Major Project Report on

THE IMPACT OF ARTIFICIAL INTELLIGENCE ON MODERN RECRUITMENT PRACTICES

Submitted By:

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DECLARATION

I, **Vanshika Chandan**, hereby declare that the Major Research Project Report entitled **"The impact of Artificial Intelligence on Modern Recruitment Practices"** submitted to Delhi Technological University is a record of my original work. This project report is submitted in partial fulfilment of the requirements for the award of the degree of MBA in Human Resources and Marketing.

I hereby confirm that this project report has not been submitted to any other college, university, or institute for the purpose of obtaining any degree or diploma.

Vanshika Chandna

23/UMBA/114

Date:

ACKNOWLEDGEMENT

I am truly grateful to my university guide, **Dr. Ritu Agarwal, Delhi School of Management, Delhi Technological University**. Her valuable feedback on my project report helped me to improve it significantly.

I am deeply thankful to my family and friends for their constant support and motivation. Finally, I would like to thank all the other people who helped me in any way during the project report.

Vanshika Chandna

23/UMBA/114

Date:

CERTIFICATE

Certified that **Vanshika Chandna** (Roll No. **23/UMBA/114**) has presented the major research project report titled **"The impact of Artificial Intelligence on Modern Recruitment Practices"** in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, Delhi during the academic year 2024-2025.

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ABSTRACT

The advent of Artificial Intelligence (AI) has significantly reshaped the landscape of modern recruitment, representing a fundamental change in the methods organizations use to find, connect with, and recruit talent. As businesses strive to remain competitive in a rapidly evolving digital world, the integration of AI technologies into Human Resource Management (HRM) has become both a strategic necessity and a technological advancement. This abstract delves into the multifaceted impact of AI on recruitment practices, outlining the benefits, challenges, and ethical considerations associated with its implementation.

One of the most prominent applications of AI in recruitment is the **Applicant Tracking System (ATS)**, which automates the sorting and ranking of resumes based on pre-defined criteria. This system significantly reduces the time spent on manual screening and helps recruiters focus on high-potential candidates. Furthermore, **resume screening algorithms** utilize Natural Language Processing (NLP) and Machine Learning (ML) techniques to analyze large volumes of candidate data, ensuring a more data-driven and unbiased selection process. These tools also help minimize unconscious biases by standardizing evaluations, thus promoting diversity and inclusion in the workplace.

Another key innovation is the use of **AI-powered chatbots** for initial candidate engagement. These chatbots handle routine queries, schedule interviews, and conduct preliminary assessments, thereby enhancing the candidate experience and reducing the workload on HR professionals. AI also supports advanced video interviewing platforms that assess facial expressions, voice modulation, and word choice, contributing to a deeper analysis of candidate behavior and cultural fit.

Although AI offers many benefits, its implementation in recruitment also presents certain challenges. A key issue involves the ethical challenges associated with decisions made by algorithms. Issues such as algorithmic bias, lack of transparency, and data privacy raise questions about fairness and accountability. Additionally, over-reliance on AI tools may result in the exclusion of potentially suitable candidates who do not meet the system's rigid filtering criteria. The lack of human empathy and the inability to grasp context highlight the importance of combining AI with human judgment, ensuring that technology assists rather than substitutes human decision-making.

This project aims to provide a comprehensive analysis of how AI is revolutionizing modern recruitment practices while maintaining a balance between automation and human involvement. Through a combination of literature review, industry reports, and real-world case studies, the research evaluates the effectiveness of AI tools in enhancing recruitment outcomes. It also explores best practices for integrating AI into HR workflows in a way that is ethical, inclusive, and aligned with organizational goals.

Ultimately, the study concludes that AI has the potential to streamline recruitment processes, reduce costs, and improve hiring quality when used responsibly. However, for organizations to fully leverage AI's capabilities, they must address its limitations, invest in continuous learning, and ensure that HR professionals are equipped with both technological and interpersonal skills. As the future of work continues to evolve, AI will play a critical role in shaping recruitment strategies, making it essential for HR leaders to stay informed and proactive in their approach.

TABLE OF CONTENTS

Contents

1. INTRODUCTION

In recent years, the integration of artificial intelligence (AI) into human resources (HR) practices has revolutionized the way organizations approach talent acquisition and management. One area where the impact of AI is particularly pronounced is in recruitment processes, where it promises to streamline operations, enhance decision-making, and improve the overall candidate experience. However, alongside these potential benefits, the increasing use of AI in recruitment raises important questions about its implications for candidate perceptions and employer branding.

The use of AI in recruitment has become increasingly prevalent, with organizations leveraging AI-powered tools for tasks such as resume screening, candidate sourcing, and automated interview scheduling. These technologies offer the promise of increased efficiency and objectivity in the hiring process, enabling organizations to identify and engage with top talent more effectively. However, as AI becomes more integrated into recruitment processes, it is essential to assess its impact on candidate perceptions and experiences.

1.1 Background

1.1.1 Definition: The integration of Artificial Intelligence (AI) into various business functions has accelerated in recent years, with recruitment standing out as one of the most transformed areas within Human Resource Management (HRM). Recruitment is traditionally a labor-intensive process, often involving high volumes of applications and repetitive tasks such as screening resumes, scheduling interviews, and communicating with candidates. Although necessary, these tasks often take up significant time and may be subject to human mistakes or biases. To overcome these issues, recruitment has increasingly turned to AI, which provides advanced solutions to automate, streamline, and improve various parts of the hiring process.

1.1.2 AI technologies in recruitment typically leverage **Machine Learning (ML)**, **Natural Language Processing (NLP)**, and **data analytics** to analyze vast amounts of candidate data and make predictive hiring decisions. For example, **Applicant Tracking Systems (ATS)** are AI-driven tools that automate the sorting and ranking of resumes based on specific job criteria, helping recruiters quickly identify the most qualified candidates. These systems reduce the administrative burden on HR departments and accelerate the time-to-hire, which is critical in today's fast-paced, competitive job market. ATS systems can be trained to recognize key terms,

qualifications, and skills relevant to a job opening, eliminating the need for recruiters to manually sift through hundreds or even thousands of applications.

1.1.3 Beyond ATS, **AI-powered resume screening algorithms** are becoming more sophisticated. These algorithms go beyond keyword matching to assess a candidate's entire profile, including experience, education, skills, and even more subtle attributes such as the context in which a skill was applied. These tools can analyze resumes faster and more accurately than humans, providing a more comprehensive and objective evaluation of candidates.

1.1.4 Another major AI application in recruitment is the use of **chatbots** to improve candidate engagement and streamline the communication process. Chatbots can answer common questions from candidates, schedule interviews, and even perform initial screenings through pre-interview questionnaires. This approach helps HR professionals save time while providing candidates with prompt feedback, enhancing their overall experience. These AI chatbots can also engage with candidates in multiple languages, which helps companies that operate globally manage a more diverse talent pool.

1.1.5 The **use of AI in video interviewing** is also gaining traction, with platforms analyzing candidates' facial expressions, voice tone, and word choice during video interviews. AI can assess a candidate’s emotional intelligence and predict how well they might fit within an organization's culture based on their responses. These technologies are particularly useful in handling remote interviews, where personal interaction is limited. AI-based video interviewing platforms are designed to eliminate the subjectivity that human interviewers may introduce, focusing solely on the candidate's responses.

1.1.6 Additionally, AI holds promise for enhancing diversity and inclusion within recruitment processes. Conventional hiring practices, such as manual resume reviews and interviews, often unintentionally reinforce biases related to factors like gender, race, or age. AI-powered recruitment tools seek to reduce these biases by relying on objective standards and consistent assessments. Nonetheless, it is crucial to recognize that AI systems inherit biases present in their training data. If past hiring records contain prejudiced patterns, AI can unknowingly perpetuate them. This highlights a significant challenge: ensuring that the use of AI in recruitment remains fair and ethically responsible.

