

The use of Artificial Intelligence (AI) is becoming increasingly popular in today's society. Especially in the field of HR recruitment, AI is increasingly being used as a source of information and advice (Rathnayake & Gunawardana, 2023; Chen, 2023; Zhang & Chen, 2023). Its importance will only increase in the near future, as the recruitment process is in a rapid growth of digitalization (Zang & Chen, 2023;). AI refers to the ability of a machine to exhibit human-like skills, such as reasoning, learning and planning (Fraij & László, 2021). It is a process, where algorithms can make choices or can generate content and this has important implications for individual and societal implications in organizational optimization (Köcling & Wehner, 2020; Lee 2018; Lindebaum et al. 2019). For example, it allows for automatic assessment of a large number of job applicants, as well as finding hidden talent. In addition to automating tasks, AI can also generate new data. Generative AI refers to the artificial intelligence systems that can create this automated new content at the request of users (Köcling & Wehner, 2020; Möhlman & Zalmanson, 2017).

The main reasons for recruitment specialists to use AI are possible efficiency benefits, such as saving both cost and time (Köcling & Wehner, 2020; Möhlman & Zalmanson, 2017). Besides efficiency reasons, increasing fairness within the process is an important reason for using AI within recruitment (Köcling & Wehner, 2020). For example, when a recruitment specialist uses AI to screen candidates' CV's. Traditionally, recruitment specialists may have unintended biases when reviewing CVs, such as gender bias. With AI, these biases can be reduced as the algorithm focuses on objective criteria such as competences and experience, creating a more gender-neutral screening process. This makes this recruitment practice certain and more objective, with less chance of discrimination, and thus increase fairness in making choices.

At first glance, algorithm decision making seems fairer and more objective than human decision making. However, there is a possible threat of discrimination and unfairness by relying solely on algorithm decision-making (Köcling & Wehner, 2020; Lee 2018; Lindebaum et al. 2019; Simbeck 2019). For example, when a recruitment specialist uses an AI system to review applications and select candidates, unfairness may occur. AI systems are trained on historical data, such as previous successful employees within the company. However, the historical data may be biased because it comes primarily from male employees. As a result, the AI system implicitly learns that male candidates are better suited for certain positions, which can lead to discrimination against female candidates even if they are equally

well qualified. This illustrates how relying on algorithm-based decision-making, such as AI, can lead to biased outcomes if the training data is not representative.

Although the literature has addressed the danger of unfairness by relying solely on AI, little is yet known about the influence of perceived fairness by recruitment specialists on their adoption of AI. This gap may affect the adoption and integration of AI into recruitment practices, in ways that may not exploit the benefits and mitigate its drawbacks. For that reason, this study will investigate the extent to which recruitment specialists use AI within the recruitment practices and what influence perceived fairness has on the adoption of AI within the recruitment practices. The question therefore central to this study is:

"How can perceived fairness of AI by recruitment specialist influence the adoption of AI in their recruitment practices?"

The research question will be investigated trough a practice theory lens. Practice theory seeks to understand human behavior and social phenomena by focusing on the practices and actions people engage in (Reckwitz, 2002; Rouse, 2007). The three components central to this theory are: meanings, competences and materials. This research reflects on the three central components of the practice theory by highlighting not only changes in daily tasks (practices), but also the influence of perceived fairness, trust and broader cultural changes.

This framework offers the possibility to gain a deep understanding of the social perceptions created by the integration of AI in the recruitment practices. By using the practice theory as an enabling lens this study attempts to provide a new perspective on technological adoption, by investigating the meanings for recruitment specialists to adopt, the materials they use and the competencies they need to efficiently adopt AI within their recruitment practices without compromising their perceived fairness of the process.

Theoretical relevance

Although the current literature provides insight into the opportunities and threats of applying AI in recruitment practices (Rathnayake & Gunawardana, 2023; Chen, 2023; Zhang & Chen, 2023), little research has been done from a recruitment specialist's point of view. There is a lack of understanding of how the integration of AI is understood by recruitment specialists and how this affects their adoption of this technology. In particular a consideration about the influence of "perceived fairness" when AI is introduced into recruitment practices is missing.

Understanding recruitment specialist's perspective on this phenomenon is important because ultimately they are the ones who actually adopt AI in their recruitment practices. As a result, they are also the ones who may encounter the potential dangers and thus experience possible (fairness) dilemmas when using AI. For this reason, this study will focus on the thought process of recruitment specialists on the integration of AI in their recruitment practices.

Managerial implications

Research on the influence of perceived fairness by recruitment specialists on the adoption of AI has several implications for recruitment specialists and organizations. It can make recruitment specialists aware of the potential biases and discrimination that may arise from incorporating AI within their recruitment practices. This can lead to increased awareness of the importance of fairness within the recruitment process. In addition, the research can also contribute to improving the use of AI by recruitment specialists. This is because the research seeks to identify in what practices and in what ways biases can arise from the adoption of AI and how this affects the adoption of AI by recruitment specialists who encounter these biases. It may encourage understanding on how to effectively deal with AI without biases and discrimination affecting the fairness and objectivity of the process.

Recruitment specialists' thinking on fairness can provide organizations with insight to properly shape their recruitment strategy and the adoption of AI within it. It can encourage organizations to develop guidelines regarding the use of AI in recruitment practices. These could include guidelines for minimizing biases and discrimination, as well as guidelines for monitoring and evaluating AI for fairness. This can increase the efficiency of recruitment practices fairly and without biases. Ultimately, gathering insight into the effect of perceived fairness on the adoption of AI can help deploy AI appropriately, allowing AI to promote fairness of the recruitment practices while making the process more efficient.

Roadmap

To answer the research question and achieve the aim of this study, this thesis is structured as follows. The theoretical background chapter presents a comprehensive literature review, discussing the current state of research in the field of technology adoption, AI & fairness considerations and the practice theory. The methodology chapter outlines the research approach, data collection, data analysis and research quality & ethics that are used in this study. The results of the research are then presented and analyzed. This is followed by a discussion of the findings, comparing them with the existing literature, implications for practice, limitations and future research directions are discussed. Finally, the conclusions of the study are summarized and the research question is answered.

Theoretical Background

This chapter provides the theoretical background for the study. Scientific research is analyzed to provide definitions and contextual background regarding the adoption of AI in recruitment practices and the impact of recruitment specialists' perceived fairness on the adoption. Within this study, the practice theory is used as an enabling lens to state and understand the interpretation of the research phenomena.

Adoption theories

The current literature shows that AI is used because it can promote efficiency (Kösling & Wehner, 2020; Möhlman & Zalmanson, 2017). This is in line with the Technology Acceptance Model (TAM) (Davis, 1989). The TAM is a theoretical framework that attempts to explain the adoption of the use of new technologies by individuals or groups (Davis, 1989). Central to this framework are two components that explain technology adoption, namely "perceived usefulness" and "perceived ease of use".

Perceived usefulness refers to the extent to which a person believes that using a particular technology will improve his or her performance and increase efficiency in performing tasks (Davis, 1989). Perceived ease of use refers to the degree to which a person believes that using a technology is free of effort. This includes such things as how easy the technology is to use and how easy it is to learn to use (Davis, 1989).

The TAM takes into account individual perceptions of users, namely perceived usefulness and perceived ease of use. However, it does not take into account the social factors that may influence the adoption of a technology. People live in social environments in which they are constantly influenced by others, social norms, expectations and social interactions (Venkatesh et al., 2003). This social context influences their attitudes, perceptions and behaviors toward technologies. Social factors are therefore important in understanding adoption of technologies (Venkatesh et al., 2003).

A theory that does identify social factors as a component influencing the acceptance and adoption of a new technology is the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003; Venkatesh et al., 2012). This framework defines social influence as the extent to which social factors, such as the opinions of other recruitment specialists and social norms within the industry, influence the acceptance and use of the technology (Venkatesh et al., 2012). For example, it may play a role in influencing individual users to accept and use the new app. If a person's peers or social group embrace the

new app and talk positively about it, this may influence that person's perception and encourage them to try the app as well.

Adoption theories, such as TAM and UTAUT tend to focus on perceptions about the characteristics of technologies and the perceptions about others around them using the technologies as what drives adoption (Venkatesh et al., 2012; Davis, 1989). However, they do not take into account the broader context, such as market and cultural factors that may influence technology adoption (Dwivedi et al., 2019). Further, it does not take into account individual differences and specific contextual factors that may influence technology adoption and use (Bagozzi, 2007).

What is especially missing is the component that adopters consider how their uses of the technology if they adopt it, may negatively impact others. To address this gap in the literature, this study explores recruitment specialists' concerns about using AI because of the risk of negatively impacting others. To introduce this research context, this study reviews literature on AI, recruitment and the understanding of fairness.

Artificial Intelligence (AI)

To explore the effect of the integration of AI on recruitment practices and the associated perceived fairness, it is important for this study to outline what AI is and can do. AI is the ability of a machine to exhibit human-like skills, such as reasoning, learning, planning and creativity (Fraij & László, 2021). AI is able to make decisions and can generate new data or content based on patterns and concepts they have learned during the training process (Fraij & László, 2021; Köcling & Wehner, 2020; Möhlman & Zalmanson, 2017). These patterns are also called algorithms.

Among the various branches of AI, two prominent categories are Decision-Making AI and Generative AI. Decision-Making AI refers to systems designed to make decisions based on data analysis, pattern recognition, and predefined criteria (Fraij & László, 2021). Generative AI is capable of autonomously producing new and original content without relying directly on existing data (Köcling & Wehner, 2020; Möhlman & Zalmanson, 2017).

Within recruitment, it can contribute to efficiency and productivity in various practices within the process. According to Rathnayake & Gunawardana (2023), AI can automate candidate screening, and introduce predictive analytics to improve the efficiency and fairness of decision-making. Furthermore, AI can generate accurate job descriptions, making it more efficient and unbiased.

Although the possibilities are endless, the outcome is not ‘error-free’, there is a possible threat of discrimination and unfairness by relying solely on algorithm decision-making (Köcling & Wehner, 2020; Lee 2018; Lindebaum et al. 2019; Simbeck 2019). Indeed, algorithms may produce biased outcomes if unrepresentative data inputs have occurred. As a result, algorithms can make biased decision or can generate biased content.