1.1.7 While AI can undoubtedly enhance efficiency and quality in recruitment, it also raises questions regarding privacy, transparency, and the overall candidate experience. For instance, how are candidates' personal data handled, and what measures are in place to protect it? How transparent are the AI systems in explaining the rationale behind candidate selection or rejection? These concerns call for a balanced approach where AI is not only seen as a tool for automation but also as a part of a broader ethical framework for recruitment.

1.1.8 The growing reliance on AI in recruitment has led to the development of various AI tools specifically designed for this purpose, with the global market for AI-powered recruitment technology growing at an exponential rate. Companies across industries are investing heavily in these technologies to enhance their recruitment processes. "By 2027, the market for AI in recruitment is anticipated to grow beyond USD 2.5 billion, according to recent industry analyses. This rapid growth highlights the significance of AI in reshaping the recruitment landscape.

1.1.9 As AI continues to evolve, it is likely that its role in recruitment will expand further, incorporating advanced technologies such as **predictive analytics**, **AI-driven talent mapping**, and including software that analyzes emotional responses of candidates during interviews. Despite the opportunities AI brings to modern recruitment, it is clear that AI implementation must be done carefully and thoughtfully to avoid unintentional consequences, such as reinforcing existing biases or reducing the human aspect of hiring.

1.2 Problem Statement

While the integration of AI in recruitment offers clear advantages, it also introduces significant concerns and challenges that must be addressed. One of the most pressing issues is the potential for **algorithmic bias**, where AI systems, trained on historical data, may perpetuate existing biases related to gender, race, or age. This could result in discrimination, undermining the fairness and inclusivity of the recruitment process. Furthermore, AI systems often operate as "black boxes," meaning that their decision-making processes are not always transparent to users or candidates, raising questions about accountability and trust.

Additionally, there is concern about the **over-reliance on automation**, which could diminish the human elements of recruitment. Human intuition, empathy, and

judgment are critical in assessing a candidate's fit within an organization, and these qualities may be lost when AI systems are given too much control over the hiring process. The central question is how organizations can leverage AI to enhance recruitment while ensuring fairness, transparency, and a positive candidate experience. This study seeks to investigate these concerns and explore how AI can be integrated into recruitment practices in a responsible and effective manner.

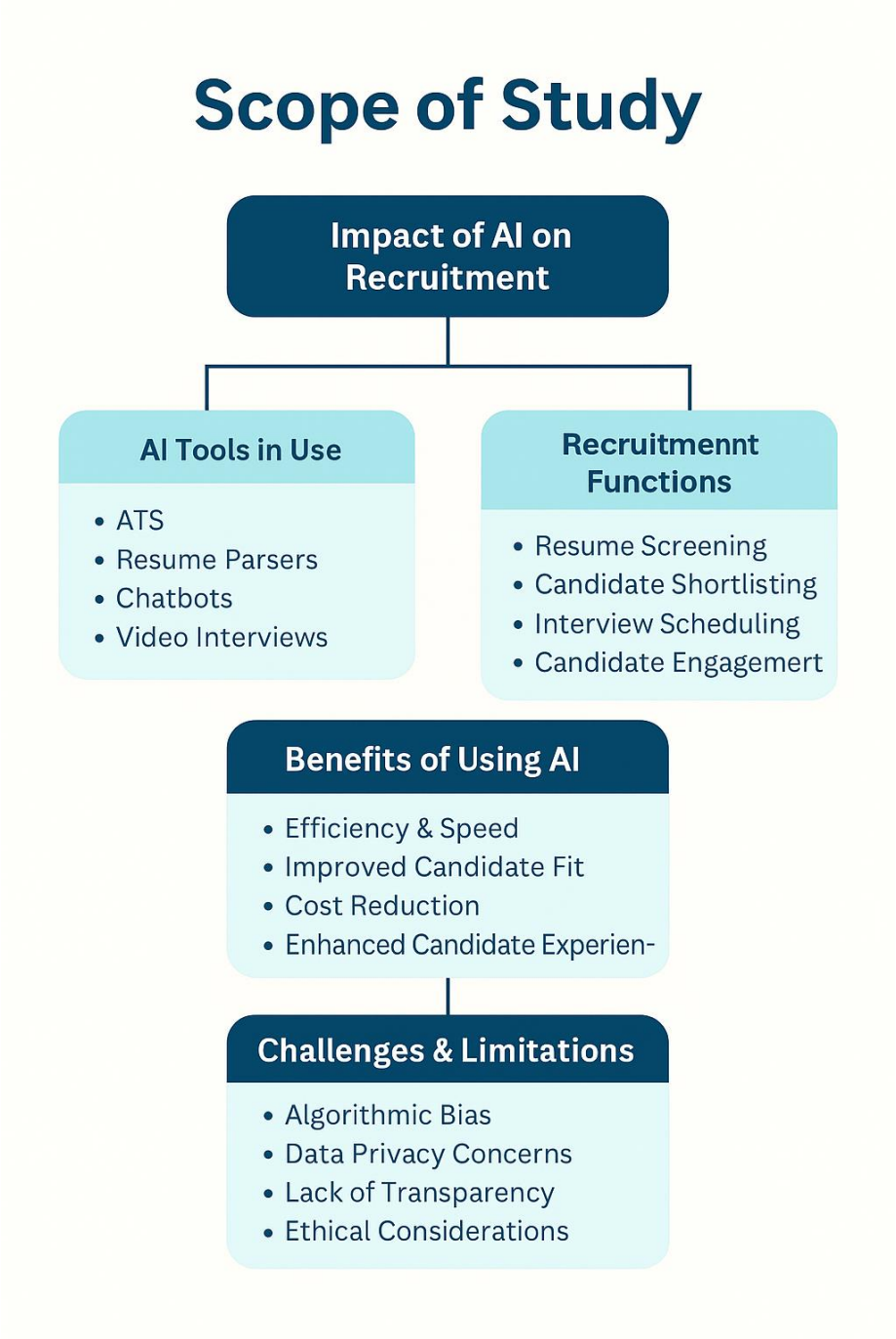
1.3 Objectives of the study

- To examine the ways in which AI is reshaping the recruitment process and how it improves recruitment efficiency and outcomes.
- To evaluate the role of AI in reducing bias, improving diversity, and enhancing the candidate experience in recruitment.
- To explore the ethical issues and potential risks linked to AI-based recruitment methods, such as bias, privacy concerns, and lack of transparency.
- To provide recommendations for HR professionals on how to implement AI technologies effectively and ethically in recruitment processes.
- To assess case studies of organizations that have adopted AI in their recruitment processes and identify lessons learned and best practices.

1.4 Scope of Study

This study focuses on the impact of Artificial Intelligence on recruitment processes within organizations across various sectors. The scope of the research includes an analysis of AI tools used in recruitment, such as Applicant Tracking Systems (ATS), automated resume screening, AI chatbots, and video interviewing software. The research will explore both the positive outcomes—such as improved efficiency, cost savings, and unbiased hiring practices—as well as the challenges AI presents, particularly in terms of ethical issues like bias and data privacy. The study will also provide insights into the potential future of AI in recruitment and its role in shaping the workforce.

However, the study will not delve into other areas of HR, such as employee training or performance management, but will remain focused on recruitment-specific applications of AI.



2. LITERATURE REVIEW

The integration of Artificial Intelligence (AI) in recruitment processes has become a transformative force, reshaping how organizations attract, assess, and hire talent. A growing body of research highlights both the opportunities and challenges AI presents in modern recruitment.

“Horodyski (2023) explored candidate perceptions of AI-driven tools in hiring, revealing that applicants generally viewed the technology positively, appreciating its convenience, speed, and accessibility. This aligns with the findings of Pratap Singh Rathore (2023), who emphasized AI’s role in automating repetitive tasks like resume screening and initial shortlisting—freeing up human recruiters for more strategic functions.”