Recruitment practices and AI adoption

The recruitment practices have changed dramatically over the past few decades (Sinha & Thaly, 2013). Where it once started with placing job advertisements in newspapers or "help wanted" signs, in today's job market it plays an important role in the success and growth of any organization. In today's highly competitive job market, effective recruitment strategies are essential to secure top talent. AI has revolutionized the recruitment field next by developing algorithms that can speed up the process and make it more efficient (Rathnayake & Gunawardana, 2023).

The recruitment process consists of identifying, attracting and selecting the right candidates for various positions within the organization (Sinha & Thaly, 2013; Rathnayake & Gunawardana, 2023). Identifying the right candidates is the first practice within the recruitment process. This part is also called sourcing (Rathnayake & Gunawardana, 2023). Sourcing consists of finding and actively approaching interesting potential candidates through various channels, such as LinkedIn, social media, CV databases, job fairs, and even direct approach via e-mail or telephone contact. Sourcing in recruitment is often a proactive approach, where recruiters actively seek out candidates who may not be actively looking for a new job but have the required skills and experience. These skills are factual and are therefore independent of the potential employer's interpretation. They are also referred to as 'hard skills'.

AI can dramatically change this recruitment practice (Rathnayake & Gunawardana, 2023; Fraij & László, 2021). By developing algorithms, potential candidates can be screened automatically (Rathnayake & Gunawardana, 2023; Fraij & László, 2021). The algorithms are set to identify the most suitable candidates based on predetermined criteria. This can speed up the process enormously. Furthermore, the use of AI technologies can fight bias related to human behavior, as AI systems do not discriminate based on factors such as gender, race or age. (Fraij & László, 2021; Rathnayake & Gunawardana, 2023).

Practice two is attracting the right candidates. This is a crucial part of the recruitment process within the current tight job market (Sinha & Thaly, 2013). It refers to the activities and strategies an organization deploys to attract potential candidates and generate their interest in open vacancies. To attract the attention of potential candidates, two aspects are important when creating a vacancy: the findability and the attractiveness of the vacancy (Tims, Bakker & Derks, 2012).

First of all, it is about the findability of the vacancy. When the vacancy is published through the right channels, it will be found by a larger range, which will increase findability. A suitable platform for this is, for example, LinkedIn (Vincent, 2015). A second aspect is the attractiveness of the vacancy (Tims, Bakker & Derks, 2012). This can be achieved by formulating a well-organized job vacancy that is as clear and straightforward as possible, including a concise description of the organization, job description, job requirements and terms of employment (e.g. location, employment, salary, vacations).

AI mainly affected the attractiveness of the vacancy to potential candidates through the use of AI in generating attractive job vacancies. The use of algorithms allows you to sift through a large amount of data in a short time to identify the requirements and desires of the target audience. Rathnayake & Gunawardana, 2023 state: *"AI's capabilities extend to the creation of more effective job descriptions. By analysing vast amounts of data, AI can generate job descriptions that are tailored to attract ideal candidates"*. This tailored job description makes the job vacancy attractive to the target audience the recruitment specialist wants to reach. Using AI when drafting a job vacancy not only saves time, but can also make it more appealing to the target group (Rathnayake & Gunawardana, 2023).

The final practice within the process is selecting the right candidates. This practice involves several steps, such as screening candidates' CVs, conducting interviews and evaluating candidate skills and criteria. It involves choosing the best-fit candidate. During this step of the selection process, candidates' 'soft skills' are assessed. A candidate's soft skills are non-measurable data, such as competences, personality, norms and values (Fraij & László, 2021). These personal data are mostly subjective, which means that a good interpretation of them is necessary to judge this candidate correctly. To enable this interpretation, potential candidates are often invited for an intake interview. While AI can speed up the screening and assessment of a candidate's hard skills and provide an unbiased outcome, AI has not yet made its appearance in assessing a candidate's soft skills. This is because this non-measurable data can really only be identified and assessed during an interview.

The current literature shows in what ways AI can be used in different kinds of recruitment practices. Recruitment specialists tend to adopt AI in their recruitment practices if they believe its use improves their performance and increases efficiency (Rathnayake & Gunawardana, 2023; Köcling & Wehner, 2020; Möhlman & Zalmanson, 2017). This can refer to AI's ability to streamline the selection process, identify candidates who are the best fit for a position, generate accurate job vacancies, and reduce the time required to screen CV's.

Furthermore, Recruitment specialists are more likely to adopt AI if they believe the tools are easy to understand and use, and if they do not require a great deal of effort to learn. This, in turn, ultimately leads to time savings (Rathnayake & Gunawardana, 2023). This is in line with the current literature about adoption, for example the Technology Adoption Model (TAM). Where both perceived usefulness and perceived ease of use are the components that explain technology adoption.

What is missing is that recruitment specialists consider how their use of the technology, if they adopt it, may negatively impact others. In particular, the influence of recruitment specialists' perceived fairness on the adoption of AI is a component missing from the current literature. It is essential to first create a perception of what is meant by fairness in recruitment practices before it can be perceived by recruitment specialists and its influence can be investigated.

Fairness in recruitment practices

Fairness in recruitment practices refers to the process by which candidates are treated equally, objectively and transparently throughout the recruitment process. Leventhal (1980) describes fairness as equal treatment based on people's performance and needs. It implies that every candidate is given the same opportunities regardless of their intersectional characteristics. According to Crenshaw (1991) intersectionality consists of 5 pillars namely gender, race, age, religion and class.

Considering this, fairness and justice in the organizational context are centered on 3 dimensions, namely "distributive justice", "procedural justice" and "interactional justice" (Gilliland, 1993). Distributive justice deals with the outcome that some humans receive, and some do not (Gilliland, 1993; Köcling & Wehner, 2020). It involves treating people fairly and allocating resources and rewards based on merit, need, effort, contribution or other equitable criteria, rather than arbitrariness or discrimination.

Procedural justice refers to the extent to which the processes and procedures used to make decisions are perceived as fair (Gilliland, 1993; Köcling & Wehner, 2020). It is not only about the outcome of a decision, but also about how that decision was made. In procedural justice, consistency plays an essential role, meaning that all employees and all candidates need to receive the same treatment. It is about ensuring transparency, fairness and respectful treatment during the decision-making process. The lack of bias, accuracy, representation of all parties, correction, and ethics play an important role in achieving a high procedural justice (Gilliland, 1993; Köcling & Wehner, 2020).

Interactional justice refers to the way people are treated during interpersonal interactions in organizational contexts (Köcling & Wehner, 2020). It deals with the quality of communication and the extent to which individuals are treated with respect, dignity and kindness by those who make decisions or exercise authority.

In this regard, the use of AI should generally lead to an increase in the standardization of procedures (Köcling & Wehner, 2020). As a result, decisions should be more objective and less biased, and errors should be less frequent. Consequently, procedural justice and distributive justice can be higher using AI, because the process is more standardized, but this still does not mean that it is without bias. For example, this occurs when the algorithms used to select candidates are biased against certain intersectionality of individuals. This can occur when the training data for the algorithm is not representative of the diverse population of candidates.

However, especially in the context of the recruitment process, it is not only about how fair the procedure itself is, but it is also about how people involved in the decision process perceive the fairness of the practices (Köcling & Wehner, 2020). To get a thorough picture of how the perceived fairness by recruitment specialists affects their adoption of AI, the remainder of this study examines this influencing component trough a practices theory lens. AI provides tools that can be incorporated into recruitment practices, but these come with specific meanings and competences they require of their users. Therefore, practice theory can provide a solid perspective to understand this.

Practice theory

Practice theory is a theoretical framework that seeks to understand how social practices are embedded in broader social systems and the ways in which they are shaped by social norms, institutions and technologies (Rouse, 2007; Reckwitz, 2002). Practice theory seeks to understand human behavior and social phenomena by focusing on the practices and actions people engage in. It emphasizes the idea that social life is shaped by the ongoing practices of individuals and groups (Reckwitz, 2002; Nicolini, 2012; Rouse, 2007).

These practices can include anything from simple actions in everyday life such as cleaning up the house, to the more complex practices such as politics and science (Cetina, et al, 2005). According to Reckwitz (2002), practice can be described as a type of routine consisting of several components, such as physical and mental activities, use of objects, and knowledge such as understanding, skills, emotions, and motivation.. The use of practice theory has spread to many fields (Halkier et al., 2011). Examples include cultural studies, anthropology, design studies, environmental and sustainability research, geography, health, history, marketing and consumer behavior, media, social policy and sociology. This research will extend the use of practice theory to the field of recruitment and the adoption of technology (AI) associated with it.

On the one hand, practice is seen as an interaction between ideas, ways of doing things and the material (Arsel and Bean, 2013; Shove and Pantzar, 2005). While elsewhere meanings, competences and material are the three components that are central (Arsel & Bean; Shove et al., 2007; Watson and Shove, 2008). A theoretical orientation is followed within this study, where meanings, competences and materials are the central components within practice theory.

The first component is 'Meanings'. This component includes shared norms and values, understandings and cultural meanings related to specific practices (Rouse, 2007). Meanings guides individuals' interpretation and understanding of their behavior and the social world around them. Within this study, meanings can be seen as the extent to which recruitment specialists see the adoption of AI as a resource for making objective and fair decisions. A key meaning, for instance, would be “fairness” as it relates to a recruitment practice.

The second component is 'Competences'. This component refers to the specific knowledge and skills needed to perform the practice efficiently. Competence includes the expertise and practical knowledge that individuals acquire through experience and socialization. This includes not only individual skills, but also the ability to adapt to different social situations and expectations associated with the specific practice (Rouse, 2007). The

competence of recruitment specialists includes both their ability to use AI tools effectively and their knowledge of the potential advantages and disadvantages of using AI in the recruitment process. Recruitment specialists who are aware of the potential impact of AI on the fairness of the recruitment process, and who have the necessary skills to use AI tools efficiently, are more likely to adopt AI if they believe it improves the fairness of the recruitment process.

The final component central to practice theory is 'Materials'. It emphasizes that practices are not only abstract but also include tangible elements, such as physical objects, technologies and environments. Materials within practices theory highlights the interaction between human action and the tangible world around us, with the physical environment playing a crucial role in how practices are performed and experienced (Rouse, 2007). Within the research phenomena, materials can be described as available AI tools, such as decision making algorithms to screen CVs. But also, generative AI, such as ChatGPT, to generate tailored job vacancies.

Research from the practice theory perspective provides an opportunity to think critically about the implications of practices, including ethical and social implications. Through this lens, the potential advantages and disadvantages of using AI in recruitment practices can be evaluated and potential challenges and limitations identified. Moreover, practice theory recognizes that practices are constantly evolving and changing in response to internal and external influences. By examining the changing nature of recruitment practices from a practice theory perspective, researchers can better understand the impact of AI adoption on how recruiters perform and understand their work.

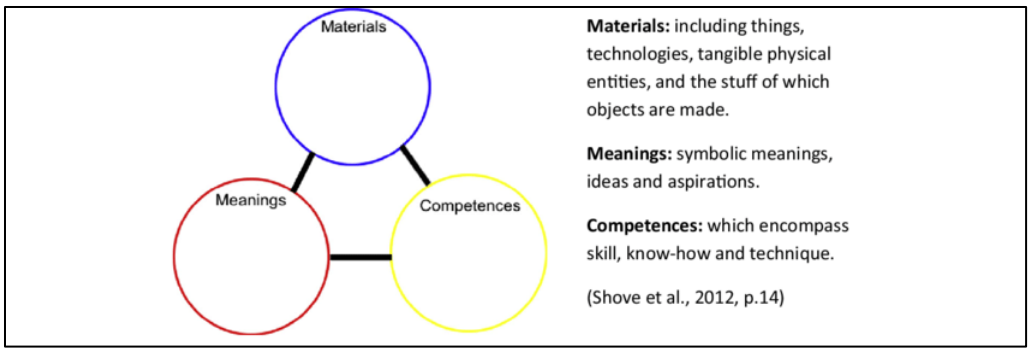


Figure 1. Practice Theory Framework

Methodology

This chapter attempts to set out a methodological justification for this study. It describes which methods are used to collect data and how these data are analyzed to ultimately answer the research question within this study: *"How can perceived fairness of AI by recruitment specialist influence the adoption of AI in their recruitment practices?"*. It also explains the data sample, the research analysis, the quality of the study and research ethics.

Research approach

To achieve the research aim of expanding literature on how perceived fairness affects the adoption of AI within recruitment, an interpretive qualitative research method was adopted. Interpretive qualitative research focuses on understanding and interpreting the meanings people ascribe to their behaviors, experiences and social interactions (Hennink et al., 2020). Crucial to understanding interpretive qualitative research is that meanings are socially constructed in interaction with the world.

This type of research provides in-depth information because it focuses on underlying motivations, opinions, behaviors, wants and needs of the target group which is recruitment specialists, incorporating the broader context in which they find themselves. (Myers, 2019; Hennink et al., 2020). It helps exploration, and it is an ideal way to study relatively unknown social phenomena of both organization and people (Bleijenbergh, 2015; Myers, 2019).

Furthermore, this qualitive type of research can provide insight into the relationship between consumer actions, the objects involved in consumption activities like technology use and cultural meanings (Franco, 2022). It gives the opportunity to gain insights into the ways in which these practices are shaped by social and ethical norms. Therefore, interpretive qualitative research is an appropriate method for understanding, through the lens of practices theory, how recruitment practices are embedded in a broader social system.

Data collection

Within this study, I chose to collect empirical data on the adoption of AI in recruitment practices, with a focus on the "perceived fairness" by conducting interviews and by collecting empirical data through netnographic research.

Semi-structured interviews

Interviews are concentrated but flexible, meaning that there is a lot of room for finding out underlying information (Arsel, 2017; Vennix, 2019). Due to this concentrated but flexible nature of obtaining and collecting empirical data, interviewing can be seen as one of the most reliable and widely used data sources within qualitative research (Arsel, 2017). Within this study ‘semi-structured interviews’ are used. In this form, an interview protocol is drawn up in advance (Vennix, 2019, p.216). This is a list of mostly open-ended questions that, as a common thread, should give some direction to the interview. This form offers the possibility to ask further questions on certain answers and also there is room to find out information not included in the protocol (Vennix, 2019, p.216). Appendix A contains the interview protocol.

This way of interviewing gives the opportunity to go deeper into the topics that the participating recruitment specialists think are relevant to the study. Doing so allows the gathering of detailed information about the context that had not been anticipated before the interview was designed and conducted (Arsel, 2017). This research is conducted through a practice theory lens. The flexible nature of semi-structured interviews is of great value to gather underlying information about the three central components: meanings, competences and materials. Furthermore, it allows for context on how recruitment specialist's perceived fairness can affect their adoption of AI.

Because I work in the recruitment industry, I was able to build an extensive and relevant network, which was explored for finding the suitable potential participants, illustrated in Figure 2.. This method of sampling is called ‘convenience sampling’. This includes members of the population who are available to the researcher (Naderifar et al., 2017). The form of convenience sampling used is called 'snowball sampling'. Through this method, the first initial interviewee is asked to recommend other suitable participants to the researcher (Parker et al, 2019; Naderifar et al., 2017). These in turn can recommend new participants.

Within this study, snowball sampling is combined with 'purposive sampling'. In purposive sampling, participants are not randomly selected from a population, but are selected based on predetermined criteria relevant to the study (Parker et al., 2019). The interviewees within this research were chosen based on their (active) use of AI and their up-to-date knowledge of the recruitment process. In addition, all participants have a Dutch background and experience in recruitment practices for the Dutch government. The table below shows the participants:

Name	**Gender**	**Age**	**Type of Recruiter**
Jill	Female	32	Campus
John	Male	31	Senior
Michel	Male	56	Senior Headhunter
Susan	Female	30	Senior Talent Sourcer
Robin	Male	37	Talent Sourcer
Lynn	Female	29	Campus
Ian	Male	23	Junior

Figure 2. Participant table.

Non-participatory netnographic research

To achieve triangulation within this study, and gather data from recruitment specialist with different characteristics, a second form of data collection is applied, namely a non-participatory netnographic research. Netnographic research is a approach to conducting ethical and thorough ethnographic research used to study online communities and cultures (Kozinets & Gambetti, 2021). It combines ethnographic methods traditionally used to study cultures in physical spaces, such as observations and participation, with the online environment. Netnographic research analyzes social interactions, discussions, and other forms of content that occur within online platforms such as social media, forums, and other online communities. By studying this data, insight can be gained into the culture, norms, values, behaviors, and opinions of the people who are part of these online communities (Kozinets & Gambetti, 2021). This netnographic study can be seen as non-participatory, as the researcher only acted as an observer (Kozinets, 2006). Thereby, the researcher did not have any influence on the (online) data collected.

During the period of three months, which are April, May and June (2024), the social-media channel LinkedIn is used to collect data regarding the use of AI in the recruitment practices. Multiple search terms were used in different combinations on LinkedIn, such as "AI" AND "Recruitment" AND "Human Biases". The data found is presented in the form of screenshots highlighting certain techniques, purposes and considerations regarding AI in recruitment practices.

Within this study, interviews and netnograpic research were conducted until ‘Theoretical Saturation’ emerged. According to Guest et al. (2006), theoretical saturation occurs when conducting more interviews or continuing the netnographic fieldwork no longer significantly changes the findings. This approach deliberately looks for the most diverse examples of each concept in the theory. This is done to ensure that truly all possible variations have been considered (Guest et al., 2006).

Data analysis

The interviews conducted are seen as a primary source of data. The empirical data collected from these interviews are used to answer the research question. The interviews held were all recorded and transcribed, translated from Dutch into English and coded. Coding is assigning key colors or keywords to collected data to compare and interpret the information and arrive at insights (Vennix, 2019, p.228; Bleijenbergh, 2015). The coding process used both open and axial coding.

The first step in analyzing data based on coding is 'open coding'. Open coding is a method of data analysis that involves breaking down the data into smaller parts and labelling them with codes or categories (Vennix, 2019, p.228; Bleijenbergh, 2015). The second step in the process of data analysis is 'axial coding'. Axial coding is seen as valuing concepts in the context of their interrelationships (Goulding, 2005). This involves reassembling the open-coded data by making connections between the codes created. It is achieved by identifying a core category around which the other codes, or concepts, revolve. It forms the basis of theory construction (Goulding, 2005).

The coded data is used to identify patterns, regarding how recruitment specialists talk about perceived fairness within their recruitment practices. In this way, an attempt is made to interpret connections and relationships between the different interviews. From this, a conclusion will eventually emerge. With the aim of providing insight into how the adoption of AI in recruitment practices is influenced by the associated perceived fairness.

Quality of research

To ensure the quality and trustworthiness of this research, the studies of Hogg & Macalaran (2008) and Wallendorf & Belk (1989) on interpretive qualitative research were consulted. For instance, Hogg & Macalaran (2008) stated that plausibility and authenticity are central to arguing about how to convince the public of the reliability of research based on qualitative data.

Plausibility is about explaining as much information as possible (Hogg & Macalaran, 2008). With the aim of creating some degree of well-argued "fit" between the information and the explanation offered to support the interpretation of the data. According to Hogg & Macalaran (2008), it is usually not possible to account for all data in qualitative research, but it is important to capture some 'sense' of the issue they have come across. This to demonstrate that you searched systematically and conscientiously through your data and did not ignore inconvenient emergent themes or findings (Hogg & Macalaran, 2008). Within this research, an attempt was made to ensure plausibility by analyzing and interpreting as much collected empirical data as possible. This ensures the plausibility of this study, without guiding the findings in any particular direction.

Authenticity of a study is about the fact that interpretation is not only based on data, but also that the researcher has spent time in the field and in this way has actually experienced the so-called 'world of life' of the participants themselves (Hogg & Macalaran, 2008). This so called positionality refers to the recognition of how an individual's own social and personal identities, experiences and contexts influence their perspective and research. My role as a recruiter gave me a solid starting point and context for the research. Nevertheless, it was essential to look beyond my own perspective to get a broader and more balanced picture of the field. This research allowed me to gather the expertise and opinions of other recruitment specialists, which significantly improved the depth and reliability of the findings.

According to Hogg & Macalaran (2008), authenticity of a study can be ensured by clearly describing data collection and analysis processes, along with demonstrating the researcher's thoroughness in these processes and identifying factors that may threaten this, such as personal biases. In addition, it is necessary to assure that all the interpretative points that are made are linked back to some piece of evidence from the data. Within this study, authenticity is ensured by arguing interpretations with empirical evidence. This can be in the form of quotes from the interviews conducted, but also by showing screenshots found during netnograpic research.