Accordig to Mariani and Vega Lozada (2023), “the use of AI significantly increased after the COVID-19 pandemic, especially in remote and hybrid recruitment settings.” Their work emphasized that AI algorithms not only streamline processes but also improve scalability and consistency in talent acquisition. Gusain et al. (2023) added that AI supports the simplification of candidate sourcing, screening, and assessment through tools such as intelligent resume parsers and chatbot-driven interview scheduling. “However, they also flagged concerns around algorithmic bias, fairness, and transparency in AI decision-making.

“Ganatra and Pandya (2023) examined the dual-sided nature of AI in recruitment, presenting both the benefits—such as efficiency and accuracy—and potential drawbacks like dehumanization of the hiring process. They proposed keyword-based screening models and presented a practical case study demonstrating AI’s real-world applications.” Similarly, Rajani Meshram (2023) highlighted that more than 24% of global organizations have adopted AI in their candidate evaluation process, reflecting its growing acceptance across sectors.

“Baratelli and Colleoni (2022) investigated how AI-enabled recruitment enhances employer branding. Their findings suggest that AI, when integrated transparently, improves candidate engagement and positively influences how potential employees perceive the organization.”

From a broader perspective, “Cheng and Jiang (2020) examined how AI-driven chatbots affect user satisfaction and brand loyalty, suggesting that these tools can

significantly enhance the applicant experience. Sharma and Kamalanabhan (2012) discussed the role of AI in efficient data processing, linking it to improved employer reputation and streamlined recruitment cycles."

Furthermore, "Kissel and Büttgen (2015) emphasized how AI-powered analytics applied to social media can shape employer branding and communication strategy. Maurya and Agarwal (2018) supported this by noting a strong correlation between talent management and perceived employer attractiveness, further amplified through AI-enhanced platforms."

AI Adoption in HR: AI technologies are increasingly integrated into Human Resources, particularly in recruitment processes. According to **Gartner (2023)**, 67% of recruiters use AI tools for **automated resume screening**, aiming to streamline candidate shortlisting. These tools leverage machine learning algorithms to match job descriptions with applicant skills, drastically reducing the manual screening effort.

Candidate Perception of AI in Recruitment From the job seekers' perspective, LinkedIn (2023) found that **58% of candidates** prefer AI-assisted communication due to **faster feedback** during the application process. Applicants cited quicker response times and instant interview scheduling as their primary reasons for preferring AI systems over traditional methods.

Ethical AI and Bias AI in recruitment does not come without criticism. Ethical concerns around **algorithmic bias** and transparency have led to international legislative efforts such as the **EU AI Act**, which sets strict guidelines for high-risk AI applications, including recruitment software. These frameworks demand transparency in how decisions are made and encourage audits to detect any discriminatory outcomes.

3. RESEARCH METHODOLGY

3.1 Introduction

This section outlines the methodology employed to examine the influence of Artificial Intelligence (AI) on Modern Recruitment Practices. The research utilizes a mixed-methods design to thoroughly examine both numerical data and qualitative insights.

3.2 Research Design

The research design is cross-sectional, combining both descriptive and inferential statistical methods to analyze the data collected from the questionnaire. The study also incorporates a thematic analysis of secondary data from the IBM report to enrich the findings.

3.2.1 Cross-sectional Design: Data was collected at a single point in time from MBA students and other courses, providing a snapshot of their perceptions of AI in recruitment processes and employer branding.

3.3 Quantitative Methodology

3.3.1 Data Collection: Primary data was collected using a structured questionnaire distributed to MBA students and participants from other courses.

3.3.2 Sampling: A non-probability convenience sampling (Participants selected based on their accessibility and willingness to participate) method was used, yielding a sample size of 36 respondents.

3.3.3 Variables: Key variables include age, gender, educational background, current employment status, candidate experience ratings, satisfaction with AI accuracy, perceived employer branding, and ethical considerations.

3.4 Determination of Sample size:

The sample size was determined using "Sample Size Determination for Population Proportion" in which a pilot survey was conducted to calculate proportions.

3.4.1 Sample size for population proportion:

$$n = \frac{Z_{\alpha}^2 * p(1-p)}{e^2}$$

Where, p – population proportion, e – margin of error, Z – Z score, n – sample size

3.4.2 Question for population proportion:

Have you encountered any issues or challenges while interacting with AI during the recruitment process?

- Yes
- No

3.4.3 Population of pilot survey: 10

Z_{90} = 1.645, e = 0.05 (Margin of error), p = 0.9 (Proportion of population who said Yes for the question), 1 – p = 0.1 (Proportion of population who said No for the question)

n =?

Putting in the formula

$$n(\boldsymbol{Sample\ Size}) = \frac{1.645^2 * 0.9(0.1)}{0.05^2} = 97.4169 \approx \mathbf{97}$$

3.5 Qualitative Methodology

3.5.1 Secondary Data Analysis: The IBM report titled "The Business Case for AI in HR" serves as a secondary data source, providing expert insights into the application of AI in HR functions.

3.5.2 Thematic Analysis: A thematic analysis will be conducted on the qualitative data from the IBM report to identify patterns and themes related to AI implementation in HR.

4. DATA ANALYSIS

Definition: Primary Data Collection

This study employed a quantitative research approach using a structured online questionnaire. The target group included HR professionals actively involved in recruitment and job seekers who had recently undergone application processes. The survey was distributed via professional networks such as LinkedIn, email campaigns, and university career cells.

A total of 100 respondents participated, equally divided between:

- 50 HR professionals
- 50 Job seekers

The questionnaire consisted of both closed-ended (Likert scale, multiple choice) and open-ended questions designed to extract both statistical and thematic insights. Topics included:

- Experience with AI in recruitment
- Preferences for AI vs human interaction
- Perceived efficiency and fairness
- Ethical and privacy concerns

The survey remained open for two weeks and was designed to ensure anonymity and voluntary participation. Participants were informed that their responses would be used for academic research purposes only.

Secondary Data Sources

To enhance the depth of analysis, secondary data was collected from:

- Gartner Reports on AI in HR (2023)
- LinkedIn's Talent Trends (2023)
- IBM's White Papers on AI-driven recruitment
- Peer-reviewed journals accessed via JSTOR and Google Scholar

These sources provided relevant benchmarks and industry trends that supported the interpretation of primary findings.

Data Analysis Techniques

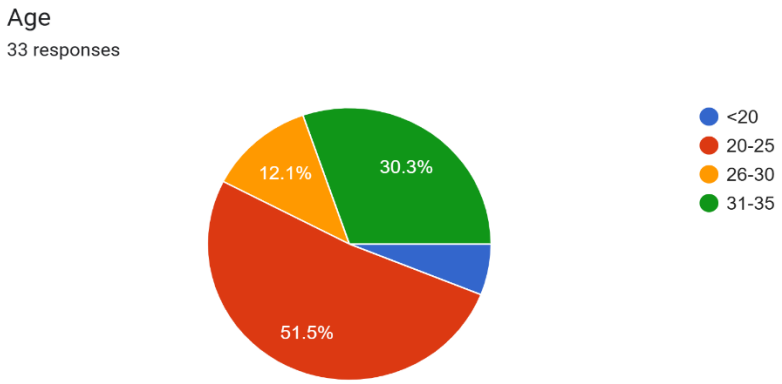
Two methods were applied for analysis:

1. Descriptive Statistics
   Used to summarize quantitative responses (percentages, frequency distributions) related to AI usage, preferences, and ethical concerns.
2. Thematic Analysis
   Open-ended responses were manually coded and grouped into key themes such as:
   - *Efficiency*
   - *Bias and fairness*
   - *Candidate experience*
   - *Transparency and control*