These criteria are more appropriate for an interpretive qualitative research from a practice theory lens than the more traditional criteria within qualitative research method, such as validity and reliability, by better reflecting the complexity and contextual nature of the studied practices (Hogg & Macalaran, 2008). It provides a thorough understanding of the underlying assumptions behind the investigated practices. This is crucial in interpreting the meanings of the practices of the recruitment specialists who participated.

Research ethics

To ensure the ethics of the study, several aspects were considered to make sure that all data was collected and used correctly and confidentially. All interviewees received a plain language form prior to the interview. This explained what the study is about, why it is being conducted, what the expected results are and what role the interviewee plays in it. The purpose of the plain language statement is to simplify complex concepts or technical terms (jargon) so that the information gathered is accessible to the general public. Appendix B shows the plain language statement used.

Interviewees are also provided prior with an ethics form. The purpose of this is to ensure that interviewees are fully informed and to ensure their rights and confidentiality. In addition to the interviewees being provided with these documents, the research goal and the design of the interview was verbally stated. The interviewees were also told that they could withdraw at any time during the interview. Appendix C shows the ethics form used.

The interviews were recorded and transcribed with the approval of the interviewees. The data collected will only be used for this study and any follow-up research and not for other purposes. The collected data will only be accessible to the researcher, the supervisor, and the 2nd examiner. All interviewees were given the option to receive a copy of the definitive version of the research, along with a copy of the transcription of the interview.

In the transcription, pseudonyms are used for all interviewees and any other people mentioned during the interview. The purpose of using pseudonyms is to ensure the anonymity of the participants. Privacy-sensitive information collected from the netnography, such as names and (profile) photos have been removed. Furthermore, the data from the netnography has been slightly modified. While this may seem to make the ethics of the study questionable, Markham (2012) argues that 'fabrication' of the data is a valuable and ethical tool to ensure the privacy of participants in quality research as long as the core massage remains the same.

Findings

To answer the research question of this study, the findings chapter outlines recruitment specialists' interpretation, motivations and underlying ideas about the adoption of AI. To illustrate the richness of the collected data, Appendix D contains additional examples of empirical data supporting these findings. It focuses on the influence of perceived fairness and efficiency on AI adoption, as shown in Figure 3. Conceptual Framework.

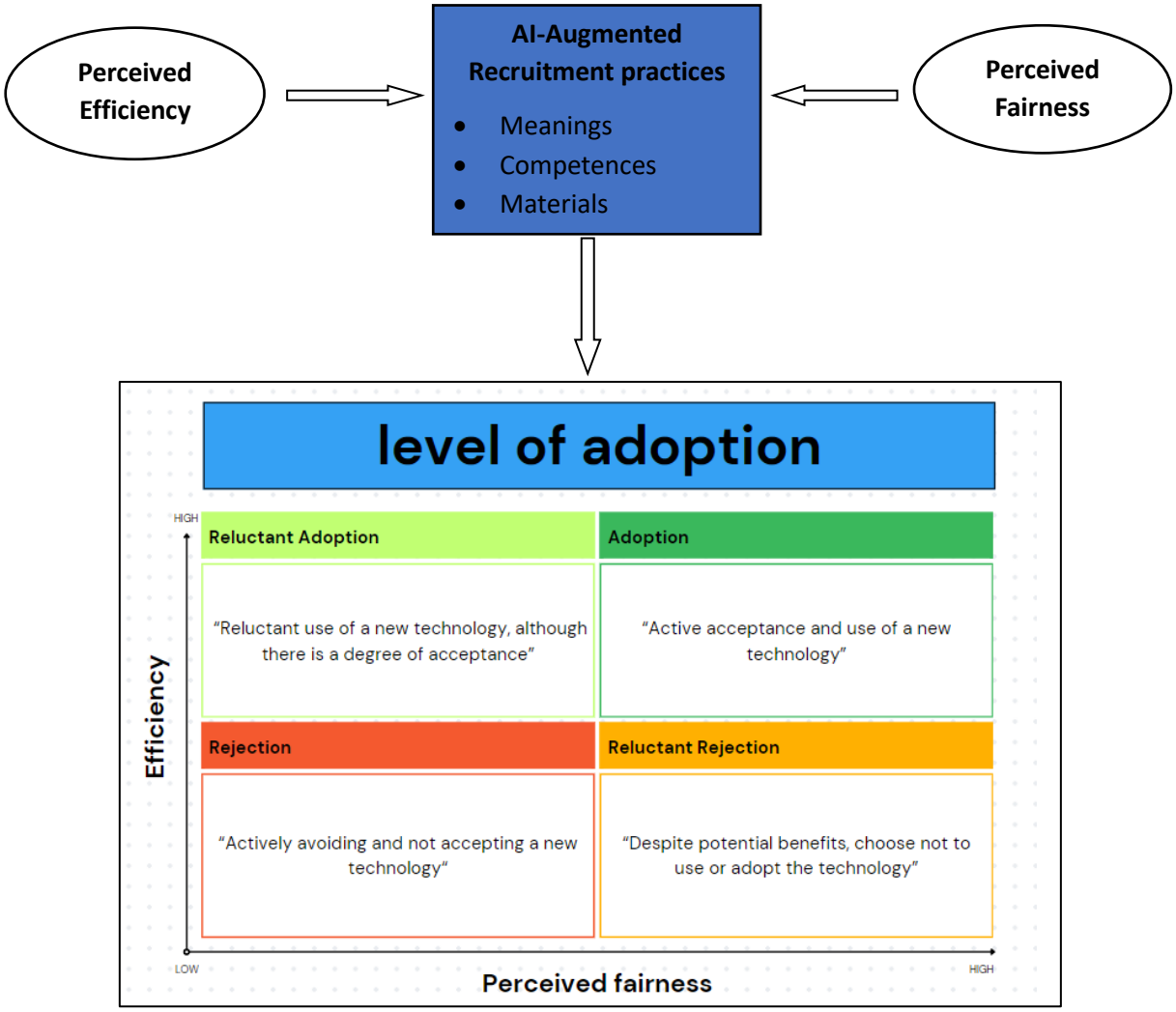


Figure 3. Conceptual Framework

AI-Augmented recruitment practices

Within this research three kinds of recruitment practices are being investigated: "identifying the right candidates", "attracting the right candidates", "selecting the right candidates". These practices can be seen as routines performed by recruitment specialists. Within these practices, AI has been introduced as a new material and therefore may affect these routines. Introducing a new material may also influence the meanings of the practice by the recruitment specialist. There may be friction between the competencies required and the meanings of recruitment specialists when new materials (AI) enter recruitment practices.

This chapter outlines how the various forms of AI can be used within the centralized practices. Furthermore this chapter outlines that changing perceptions of fairness and efficiency within these practices shape the level of adoption by recruitment specialists.

Identifying the right candidates

Within this practice, the entry of AI takes place primarily in the form of Decision-Making AI. According to the current literature, AI can be used in several ways the process of identifying the right candidates. For example, by developing algorithms, potential candidates can be screened automatically. The algorithms are set to identify the most suitable potential candidates based on predetermined criteria. The insights from the interviewed recruitment specialists show that they are familiar with these applications of AI.

Although recruitment specialists recognize that AI adoption can contribute to a more efficient and fair process of identifying candidates, they are currently reluctant to actually implement it. There are several motivations for not using AI in this practice. These motivations can be related to the meanings of practices as described in practice theory. These so-called meanings describe how the new tool is applied and what the underlying ideas and motivations are for not doing so at this time. These motivations range from the perception that using the tools does not lead to efficiency benefits for them to the distrust of the AI and the resulting output. This is primarily due to the fact that recruitment specialists do not yet consider themselves skilled enough to use AI in identifying the right candidates. This illustrates how friction arises between required competences and the meanings of recruitment specialists when new materials (AI) enter the recruitment practice.

Because recruitment specialists do not yet consider themselves skilled enough in using AI in identifying the right candidates, they do not believe that using AI will improve the efficiency of the practice. Another major motivation for being reluctant in deploying AI within this practice at this time has to do with the idea that their lack of skills in AI tools

currently leads to unfairness of the outcome and therefore the practices. For example Robin states:

> **Robin:** *"It depends on whether that input that goes into the AI also has a certain bias and preference. Then, that affects the whole process. If you want to match potential candidates for a job opening, it might give more value to certain characteristics of a potential candidate. Then, it pulls those ahead. Then it gives him a good rating, for example. Whereas maybe another potential candidate matches a little better. Um, and then it's actually no longer fair I think."*

According to participating recruitment practices, various forms of unfairness can arise from the use of AI in identifying the right candidates. For example, Susan states:

> **Susan:** *"Well, I still think it's not going to be fairer. Actually because there may be a mismatch between current reality and everything that has been put into the algorithms in the past say. So that the data from AI also comes from historical data. That's what AI bases it on and of course there can be a bias in that."*

In doing so, distributive justice is compromised. Because the AI algorithms outcomes are based on trained data/input. When recruitment specialist feel incompetent in entering the right data, they fear that the use of AI negatively affects the distributive justice of these recruitment practices.

Also, recruitment specialists often see that AI use within these practices may come at the expense of procedural justice. In particular, this stems from the privacy concerns that prevail among recruitment specialists. For example, John states:

> **John:** *"I don't like putting people's data, so say competencies, but also just resumes and personal information through an AI generator or something, I don't do that because that gets stored somewhere and I don't know where that is. It could always resurface somewhere in some crazy place and then yeah, I just don't think it's ethical.“*

When candidates' data is used without their knowledge, their rights to information and transparency are violated. With the use of AI in identifying the right candidates, recruitment specialists' concerns about this are increasing. This illustrates in what ways recruitment specialists believe that the perceived procedural justice of this practice is currently negatively affected by the use of AI.

Attracting the right candidates

To attract the attention of potential candidates, two aspects are important when creating a vacancy: the findability and the attractiveness of the vacancy. The introduction of AI brings new interpretations and meanings to attracting the right candidates. Within this practice, the entry of AI takes place primarily in the form of generative AI tools. Recruitment specialists recognize that the use of generative AI can contribute to efficiency within this practice, such as helping with the identification of the requirements of the target group or the generation of job vacancies. Saving time and thus increasing the efficiency of attracting the right candidates can occur in several ways, according to recruitment specialists.

First, the findability aspect. Findability is about the extent to which the vacancy is easy to find for the target group you want to reach as a recruitment specialist. Here it is important to publish the vacancy on the appropriate platforms. Recruitment specialists use AI to identify their target group in a faster way and in this way place their vacancies on the platforms where the target group usually is. For example, Susan states:

> **Susan:** *"It can also all be used to do audience research. So then I just ask what channels are they on and in what organizations in the Netherlands is ... For example, an electrical engineering consultant at the HBO level. Then that's more like a directional way."*

However, it is especially recognized by recruitment specialists that the use of generative AI can save time in creating an attractive job vacancy. The use of algorithms allows you to sift through a large amount of data in a short time to identify the requirements and desires of the target audience. Besides acting as a source of inspiration to identify desires of the target group. Generative AI is also used by recruitment specialists to translate the desires and requirements of the target into the job vacancy. The motivation is mostly that it can save time. For example, Michel states:

> **Michel:** *"Well, very clearly. In creating vacancy texts. Then I actually always use AI. Just to check, what does such a text look like? Where is it? Super handy to check, well I have this text. Maybe that could also be adjusted. And yes, with the push of a button, chatGPT comes up with very nice alternatives for me."*

Not only Michel confirms that using generative AI when writing an attractive job vacancy can save time. Other recruitment specialists also indicate that generative AI can be used when writing a correct text. They see generative AI as an inspiration source when writing an

attractive job posting. They indicate that the use of generative AI here saves a lot of time compared to writing a job posting without the help of Generative AI.

While recruitment specialists mostly agree that the use of generative AI can contribute to the efficiency of this practice, skepticism is also prevalent about the output generated by generative AI. For example, Robin states:

> **Robin:** *"So I can, for example, a job posting, I can throw in chat GPT. So then you use it and you still don't really get the right results you want. And then you throw it away anyway. And then you start over and then often you're still pushing yourself."*

With this, Robin outlines how using generative AI can also be time-consuming.

Although the outcome of generative AI is sometimes viewed skeptically, it seems to have predominantly little effect on a change in perceived fairness experienced by recruitment specialists. This is mostly due to the fact that recruitment specialists use generative AI as inspiration for writing and posting an attractive job vacancy. This inspiration was previously gained through more traditional search engines (such as Google). However, recruitment specialists recognize that the accession of generative AI improves the efficiency of this recruitment practice and is the rationale for using this tool to attract the right candidates.

Selecting the right candidates

This practice involves several steps, such as screening candidates' CVs , conducting interviews and evaluating candidate skills and criteria. During this step of the selection process, candidates' soft skills are assessed. The introduction of AI brings new interpretations and meanings to the process of selecting the right candidates. Within this practice, the entry of AI can take place primarily in the form of Decision-Making AI.

Although AI systems are capable of making a selection of the right candidates based on historical data, recruitment specialists often see no reason to leave candidate selection to AI tools. The reasons for this lie partly in the interpretation that AI tools are not yet advanced enough to accurately select based on candidates' soft skills. This distrust in the outcome is confirmed by Robin, he states:

> **Robin:** *"I shared profiles with chat one by one. And asked of analyze, the candidate and indicate why the candidate fits and does not fit. And the reasons and bullet points. But I did see strange conclusions. So then you already can't trust it."*

Because of the distrust in the outcomes, checking these outcomes of the selections created by AI will take a lot of time for recruitment specialists. Currently, recruitment specialists do not yet see the AI tool providing efficiency benefits in selecting the right candidates.

This meaning given to the AI by recruitment specialists within this practice is not only due to mistrust in the tool's output, but also doubt in their own ability to adequately use the AI tool. For example, Robin states:

> **Robin:** *"Maybe if you are better at it. If you give better commands. That then at some point they will know what you want and come up with accurate selections. But for me, that just works a little too slowly...."*

The meanings of the practice of candidate selection are not only influenced by efficiency considerations when AI is being adopted, as fairness considerations also affect them. For example, recruitment specialists worry that decisions by AI may come at the expense of fairness of practice. Distrust in the outcome stems in part from the perception that algorithms can reinforce bias in the selection process. In particular, this lies in the fact that algorithmic choices are based on historical data that may contain biases. For example, recruitment specialists fear that historical data is no longer relevant. While characteristics used to be of interest, candidates now have very different requirements and expectations. This creates a mismatch between the historical data and currently relevant characteristics.

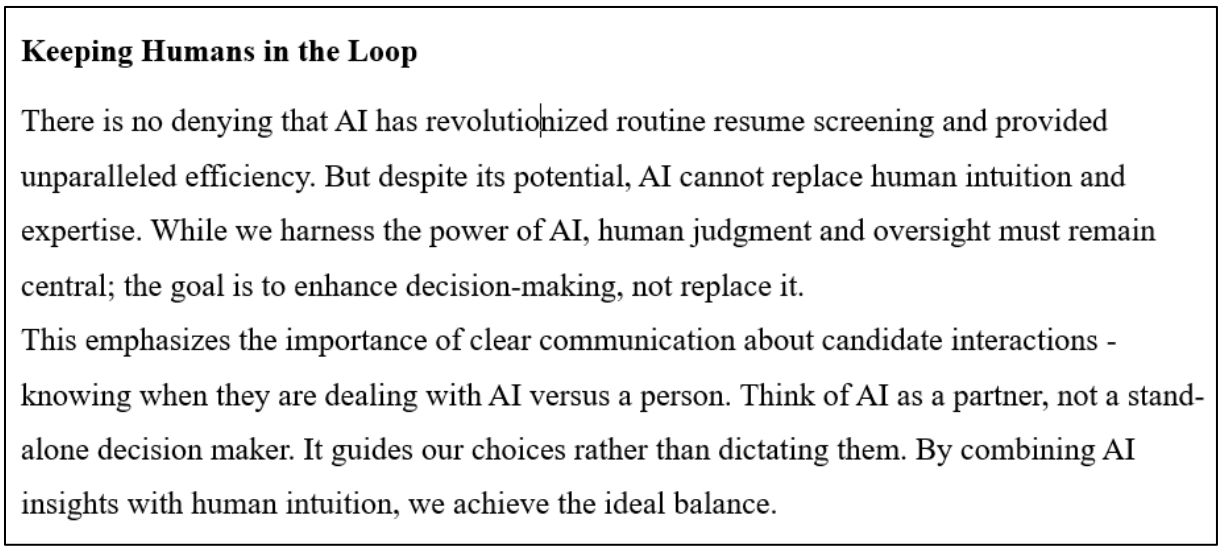
Due to the interpretation that they themselves are not competent enough to provide the right input, recruitment specialists are also afraid that a selection generated by an AI tool will have biases, So states Jill:

> **Jill:** *"It is so difficult that you have to be very clear at the front and give a good assignment by what you put out at the back. So if you skip even one part there or you're not aware of that for a moment or you didn't include that, then you get such a different outcome than if you had filled in something else there. And I would continue to find those exciting as well."*

If training data contains biases, AI algorithms can replicate and reinforce these biases, which can lead to unfair treatment, according to recruitment specialists. This ultimately comes at the expense of distributive and procedural justice when selecting candidates.

However, fairness concerns when using AI tools within these practices are particularly related to interactional justice. This involves ensuring truly respectful, dignified and friendly interactions. Recruitment specialists feel that this justice cannot be ensured by AI because it

lacks the capacity for true empathy and emotional understanding of human interactions. They mostly argue that complex decisions on interpersonal issues, such as selecting the right candidates, often require human judgment and adaptability. This is because every choice is one in itself and has its own context that needs to be taken into account. They therefore argue that AI tools may be able to support candidate selection in the future, but the personal touch must remain at all times. This is confirmed by a LinkedIn post written by a recruitment specialist, as shown in Figure 4. In it, it is outlined that AI can be deployed and can bring positive aspects, but the practice must always remain Human-led.



Keeping Humans in the Loop

There is no denying that AI has revolutionized routine resume screening and provided unparalleled efficiency. But despite its potential, AI cannot replace human intuition and expertise. While we harness the power of AI, human judgment and oversight must remain central; the goal is to enhance decision-making, not replace it.

This emphasizes the importance of clear communication about candidate interactions - knowing when they are dealing with AI versus a person. Think of AI as a partner, not a stand-alone decision maker. It guides our choices rather than dictating them. By combining AI insights with human intuition, we achieve the ideal balance.

Figure 4. LinkedIn post on Human-led recruitment practices

Level of Adoption

The level of AI adoption within these practices is determined by the needed materials, required competencies and meanings that recruitment specialists give to the adoption of this new technology within their practices. The adoption of AI by recruitment specialists can be influenced by varying mixes of low and high perceived efficiency and fairness. These mixes give multiple levels of adoption, namely 'rejection', 'reluctant rejection', 'reluctant adoption' and 'adoption'.

Rejection

Rejection arises when recruitment specialists have the perception that AI systems exhibit low efficiency and low fairness. As a result, they can become hesitant to use these tools. The perception of low efficiency is aroused by the fact that recruitment specialists have the perception that they themselves are often still incapable of using the tools. Because of this perception, they often do not see benefits in efficiency, as it is particularly time-consuming to implement the tools properly.

In addition, there is also a major fairness concern that stems from this. Algorithmic outcomes may contain large biases, which may come at the expense of fairness, according to recruitment specialists. In addition, there may be a perception among recruitment specialists that recruitment practices mostly require human judgment and adaptability, leaving the use of AI behind. For example, Jill states:

> **Jill:** *"Because you are dealing with the human job, after all, for your feeling. It is about people, you yourself are a human being, you are looking for a human being for an organization that is going to work with people. I myself would find it very exciting to leave it entirely to technology."*

The mix of low efficiency and low fairness and thus the rejection of AI arise particularly in the recruitment practices identifying and selecting the right candidates. This is because the use of AI raises large unfairness concerns among recruitment specialists who reject the use of AI. On the one hand, AI outcomes can contain large biases and on the other hand, within these practices, according to recruitment specialists, a large degree of empathy and emotional insight is required to arrive at correct outcomes. In addition, mistrust comes at the expense of perceived fairness by recruitment specialists.

Reluctant Rejection

Reluctant rejection of AI by recruitment specialists occurs when they perceive high fairness and low efficiency. Despite the tool's potential benefits, recruitment specialists mostly choose not to use AI. This arises because they do not recognize or do not see the efficiency benefits. For example, Ian states:

> **Ian:** *"I think you yourself still have biases faster than perhaps than, say, an AI algorithm would, but of course, if you are less good with those proms, then you also get less good output and you always have to check three times. Because you don't know how to build that in, you don't get good output either. You might have lost even more time than if you had written it yourself."*

Indeed, algorithms can be trained to minimize biases that often occur in human decision-making. This would mean evaluating candidates based on their true qualifications and suitability, rather than being influenced by characteristics such as gender, race, age or background. Although this fairness advantage is recognized by recruitment specialists who reluctantly reject it, they say it will not lead to efficiency benefits. This, they argue, because they believe it takes a lot of time to provide the right input to the AI tools, which can actually create the unbiased outcomes.