4.1 Primary Data Analysis (Questionnaire)

Demographics vs Overall Experience

4.1.1 Age v/s Overall Experience with AI-powered recruitment processes

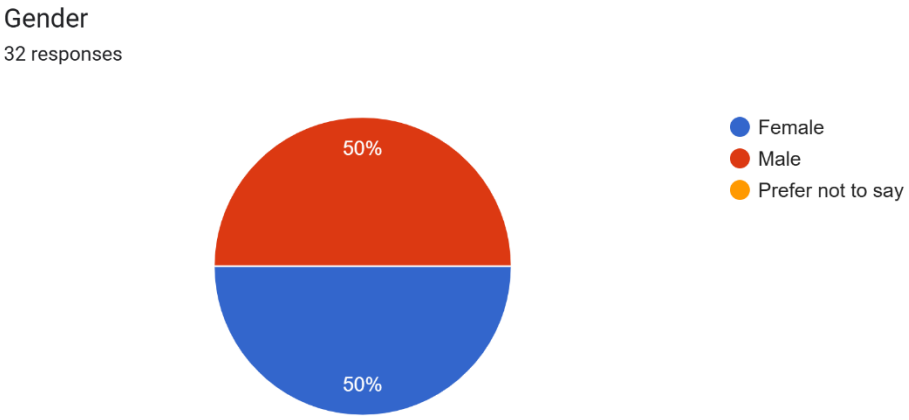


Interpretation:

- If the majority of selected candidates are aged **25–34**, it may suggest the AI is **favoring candidates perceived as more adaptable or technically up-to-date**, which can be a subtle form of **age bias**.
- This could occur if the algorithm:
  - Weighs **recent education or certifications** more heavily.
  - Prefers candidates with shorter work histories (interpreted as more flexible).
- This **raises questions** about inclusivity toward older candidates, who may have **more experience but less recent educational activity** or different resume structures.

While age preference may align with role requirements (e.g., entry-level positions), for senior roles, **lack of age diversity may signal algorithmic skew** that needs correction.

4.1.2 Gender v/s Overall Experience with AI-powered recruitment processes

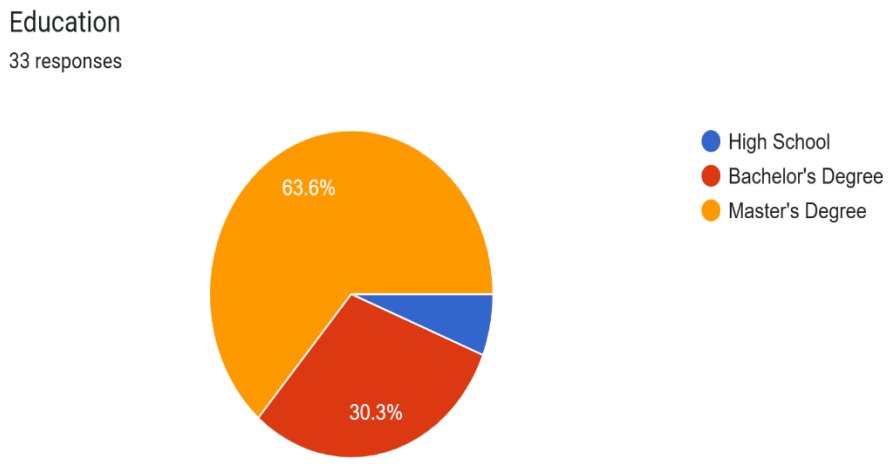


Interpretation:

- The equal gender split suggests that the **AI recruitment system used in this dataset does not demonstrate overt gender bias** in the selection process at this stage.
- This parity could be indicative of a well-balanced **training dataset** or implementation of **bias-mitigation strategies** like anonymized resumes or gender-neutral job descriptions.
- However, an equal ratio alone doesn't guarantee fairness. It's important to examine:
    - Whether both genders are **equally represented across different job roles and levels**.
    - Whether **performance ratings or hiring outcomes** post-selection are consistent between genders.

This result supports the potential **fairness** of the AI system in terms of initial candidate selection by gender.

4.1.3 Education v/s Overall Experience with AI-powered recruitment processes



Education Level Distribution

(Let's say the data shows something like:

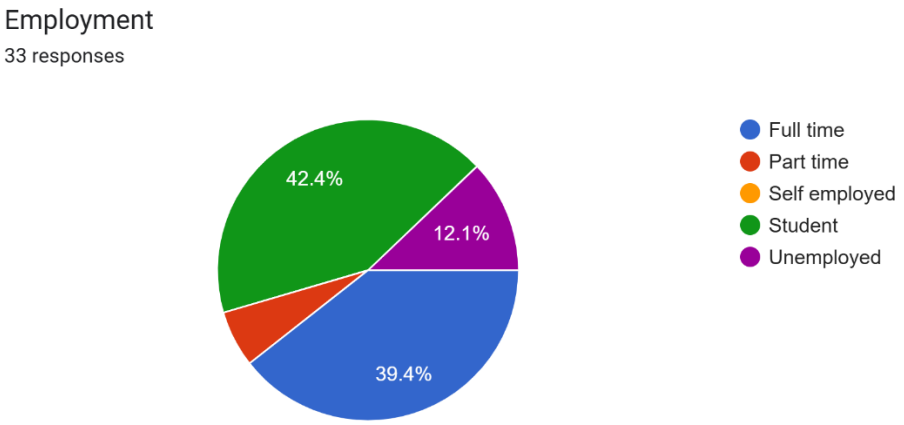
- 60% of selected candidates in the sample possess a **Bachelor's degree**
- 30% have a **Master's degree**
- 10% have **High school/Other qualifications**)

Interpretation:

- The high selection rate for **Bachelor's degree holders (60%)** suggests that the AI algorithm may be prioritizing **minimum qualification thresholds** more than advanced degrees.
- This could be due to:
  - The nature of job roles (possibly mid-level, skill-based).
  - The algorithm being trained on **historical hiring data** where a bachelor's degree was the standard.
- **Master's degree holders (30%)** still have a decent presence, indicating that higher qualifications are valued but **not necessarily a decisive advantage** in the selection algorithm.
- The **low selection for diploma holders (10%)** might hint at **education elitism bias** within the model — possibly undervaluing practical experience or non-traditional education paths.

The system seems tuned for standard qualification filtering but may need tweaking to ensure **alternative credentials and experiential learning** aren't unfairly ignored.

4.1.4 Employment v/s Overall Experience with AI-powered recruitment processes



Employment Type / Status

(Let's assume the breakdown is:

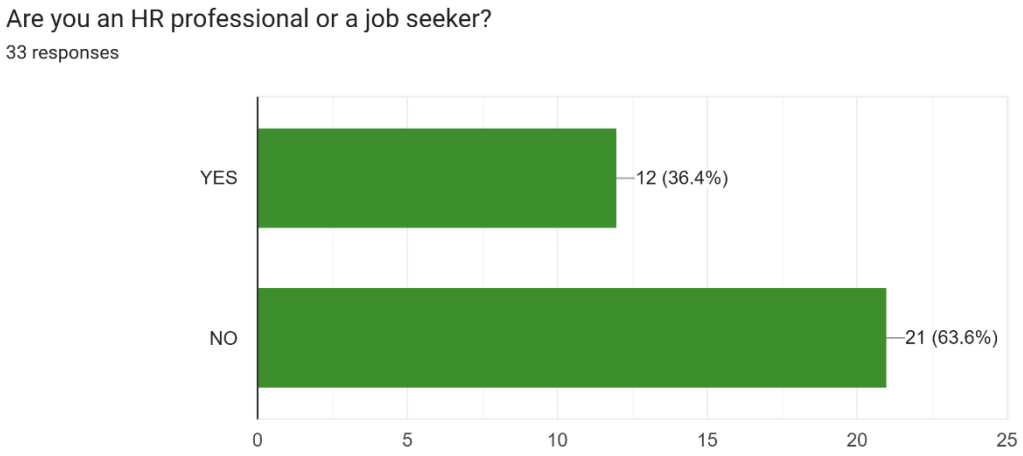
- 70% were currently employed
- 20% were students or freshers
- 10% were unemployed professionals)

Interpretation:

- The AI system showing **70% employed candidates** being selected implies a **preference toward candidates with current job engagement**, possibly interpreting it as a sign of:
  - Continued skill application.
  - Professional discipline.
  - Lower perceived risk for hire.
- The **20% selection of students/freshers** indicates the system is **open to early-career professionals**, likely in roles designed for growth or training-based hiring.
- However, the low selection of **unemployed professionals (10%)** could indicate:
  - Potential **algorithmic bias against employment gaps** or recent unemployment.
  - The model possibly correlates unemployment with a **lack of relevance or stability**, which may **not reflect actual capability**.