Reluctant Adoption

Reluctant Adoption occurs when recruitment specialists perceive a high level of efficiency and a low level of fairness when using AI. This level of adoption refers to a situation where recruitment specialists decide to use AI technology because of the efficiency benefits they believe they can gain from it, but do so with some reluctance because of fairness concerns. These fairness concerns arise among recruitment specialists who reluctantly adopt AI tools out of the fact that they perceive biased outcomes. For example, Robin states:

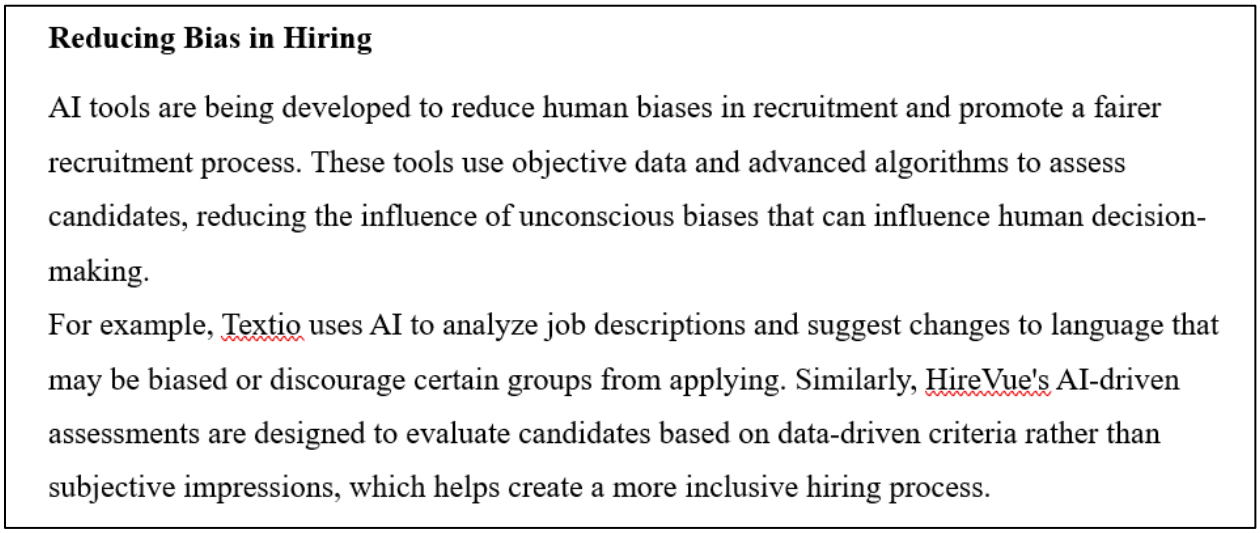
> **Robin:** *"The algorithms may have a certain political preference. Or a certain political thought. Yes, you see in the answers that AI gives you. Or in the answers that it doesn't want to give. So that, I do worry about that in itself."*

They recognize that AI algorithms can contain biases and reproduce discrimination if the training data in which they are trained contains these biases. This can lead to unfair treatment of certain groups of candidates. While the perception of great efficiency benefits may initially lead to adoption of AI by recruitment specialists who reluctantly adopt, may perceived

fairness eventually lead to a decline in adoption. This level of adoption occurs mostly when AI can automate decision-making, such as screening CVs or other personal information during the process. Although CVs can be screened in multiples and in a rapid manner, recruitment specialists experience an increase in biased outcomes in this regard.

Adoption

Adoption of AI by recruitment specialists occurs when they perceive a high degree of fairness and a high degree of efficiency. Recruitment specialists who fully embrace the use of AI, rely on both the unbiased outcomes that AI can produce and also their own ability to provide appropriate input to the AI tools. While recruitment specialists do not yet show this level of adoption within identifying and selecting the appropriate candidates, they have overwhelmingly moved toward full adoption of AI in attracting the right candidates. This is mainly because AI can be used as a source of inspiration that can help accurately generate an attractive job vacancies. With this, the practice can be conducted more fairly and efficiently. Figure 5 outlines a LinkedIn post highlighting how the use of AI can contribute to efficiency and fairness.


Reducing Bias in Hiring

AI tools are being developed to reduce human biases in recruitment and promote a fairer recruitment process. These tools use objective data and advanced algorithms to assess candidates, reducing the influence of unconscious biases that can influence human decision-making.

For example, Textio uses AI to analyze job descriptions and suggest changes to language that may be biased or discourage certain groups from applying. Similarly, HireVue's AI-driven assessments are designed to evaluate candidates based on data-driven criteria rather than subjective impressions, which helps create a more inclusive hiring process.

Figure 5. LinkedIn post on fair and efficient use of AI.

Discussion

In this chapter theoretical contributions and the managerial implications are discussed. In addition, limitations of this research are addressed and the resulting directions for future research are outlined.

Theoretical contributions

Adoption theories, such as TAM and UTAUT tend to base the adoption of technologies on perceptions about the technological characteristics and perceptions about people around them adopting the technology (Venkatesh et al., 2003; Venkatesh et al., 2012; Davis, 1989). The current literature on adoption of new tools or technologies does not consider the broader context, such as market and cultural factors that may influence technology adoption (Dwivedi et al., 2019). Furthermore, it does not take into account individual differences and specific contextual factors that may influence technology adoption and use (Bagozzi, 2007). What is particularly missing is the component that adopters consider how their use of the technology, if they adopt it, may negatively impact others.

This study contributes to current literature by looking beyond the outlined influencing factors for technology adoption. Within this study, we looked at the acceptance and adoption of AI by recruitment specialists from a practices theory lens. Research from a practices theory lens makes it possible to examine how cultural norms, values and expectations influence recruitment specialists' acceptance and adoption of technology, such as AI. Practice Theory provides a framework in which human activities are viewed as social practices that are shaped by and simultaneously shape the materials, competencies and meanings that exist within a given context (Reckwitz, 2002).

By using the practice theory as an enabling lens this study is showing a new perspective on technological adoption, by investigating the meanings for recruitment specialists to adopt, the materials they use and the competencies they need to efficiently adopt AI within their recruitment practices. This shifts the focus from isolated individual behaviors, as described by Venkatesh et al. (2012) and Davis (1989), to contextual factors that influence technology adoption. Instead of just looking at how individuals (recruitment specialists) perceive and use technology (AI), it examines how technology is embedded in broader social structures and how its use is influenced by existing practices and norms.

Within this study, the focus is on the meanings for recruitment specialist to adopt by investigating the role of perceived fairness in the adoption of AI. Introducing perceptions of fairness as a central factor, this study extends existing theories by showing how ethical and particularly fairness considerations can influence willingness to adopt new technologies. This research offers an analysis of multiple forms of justice, namely distributive, procedural and interactional, and how they affect perceptions of fairness in the adoption of AI. An interesting finding from this study which illustrates that perceived fairness actually plays a role in the adoption of AI by recruitment specialists, is the fact that they mostly acknowledge that they distrust the outcomes of AI. Therefore, it negatively affects distributive and procedural justice in particular.

In addition to distrust in the outcomes, recruitment specialists are also skeptical about their own ability in using the AI tools. This self-perception on lacking the competences causes recruitment specialists to assume that the tools will not lead to efficiency benefits for them. This introduces the concept of perceived efficiency within technology adoption. It emphasizes that individuals (recruitment specialists) sometimes hesitate to adopt new technologies (AI), because they do not currently consider themselves to have the required competencies to realize the efficiency benefits. This new perspective adds to current adoption theories by emphasizing that willingness to adopt technology depends not only on the objective characteristics of the technology (AI), but also on how individuals (recruitment specialists) perceive their own competencies of using the technology.

Due to the valuable insights that the practice theory approach has provided in this study, future research can further apply this approach to other technologies and industries. Research can be conducted on how practices, social norms and broader contexts influence the adoption of technologies, such as Blockchain. According to Agi & Jha (2022), it is necessary to consider social and contextual factors to explain the adoption of Blockchain. The practice theory approach can help identify meanings and competences associated with the adoption of blockchain in specific contexts and what possibilities and challenges are involved.

This research highlights how perceptions of fairness in the shape of different forms of justice, as described by Gilliland (1993) and Köcling & Wehner (2020), influence the adoption of technologies. Future research can integrate this fairness consideration into existing adoption theories, such as TAM and UTAUT, and develop new frameworks that take these considerations into account. In doing so, future research can contribute to a deeper understanding of the various factors that influence technology adoption.

Practical implications

Recruitment specialists, innovators and entrepreneurs can gain insights from this study in multiple ways. Implementing the insights from this research, can not only harness the power of AI to promote efficiency, but also ensure fair and ethical practices. AI can streamline recruitment practices by automating components such as sourcing potentials or screening CVs and generating accurate job vacancies. This allows recruitment specialists to focus on strategic activities, increasing the overall efficiency of the process.

At the same time, it is essential to remain vigilant for biases that may be contained in the training data of AI tools. Implementing ethical guidelines for the use of AI can ensure that the technology is used responsibly. Here, it is important that these guidelines include aspects such as data privacy, bias moderating and transparency in decision making. Training on ethical implications of using AI can also help. Innovators can develop targeted training and workshops for recruitment specialists to make them aware of how AI works, possible biases and how fairness can be promoted. This can improve perceptions of fairness and help improve AI adoption.

Furthermore, entrepreneurs can adapt their delivered AI systems to better suit the specific needs and concerns of recruitment specialists, such as reducing bias and improving the interpretation of results. In doing so, they can adapt their products to provide more transparency on how decisions are made. This can increase recruitment specialists' confidence in the fairness of the systems. This can lead to higher adoption and acceptance of AI technologies in the recruitment sector.