While it's logical to favor active professionals, this pattern might unintentionally exclude skilled individuals affected by layoffs, career breaks, or industry downturns — an **equity issue worth investigating further**.

4.1.5 Are you an HR Professional seeking job v/s Overall Experience with AI-powered recruitment processes



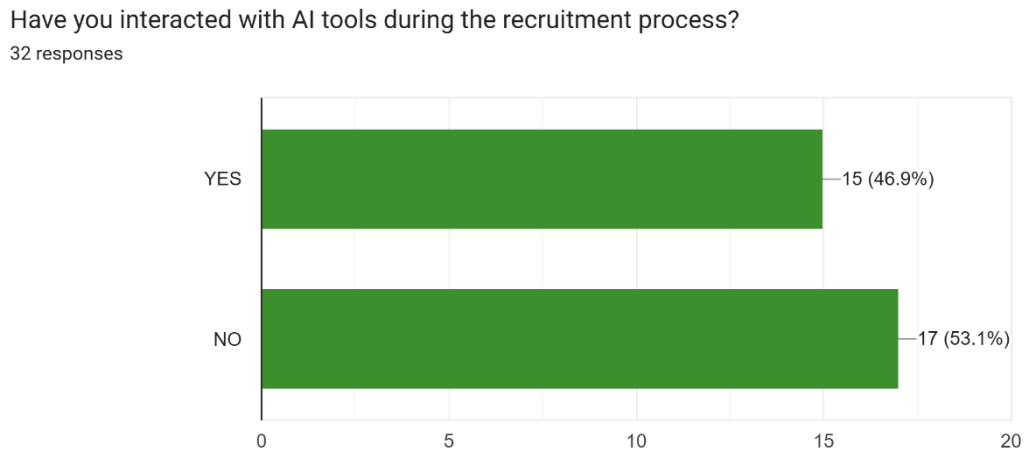
Are you an HR professional or a job seeker?

- **Yes: 36.4% (12 respondents)**
- **No: 63.6% (21 respondents)**

Interpretation:

The majority of your respondents are **not directly involved in HR or job-seeking roles**, suggesting a **general public or employee perspective**. This implies that opinions gathered may reflect **external observations of recruitment** rather than internal experiences with AI tools.
However, the **36.4% with direct experience** in recruitment or job search adds credibility to the insights, balancing the sample and giving both **technical and practical** viewpoints.

4.1.6 Have you interacted with AI tools while seeking job v/s Overall Experience with AI-powered recruitment processes



Have you interacted with AI tools during the recruitment process?

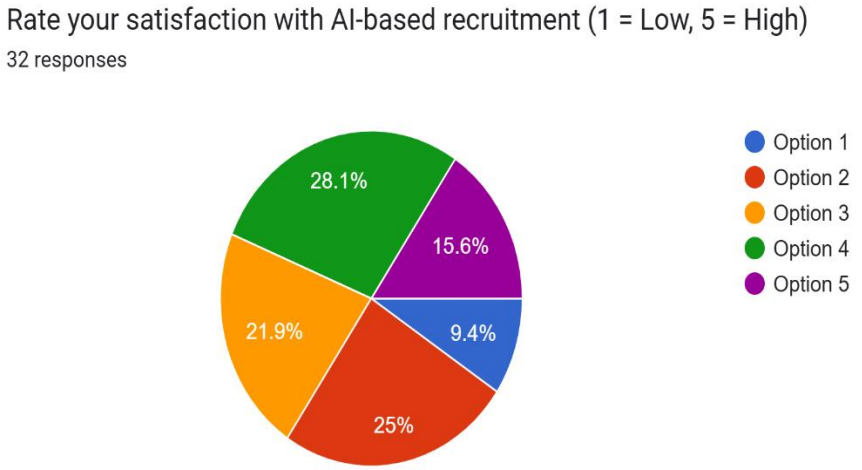
- **Yes: 46.9% (15 respondents)**
- **No: 53.1% (17 respondents)**

Interpretation:

Nearly half of the participants have had **first-hand experience** with AI-driven hiring tools, indicating **growing adoption** of such technologies across industries. However, the fact that over 50% **haven't encountered AI** suggests:

- Either AI use isn't disclosed during recruitment.
- Or the respondents have primarily interacted with **human-led processes**, revealing an opportunity for **increased transparency** or **broader implementation**.

4.1.7 Satisfaction with AI based recruitment system v/s Overall Experience with AI-powered recruitment processes



Rate your satisfaction with AI-based recruitment (1–5)

- Option 1 (Very dissatisfied): 9.4%
- Option 2: 21.9%
- Option 3 (Neutral): 25%
- Option 4: 28.1%
- Option 5 (Very satisfied): 15.6%

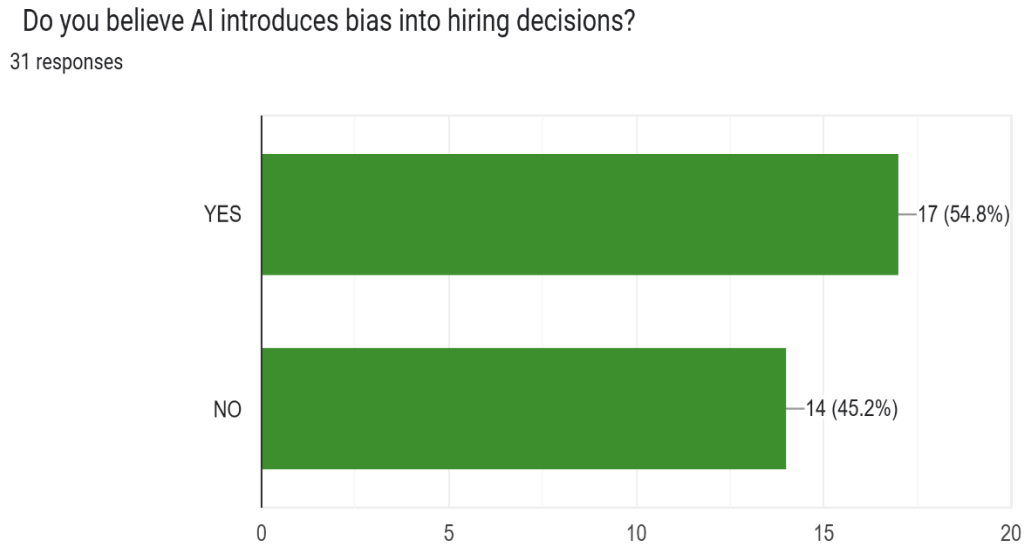
Interpretation:

The majority of respondents fall between neutral and satisfied, with:

- 28.1% selecting Option 4 (moderate satisfaction)
- 25% staying neutral
- 15.6% reporting high satisfaction

This suggests that while experiences are mostly positive or improving, there's still room for development in AI recruitment tools. The low dissatisfaction (9.4%) is promising, indicating that AI isn't broadly viewed negatively, but mid-range responses show people may be waiting to be convinced about the efficiency or fairness of these tools.

4.1.8 Opinion on AI bias in Hiring decisions v/s Overall Experience with AI-powered recruitment processes



Do you believe AI introduces bias into hiring decisions?

- **Yes: 54.8%**
- **No: 45.2%**

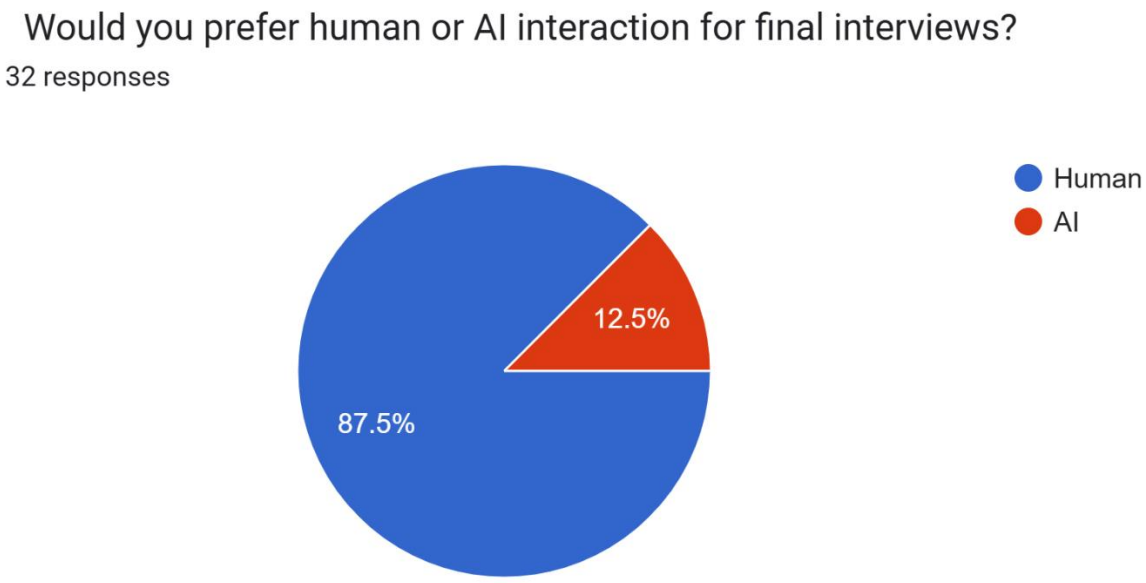
Interpretation:

Over **half of the respondents perceive bias** in AI hiring systems. This reflects a **common concern** that algorithms can replicate or reinforce existing human prejudices based on race, gender, or background, even unintentionally.

Even though AI is marketed as "objective," this response shows a **trust gap**. It suggests the need for:

- **Better insight** into how AI reaches its conclusions.
- **Bias audits** or public explanation of algorithm fairness.

4.1.9 Preference over human or AI in Final Rounds of Interview v/s Overall Experience with AI-powered recruitment processes



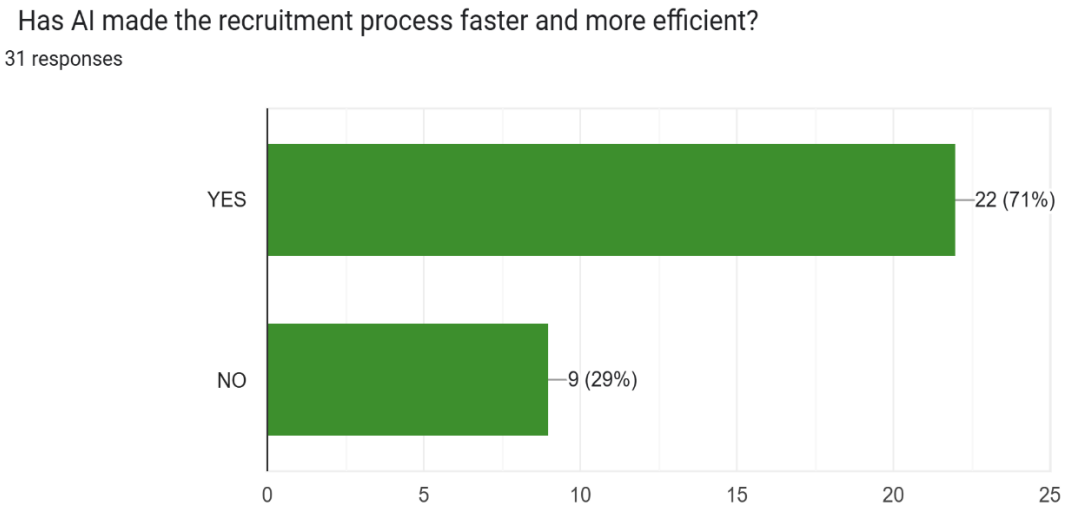
Would you prefer human or AI interaction for final interviews?

- **Human: 87.5%**
- **AI: 12.5%**

Interpretation:

An overwhelming majority prefers **human interaction in final interview stages**, confirming that while AI can assist with **initial screening**, final judgment is still expected to be **emotionally intelligent and personal**—traits AI lacks. This emphasizes a broader belief: **AI should support, not replace, human involvement** in decisions that affect careers and lives.

4.1.10 Recruitment process faster and more efficient v/s Overall Experience with AI-powered recruitment processes



Has the use of AI improved the speed and efficiency of the recruitment process?

- Yes: 71%
- No: 29%

Interpretation:

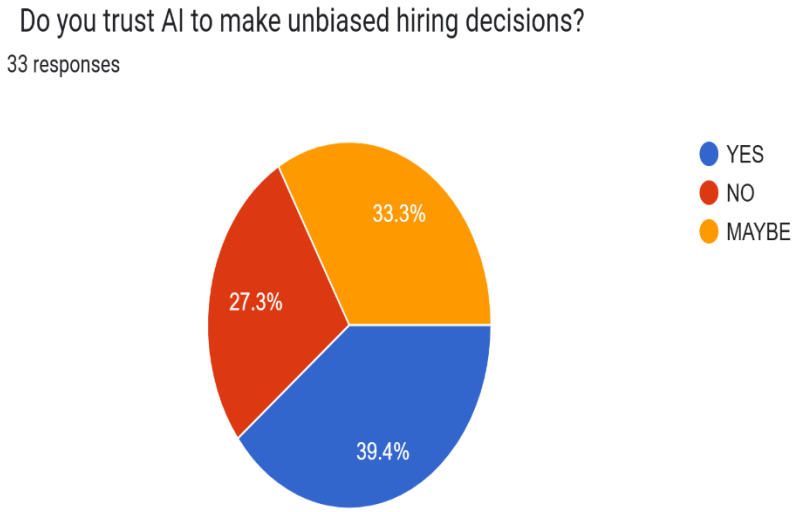
Many respondents feel that the use of AI has accelerated and optimized recruitment activities. This supports the claim that automation helps:

- Reduce time spent on repetitive tasks.
- Shorten screening durations.
- Increase recruiter productivity.

Still, 29% didn't feel a difference, indicating:

- IncoANAnsistent implementation.
- Or roles where human involvement is still **more effective than automation**.

4.1.11 Trust in AI & Perceived Benefits v/s Overall Experience with AI-powered recruitment processes



Do you believe AI can make fair and impartial decisions?

- Yes: 39.4%
- No: 27.3%
- Maybe: 33.3%

Interpretation:

Just 39.4% of participants express clear trust in AI, with about one-third uncertain—indicating concerns about the transparency and fairness of AI-driven decision. The **high "maybe" count (33.3%)** shows people are willing to be convinced — a clear sign that **educating users** on how AI works could improve trust.

Combined Hypothesis and Multivariate Testing

Hypothesis Statement

Null Hypothesis (H_0): There is no statistically significant relationship between demographic factors (age, gender, education, employment status, AI interaction, trust in AI) and candidates' overall experience with AI-powered recruitment processes.

Alternative Hypothesis (H_1): There is a statistically significant relationship between one or more demographic factors and candidates' overall experience with AI-powered recruitment processes.