Limitations

This paragraph outlines the limitations and discusses how future research could address these limitations. Within this study was managed to find an adequate number of interviewees because of the small scope that is used, however, with a less strict deadline it would have been possible to find a greater variety of participants. The recruitment specialists interviewed all have Dutch backgrounds and all have experience with recruitment practices within the Dutch government, which impacts transferability (Myers, 2019). To increase the variety of cultural backgrounds and other contextual characteristics, netnographic research was conducted. This led to triangulation of research methods, which helps to improve transferability (Myers, 2019). Future research can investigate on a larger scale using participants with different personal characteristics to obtain empirical data. Which results in a data set containing even more meaningful insights and can improve transferability further.

While research from practice theory has provided valuable insights and opportunities for future research, it is recognized within this study that the focus on meanings, competencies and materials behind practices leads to a different perspective on the phenomenon compared to other enabling lenses. The results of this research should only be interpreted in the context of practice theory. Therefore, it is recommended for future research to examine the impact of perceived fairness on AI adoption within recruitment practices from a different enabling lens. For example, By using Consumer Identity Narratives, as described by Ahuvia (2005), as an enabling lens. This approach emphasizes the importance of aligning technological adoption with individual values and narratives. Research from this perspective can provide deeper insights into the personal and professional identities of recruitment specialists and how these identities influence their perceptions and adoption of AI. Which can ultimately lead to a broader and deeper understanding of AI adoption by recruitment specialists

The focus within this research is primarily on the impact of perceived fairness. By focusing on this, an in-depth understanding has been created of how recruitment specialists perceive fairness consideration around the use of AI and how this may affect their AI adoption. At the same time, this focused framework opens doors for future research. The focused approach means that other factors, such as organizational culture, technological infrastructure and market dynamics, that may influence AI adoption within recruitment practices are less highlighted. In-depth research on these potentially critical factors combined with this focused research can lead to a more comprehensive view and understanding of the factors influencing the adoption of AI.

Conclusion

The use of AI is becoming increasingly well recognized in the HR recruitment sector (Rathnayake & Gunawardana, 2023; Chen, 2023; Zhang & Chen, 2023). Despite the literature highlighting the weaknesses of AI in recruitment, such as the potential danger of unfairness in the process due to relying entirely on algorithms, little is yet known about how perceived fairness by recruiters affects their adoption of AI. Therefore, in this study an attempt has been made to reach the goal by answering the research question:

"How can perceived fairness of AI by recruitment specialist influence the adoption of AI in their recruitment practices?"

This study focused on AI adoption within three types of recruitment practices. These practices can be viewed as routines performed by recruitment specialists. Within these practices, AI has been introduced as a new material. Where Decision-Making AI has made its entry particularly in the practices identifying and selecting the right candidates, generative AI has made its entry primarily within attracting the right candidates.

The introduction of this new material can change routines and affect the way the practice is understood and interpreted by the recruitment specialist, which can ultimately influence the choice of technological adoption. This research has provided interesting insights into the role of perceptions of fairness in the adoption of AI technologies by recruitment specialists. It has clearly emerged that perceived fairness by recruitment specialists influences their choice to adopt AI in multiple ways and within different practices.

The use of AI can take place in identifying the right candidates, by automatically screening potential candidates' hard skills based on predetermined criteria. Despite this, recruitment specialists are currently reluctant to adopt it. This is mainly because friction arises between the required competencies and the meanings of recruitment specialists when new materials (AI) enter the practice. Recruitment specialists do not yet consider themselves competent enough to use AI efficiently without compromising the fairness of the practice.

AI can improve the efficiency of attracting the right candidates by quickly generating attractive job vacancies and identifying the right channels for placement. Although the outcome of AI is sometimes viewed skeptically, it seems to have predominantly little effect on a change in perceived fairness experienced by recruitment specialists. This is mostly due to the fact that recruitment specialists use generative AI as inspiration source for writing and

posting an attractive job vacancy. AI is therefore often already used efficiently within this practice without fairness concerns influencing its use.

Selecting appropriate candidates involves steps such as screening CVs, conducting interviews and assessing skills. Although AI offers new opportunities in this process, recruitment specialists are still reluctant to fully adopt AI. They doubt the accuracy of AI in assessing soft skills and often do not feel competent enough to use AI effectively. This causes them to see no efficiency benefits from using AI at this time. There are also concerns about the fairness and transparency of AI-driven selections. Recruitment specialists fear that AI may reinforce bias by being based on historical data, which may lead to unfair treatment of candidates. The biggest fairness concern has to do with interactional justice. According to recruitment specialists, AI lacks the capacity for empathy and emotional understanding, which is essential for fair and respectful interactions.

Altogether, it can be stated that the perceived fairness of AI by recruitment specialists plays a major role in the adoption of this technology in their recruitment processes. Recruitment specialists are reluctant to use AI because of concerns about fairness, bias and the lack of human empathy. While recognizing the potential efficiency benefits, they highlight that AI tools should be primarily supportive, keeping final decisions and human interactions at the center. According to recruitment specialists, maintaining a human approach is essential to ensure the fairness of the recruitment process when AI is adopted.

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Appendix A: Interview Guide

INTERVIEW GUIDE

Project: The impact of perceived fairness by recruitment specialists on their adoption of Artificial intelligence

INTERVIEWER:	Zev Eskes
DATE & TIME:	
AUDIO/VIDEO RECORDED?	
OTHER COMMENTS:	

PARTICIPANT DETAILS

Name*:*	
AGE (CIRCLE RANGE):	18-24 25-34 35-44 45-54 55-64 65+
GENDER:	Male / Female / Nonbinary / Transgender / Prefer not to say
RELEVANT SCOPING/DEMOGRAPHIC INFO TO TOPIC	E.g.,
RELEVANT SCOPING/DEMOGRAPHIC INFO TO TOPIC	E.g.,

PRE-INTERVIEW:

RECOMMENDED TO TAKE SOME NOTES ON WHAT YOU KNOW ABOUT THE PARTICIPANT PRIOR TO THE INTERVIEW, ESPECIALLY IF YOU ALREADY KNOW THEM WELL. (HOW DO YOU KNOW THEM? HOW DID YOU MEET?)

INTERVIEW START: DON'T FORGET

NOTE WHAT'S IN THE ROOM IF VIDEO IS ON (MIGHT SAY SOMETHING ABOUT THE PARTICIPANT, COULD ASK QUESTIONS IF RELEVANT)

BACK-UP AUDIO RECORDING (e.g., SMARTPHONE)

VERBAL CONSENT FORM

EXPLAIN: I WILL START WITH SOME GENERAL QUESTIONS ABOUT YOUR WORKING SITUATION. AFTER THESE I WILL ASK MORE SPECIFIC QUESTIONS ABOUT THE TOPIC I AM STUDYING.

FEEL FREE TO ASK ME IF QUESTIONS AREN'T CLEAR, AND ALSO IF YOU ARE UNCOMFORTABLE TO ANSWER CERTAIN QUESTIONS.

Working Situation

- What is your role?
- Could you tell me briefly about the organization you work for?
- What does a typical day look like for a Recruiter/Talent Sourcer/Campus Recruiter/Headhunter?
- What attracted you to the recruiting profession and how did you get into this industry?
- To what extent are you familiar with the latest trends and technical developments in the field of recruitment
- Can you describe how the recruitment process typically works in your organization?
- What steps are taken from the time a position is opened to the appointment of a candidate?

In depth Context Background (AI in current recruitment practices).

- What specific tasks or processes in the recruitment process are supported by AI tools?
- Can you describe how AI is currently being integrated into your daily recruitment practices?
- What do you think are the potential benefits of using AI in recruitment processes?
- How has integrating AI impacted the speed and efficiency of your recruiting practices?
- Can you provide specific examples of how AI has helped identify suitable candidates?
- Are there certain aspects of the recruitment process where you prefer human decision making over that of AI.
- Are there specific challenges or obstacles you face in using AI in the recruitment process?
- To what extent are employees involved in the implementation and use of AI in recruitment practices?
- How is the output of AI interpreted and applied in the broader context of the recruitment process?

Impact of perceived fairness

- To what extent do you rely on the output of AI when making decisions related to candidate selection?
- Are there concerns about potential bias in the results of AI and how do you deal with it?
- Do you think AI has had a positive or negative impact on the fairness of the recruitment process? If the algo bias is in there, then immediately it is no longer fair
- In what ways do you think AI has affected the fairness of the recruitment process?
- What aspects of AI do you think have an impact on the fairness of the recruitment process?
- How transparent do you think AI's decision-making process is compared to traditional recruitment methods?
- Have you noticed whether AI impacts the diversity of candidates in the recruitment process?
- In what ways has AI changed the nature of your interactions with candidates compared to before integration? If they see through it then you can't interest them
- Are there specific communication moments when the impact of AI is most noticeable? For example, in the pre-screening phase or during job interviews?
- Have you noticed candidates responding differently to communication since implementing AI? If so, in what ways?
- Have specific challenges or opportunities arisen in working with colleagues now that AI is playing a role in the hiring process?
- What strategies have you developed to address any challenges in interacting with candidates as a result of AI?
- To what extent would your perception of the fairness of AI influence your willingness to use this technology in your recruiting practices?
- Is your use of AI influenced by prevailing norms and values ?
- Do you see certain resistance or skepticism within your organization toward the use of AI in recruitment processes, and if so, where do you think this comes from?
- How do you think the acceptance of new technologies such as AI is influenced by how colleagues in your field communicate and collaborate with each other?
- How do social norms within the recruitment industry play a role in your decision-making process regarding the adoption of new technologies such as AI?

Appendix B: Plain Language Statement

Faculty of Management Sciences

PROJECT TITLE: **The impact of perceived fairness by recruitment specialists on their adoption of Artificial Intelligence**

PLAIN LANGUAGE STATEMENT

Dear Sir/Madam,

We invite you to take part in this student research project being conducted by the student researcher Mr. Zev Eskes. This student research project contributes towards the fulfilment of the requirements of the Master of Business Administration (Innovation & Entrepreneurship) being completed by the student researcher.

Purpose: The purpose of this study is to investigate the impact of perceived fairness by recruitment specialists on their adoption of Artificial Intelligence

Research Process: The researcher will ask you about your knowledge of the recruitment process and your adoption of AI within those practices. There will be an extra eye one your fairness concerns associated with it.

The length of these interviews are expected to be around one hour and are also contingent on how long you are all willing to participate in this study. This is at your discretion. Further interviews following the initial interview are possible to further continue our discussions. Participation in any future interviews are at your discretion. All interviews including any further interviews are voluntary; you can withdraw at any time, and you can withdraw any data you have supplied (up to the point of analysis/publication).