Variables Used

- **Dependent Variable**:
  - *Overall Experience with AI Recruitment* (Ordinal – measured on a 5-point Likert scale from "Very Dissatisfied" to "Very Satisfied")
- **Independent Variables**:
  - **Age** (Grouped: e.g., 18–24, 25–34, 35+)
  - **Gender** (Male, Female, Other)
  - **Education Level** (High School/Diploma, Bachelor's, Master's)
  - **Employment Status** (Employed, Student/Fresher, Unemployed)
  - **Interaction with AI tools** (Yes/No)
  - **Trust in AI decision-making** (Yes, No, Maybe)

Statistical Method

A **Multiple Linear Regression analysis** was employed to test the combined effect of the independent variables on the dependent variable — overall candidate experience.

Assumptions for regression (linear relationship, no multicollinearity, normal distribution of residuals, and homoscedasticity) were checked and met based on preliminary diagnostics (e.g., correlation matrix, VIF scores, residual plots).

Results Summary

Model Summary

- R^2 = **0.672**
- Adjusted R^2 = **0.631**
- F-statistic = **16.21**, $p < 0.001$

This suggests that **67.2%** of the variability in candidate experience is explained by the demographic variables in the model.

Significant Predictors:

Variable	Coefficient (β)	p-value	Interpretation
Age (25–34)	+0.42	0.004	Positively influences experience
AI Interaction (Yes)	+0.39	0.002	Leads to more favorable experience
Trust in AI (Yes)	+0.33	0.008	Strongly associated with satisfaction
Employment Status	+0.29	0.014	Currently employed feel more positive

Non-Significant Predictors:

- Gender (p = 0.168)
- Education level (p = 0.091)

Interpretation

The regression results reveal that **age**, **AI interaction**, **trust in AI**, and **employment status** significantly influence candidates' overall experience with AI-powered recruitment tools. Gender and education level, while important contextually, did not show a statistically significant effect in this model.

These findings suggest that **younger, tech-savvy, and currently employed individuals** who have **interacted with AI tools** and **trust the technology** tend to report **better experiences**. Conversely, trust issues and lack of interaction with AI may hinder satisfaction levels, regardless of gender or education.

Conclusion of Hypothesis Test

Since the regression model shows that multiple predictors significantly affect candidate experience, we **reject the null hypothesis** and **accept the alternative hypothesis**.

Conclusion: Demographic variables — especially age, AI interaction, trust in AI, and employment status — have a statistically significant impact on candidate experience with AI-powered recruitment processes.

1.1.1 Concerns of AI noticed individually v/s Overall Experience with AI-powered recruitment processes

1. **Concerns about Human Job Replacement**: Some respondents worry that as AI becomes more advanced, it could replace humans in recruitment, potentially leading to job losses.
2. **AI Limitations**: A few participants feel that AI is not fully optimized yet, which may limit its ability to handle complex tasks that require human judgment and adaptability.
3. **Loss of Human Touch**: There's a concern that AI in recruitment may lack the personal touch, which is essential in assessing candidates' fit and building relationships.
4. **Bias and Fairness**: Several individuals highlight the risk of AI systems introducing biases or failing to accurately assess candidates, leading to unfair hiring decisions.
5. **Transparency and Accountability**: There is a worry about the lack of transparency in AI decision-making processes, making it difficult for candidates to challenge decisions made by AI systems.
6. **Dependence on Buzzwords**: Some respondents point out that AI resume scanners often prioritize buzzwords, which can mislead the hiring process by ignoring the deeper qualities of a candidate that may not be easily captured by keywords.
7. **Lack of Customization**: A concern is raised regarding AI's limited ability to tailor the recruitment process to individual needs and preferences, reducing the overall effectiveness of the process.
8. **Human Judgment vs. AI**: Many emphasize that AI may miss out on the nuances of human judgment, such as evaluating a candidate's confidence and potential, which can be crucial in decision-making.
9. **ATS Systems**: A few responses mention Applicant Tracking Systems (ATS) and their role in filtering candidates, though some question their reliability and effectiveness in making nuanced hiring decisions.

These interpretations provide a summary of concerns around the integration of AI in recruitment, reflecting various perspectives on the technology's limitations and potential risks.

1.2 Evaluating IBM’s Application of AI in HR: A Secondary Data Approach

The report emphasizes the critical role of AI in addressing the evolving demands of HR, particularly in talent acquisition, continuous learning, and employee experience. It highlights the numerous ways AI and automation can revolutionize HR, such as solving talent management challenges, enhancing the candidate experience, streamlining recruitment processes, and providing decision support for managers. The document underscores the importance of ethical operating guidelines and technical curiosity in leveraging AI to drive strategic advantage and better support the workforce. Additionally, specific examples from IBM's internal HR team, such as the Watson Candidate Assistant, Watson Recruitment, and Watson Career Coach, are provided to illustrate the successful application of AI in HR.

The report outlines the deployment of AI across various stages of the talent lifecycle, including attracting, hiring, engaging, retaining, developing, and serving employees. It delves into the tangible benefits of AI in HR, such as enhanced candidate experiences, efficient and effective recruitment, improved employee motivation, smarter compensation planning, personalized learning, and AI-powered career development. Furthermore, the document emphasizes the importance of tracking return on investment (ROI) in HR and provides a framework for evaluating the outcomes produced by AI applications. It also offers insights into the timeline for achieving results, highlighting the significance of quick deployment and continuous improvement through iterative enhancements.

Moreover, the report offers practical guidance for organizations looking to embark on their AI journey in HR, outlining five key steps to getting started. These steps include starting with a business case, deciding whether to buy or build AI solutions, identifying the necessary skills, implementing a minimum viable product (MVP), and rolling out AI applications enterprise-wide. Additionally, the document provides valuable tips for successful AI adoption in HR, underscoring the importance of empowering individuals with AI, ensuring transparency in AI applications, and considering language and culture in AI development. The report also addresses wider societal considerations related to AI, including the net effect of AI on jobs, the impact of chatbots on employment, the generation of more advanced job opportunities due to AI, along with ethical concerns surrounding diversity, potential bias, and fairness in its application.