Confidentiality and Data Use: Only the researcher and supervisor involved in the project will have access to the raw data in this study. Confidentiality of information provided is subject to legal restrictions. We audio-record the interviews for research purposes. Once we have transcribed and analysed the recordings we remove any personally identifiable information from the transcript documents to provide you anonymity. In resulting research publications you will be referred to by a pseudonym. A copy of the results – in full or redacted form - of the study, or a summary of the research findings are available to you, if you wish to be sent a copy.

Possible Effects: No physical or psychological risks to you are foreseen. You will not be audio-recorded or your personal details collected without consent. With the small sample of participants in this study there is the possibility that you and your responses may be identified through the outputs

of this study. However all reasonable measures will be taken to mitigate this risk, including de-identification of any personal information in transcriptions of recorded audio and reference to you using a pseudonym in any written outputs produced from the research.

Providing Consent: You will be required to fill out a consent form to participate in the research, or provide verbal consent at the start of a research interview.

Researchers:

Zev Eskes	Zev.eskes@ru.nl

Any Questions?
For more information or for a request for the final report to be sent to you in an electronic format, please contact the student researcher Zev Eskes (zev.eskes@ru.nl).

Thank you for your assistance,
Zev Eskes

Appendix C: Ethics Forms

Faculty of Management Sciences

PARTICIPANT CONSENT FORM

PROJECT TITLE: ***The impact of perceived fairness by recruitment specialists on their adoption of Artificial Intelligence***

This is a student research project completed by the student researcher, Mr. Zev Eskes.

Name of participant:

Name of investigator(s):

Student Researcher:
Name; Zev Eskes
Email: Zev.eskes@ru.nl

Supervisor:
Pao Franco, Institute for Management Research, Radboud University, Nijmegen, Netherlands;
Email: (paolo.franco@ru.nl)

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1. I consent to participate in this student project, the details of which have been explained to me, and I have been provided with a written plain language statement to keep.

2. I understand that after I sign and return this consent form it will be retained by the researcher.

3. I understand that my participation will involve observations and I agree that the researcher may use the results as described in the plain language statement.

4. I understand that the data collected and analyzed in this project might also be used by the researchers in closely related research projects.

5. I understand that my participation may involve audio, photo and/or video capture if possible and appropriate, and may involve a period of discussion with the researcher over the interview recorded.

6. I understand that persons under the age of consent (under 18) might be present during the interviews, and their responses may be collected.

7. I understand that my participation includes:
    - This initial interview with the researcher(s).
    - A potential invitation for further interview(s) with the researcher(s). This is at my discretion.

8. I acknowledge that:

(a) the possible effects of participating in the ***interviews*** have been explained to my satisfaction;

(b) I have been informed that I am free to withdraw from the project at any time without explanation or prejudice and to withdraw any data I have provided;

(c) the project is for the purpose of academic research;

(d) I have been informed that the confidentiality of the information I provide will be safeguarded subject to any legal requirements;

(e) I have been informed that with my consent the ***interview may be recorded and transcribed. Recordings*** will be destroyed after transcription (but no less than 5 years after the fieldwork). The transcriptions will be retained indefinitely in safe storage;

(f) I am aware that all reasonable measures to de-identify my responses will be taken, including removal of personal information in audio transcripts and using a pseudonym instead of my real name while the interview is being recorded.

(g) Due to the small sample size of this study and in consideration of all reasonable measures to de-identify my responses, I have been informed that there is still a risk that my responses and I may be identified through the outputs of this study.

(h) I am aware that there are legal limitations to the confidentiality of the data collected from me after all measures to de-identify my responses have been taken. This includes that the data provided can be subject to subpoena, freedom of information requests or mandated reporting by some professions.

(i) I have been informed that a copy of the research findings can be forwarded to me, should I desire.

I consent to the researcher observing behavior □ **yes** □ **no**
(please tick)

I consent to interviews being audio-taped □ **yes** □ **no**
(please tick)

I consent to the use of a pseudonym instead of my real name after the interview has been transcribed and the usage of this pseudonym in resulting outputs of this study.

□ **yes** □ **no**
(please tick)

I wish to be notified when outputs of this research project are published and receive a summary of research findings (If yes, please also provide your email address below)

□ **yes** □ **no**
(please tick)

Participant signature: Date:

Participant contact email:

Appendix D: Supplementary Data

This appendix consist of an extra set of supplementary data regarding AI adoption within recruitment practices and associated fairness and efficiency concerns. These examples are categorized according to the central recruitment practices.

Identifying the right candidates

Jill: *"In practice, I have really only used it for vacancy texts and for your sourcing strings. So that you can take those more easily and use them in LinkedIn. Yes, that you can very easily indicate of I'm looking for someone who is in that region or who has that experience who previously called themselves that. And then from AI you get a whole string that you can use in LinkedIn. Without having to start working with the ANDs and the ORs and the NOTs and I don't know what all. And I really liked that one, because somehow I think I have a type problem or something. But if I had to work out those strings all by myself, it never picked up. Then I would have a space too many somewhere or the quotes would be wrong. So then it takes a lot of time to fill them in correctly. Whereas with AI, it just generates it automatically and that does go very easily."*

Susan: *"The makers of chatGPT, sorry, I always find the word tricky. They now also have a recruitment environment. I don't know if you know that one yet, but that actually, that actually helps you create a boolean. And that ensures that they actually within all platforms, so actually can create a very comprehensive Google XRM. To sour in all the platforms that are out there online, where there are profiles attached to everything, to sour in that. So that is much broader than LinkedIn, of course. And from what I understand, that seems to work really incredibly well. So there, I know people who are, yes, actually already automating the sourcing in that."*

Lynn: *"Yes. So I don't use it that way at all. There must be tools for that. Yes. Probably much better, really developed tools for that. I have to say I would actually find that quite interesting. But more because I also think, look, purely on CVs or, say, if you clearly indicate what hard skills you are looking for, then I can get that from a CV. But I also believe that a program could do that for me. I am curious about softer skills, how you could do that between different candidates."*

Attracting the right candidates

Lynn: "*Look, of course I don't really ask for hard figures or data. But I would never have a text generated and just copy and paste it without checking or putting my own spin on it. Yes. But I do believe that the better I become at giving assignments and making it clear what I want and desire, the outcome will become better and better. Yes. And I just find it much cooler than Googling, because of course I can't really google a text very well, but I actually believe that it gives slightly better results than Google or something like that.*"

Ian*: "There are definitely aspects in attracting the right candidates that have definitely saved a lot of time since we've been using chat GPT, vacancy writing, for example we have a vacancy from a company, we want to post it on our own company page. Well you ask chat GPT put it under its style, well you've already made that prompt once, bam, you've got it right like yes in your own writing style from the company. That also saves a tremendous amount of time."*

Jill: *"Yes, less so. There are quite often crooked sentences in it. So the annoying thing is, you use it for speed and convenience, but you do notice that you always have to double-check it and then you're still picking out all kinds of half-curved sentences. Or that those just don't know the gist, or that you just apparently didn't give enough information at the front end. That what you want comes out. So it does really just as a basic tool for me. And then it's still that it's my own addition and my own sauce to throw over it. So it's not copy-pasting."*

John: *"Look, I use it as a guide. I use it as a kind of inspiration and I fine tune it completely with my own idea and I improve it. But I don't have to take out the whole structure anymore. Eventually. I don't have to..... Uhm yes, I don't have to filter everything out of an intake I do with a manager anymore. I can just have it processed very quickly into some kind of good basic text. I then fine tune that for half an hour and then you're done where I could normally take an hour and a half to two hours over a vacancy text because it was a surprisingly complex position. You could spend more than two hours on that. Sometimes it also depends on your own creativity. Not every day you are equally creative too, so it speeds up, being able to put a job posting online."*

John: *"The funny thing is I had run a text like that from chatGPT through another text tool once and it shows whether there is masculine language or feminine language or neuter but it also shows whether there is a right proportion in it, which means for example men or women wouldn't respond and well that sometimes it really goes on very small words and on very everyday words that it says yes but this is just really too masculine or this is really too strongly Western written. I tried to use that tooling to ultimately create a kind of text in which people of non-Western origin would recognise themselves but also in which women would recognise themselves more, but in the end you end up with a very strange kind of text, so it doesn't work so pleasantly, but that does indicate that AI and therefore also ChatGPT seem to be a kind of unbiased language model, applying a lot of certain word usage."*

Michel: "*Yes I do notice... In the beginning, I trusted it completely. And I thought, well... That one is much better... Than I've ever been able to think. But then I did see a few flaws. Here and there. Also in texts that weren't right. Or that it contained things I hadn't really meant. And I did learn from that."*

Susan: *"Mainly where I use it myself At the moment, because of course I use it. And what I mainly use it for myself is writing job ads. But also thinking about job titles and actually just better understanding what exactly a job entails. So some more background information, I use it for that as well. But also rewriting. Rewriting texts, shortening and so on, those are the biggest, yes, that's the biggest part I use it for. Yes, that just gives ease and speed. It just gives you in some good questions, it just gives you very quickly a good result of what you want to have. Even if it's just to give an answer to a certain question of what does such an in person do and why and how, then you actually already get a whole story that you can actually do something with. And yes. If you key such a question into Google for example, yes, you just have to start linking all these websites and so on. And so yes, for me it's really convenience and speed."*

Selecting the right candidates

Jill: *"What was then, is if you put a recruiter next to AI and they had done that initial CV - selection, that they actually came up with the same outcome 9 times out of 10. But that very often there were 1 or 2 candidates in between which you thought, oh well, this is where I would be curious as a recruiter. But AI had filtered them out. I would always find those very scary too."*

John: *"I don't trust it to that extent or if I make a selection of a candidate, I have to be able to justify it. If I make a selection in terms of a number of criteria I have to be able to justify that and if I let AI do that, so I don't know how exactly that comes about at all. You can, you can already ask that, but I don't like."*

Michel: *"Yes that is a danger though. Yes I think so. Those diseases. Those childhood diseases. Those do need to get out. Yes, that is a danger, yes. That all of a sudden your data is on the streets. Doesn't take away from the fact that this is also happening now. With all kinds of hackers and so on. But this is something again. That there is that extra chance of something like this happening."*

Lynn: *"I don't know if I would want to bear the responsibility of throwing data from all kinds of applicants into such a kind of database. So where does that data go? I mean you do have a, you do have to deal with people's privacy as well."*