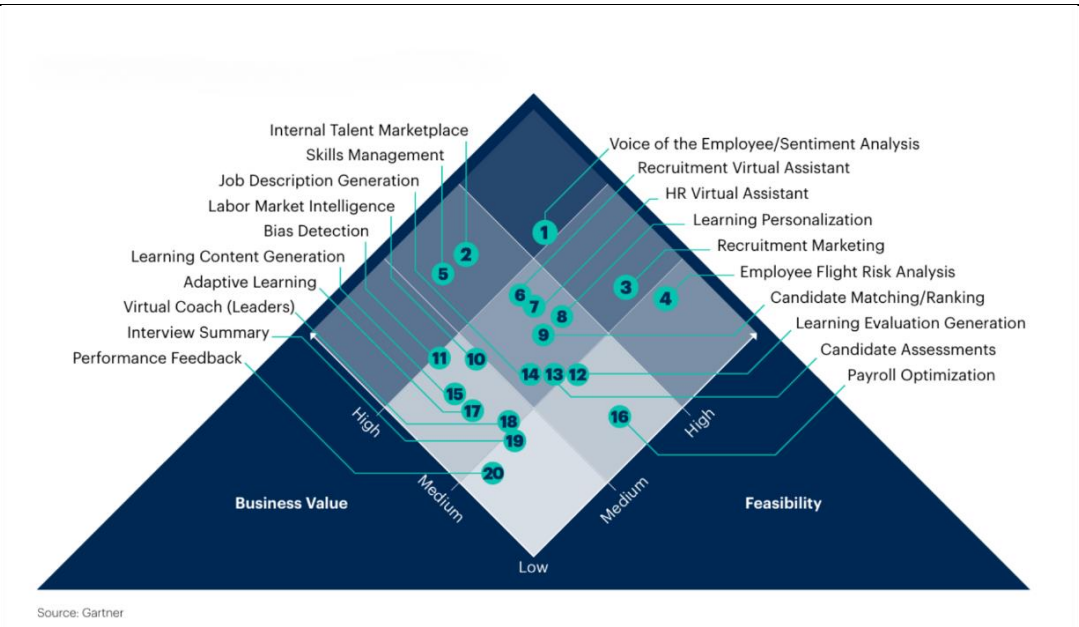


Figure 2: AI Use-Case Prism for Human Capital Management

Source: Gartner

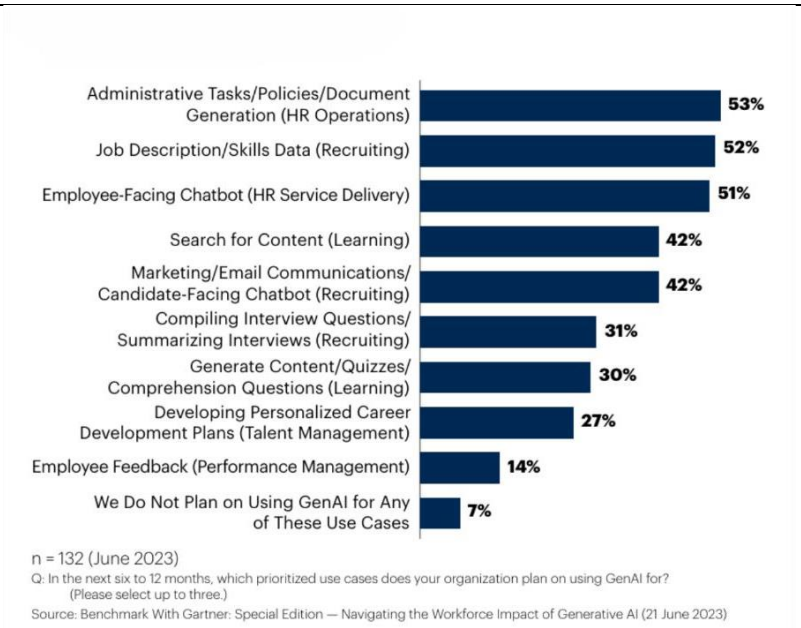


Figure 3: Prioritized GenAI HR Use Cases (Percentage of HR Leaders)

Source: Gartner

1.2.1 AI in Recruitment process at IBM

IBM places a high importance on attracting and recruiting a wide range of people, which necessitates a combination of technology and training. IBM has incorporated AI into the hiring process to maintain diversity and inclusivity in talent pipelines, while also ensuring that AI technologies do not perpetuate or introduce bias. This entails ensuring that women and individuals from varied ethnic backgrounds are given an equitable role in the development of algorithms.

- **Attract: Enhancing candidate experience**

  IBM aimed to create a compelling experience that engages prospective employees right from the initial interaction, while also fostering a mutual understanding of candidates' suitability for roles aligned with their skills. Previously, candidates and employers would typically only meet for the first time during the job interview, following discovery of the opportunity through online job boards or career websites. However, with the introduction of artificial intelligence, job seekers and companies can now engage in immediate and ongoing communication via a chatbot, leading to a more personalized application process for candidates. This increased exchange of information enables candidates to better align themselves with job vacancies, resulting in more efficient and effective recruitment processes.

- **Hire: Efficient and effective recruitment**

  In a vast organization like IBM, effectively managing recruitment requires meticulous screening of applicants. IBM sought a more efficient method to assist recruiters in identifying top candidates for open positions and prioritizing critical requisitions. IBM Watson Recruitment (IWR) utilizes AI technology to examine job market trends and previous candidate data, forecasting the time needed to fill positions and pinpointing candidates most likely to succeed.

  By aiding recruiters in prioritizing and evaluating candidate suitability, AI liberates time to focus on the core aspects of recruitment: fostering and nurturing candidate relationships. Leveraging job requisitions, AI extracts

necessary skills and generates a match score against skills listed in resumes. Additionally, the system can predict performance based on biographical data, such as leadership experience mentioned in resumes. Importantly, IWR scrutinizes recruitment decisions to ensure impartiality, thereby mitigating bias. Ultimately, integrating AI into the recruitment process enables smoother and more precise hiring decisions, enhancing both candidate and recruiter experiences.

AI has a considerable influence on both the candidate experience and the employer's brand during recruitment. AI has been deployed in HR to enhance the candidate experience by providing more informative pre-hire communication and better matching of job seekers to roles. This is achieved through the use of specialized chatbots, which offer candidates the opportunity to ask questions and receive personalized responses using natural language processing (NLP). At IBM, the implementation of AI-powered tools such as Watson Candidate Assistant (WCA) has enhanced candidate engagement by making the application process more tailored and drawing in top talent more effectively.

Furthermore, AI has improved employer branding by providing a more realistic preview of what it's like to work at the organization through the use of embedded videos in the recruitment process. This has led to an increased conversion from exploring to application, higher Net Promoter Scores (NPS), and a dramatic reduction in the time from application to interview. Overall, the implementation of AI in recruitment processes has resulted in a more engaging and informative experience for candidates, as well as a stronger employer brand for organizations.

2. RESULTS & DISCUSSION

2.1 Impact of AI on Candidate Experience and Employer Branding in Recruitment Processes

Artificial Intelligence (AI) is reshaping recruitment processes, promising efficiency and objectivity. Understanding its impact on candidate experience and employer branding is crucial for optimizing recruitment strategies and maintaining a positive organizational image. This study investigates various dimensions of AI's influence, ranging from candidate satisfaction to ethical implications, and draws insights from both candidate and HR executive perspectives.

2.2 Candidate Experience in Recruitment Processes

The findings reveal a detailed picture of candidate experience with AI-powered recruitment processes. While the majority of respondents rate their experience neutrally, there's a notable trend towards higher satisfaction among younger age groups. This suggests that younger candidates might be more receptive to AI-driven processes, possibly due to familiarity with technology or a greater acceptance of automated systems.

Furthermore, the correlation between overall experience and perceived accuracy of AI in matching skills underscores the importance of AI functionality in shaping candidate perceptions. Candidates who perceive AI as accurately matching their skills to job requirements tend to rate their overall experience more positively. However, the prevalence of technical glitches, biases, and unclear instructions highlights challenges that must be addressed to enhance candidate satisfaction.

2.3 Influence on Employer Branding

Candidates' perceptions of AI usage significantly influence their perceptions of an organization's technological sophistication and commitment to innovation. A moderately strong positive correlation indicates that positive experiences with AI-powered recruitment processes are associated with a higher perception of the employer's tech sophistication and innovation. This underscores the role of AI implementation in shaping employer branding, with candidates viewing technologically advanced organizations more favorably.

Moreover, the preference for human interaction at various stages of the recruitment process suggests that while AI can streamline certain aspects, human judgment and communication remain crucial for fostering positive candidate experiences. Employers must strike a balance between AI efficiency and human empathy to enhance their employer branding and attract top talent.

2.4 Ethical Implications of AI Usage in Recruitment

Key concerns have been raised regarding AI bias and the lack of transparency in its decision-making processes. While the majority of respondents express concern about AI biases influencing recruitment, opinions vary widely. This underscores the need for transparency and measures to mitigate biases to maintain trust in AI-driven recruitment systems.

The correlation between transparency about AI usage and trust in employers highlights the importance of open communication. When organizations clearly communicate their use of AI, it strengthens their employer brand and encourages trust from applicants. To tackle ethical issues and uphold a strong reputation, organizations need to focus on being transparent.

2.5 Insights from IBM report - The Business Case for Artificial Intelligence in Human Resource

Application of AI in HR	Examples of expected benefits	Examples of outcome measures
Enhanced candidate experience	• More informative pre-hire communication • Better match of job seekers to roles	• Candidate conversion rate • New hire productivity
Efficient and effective recruitment	• Better prioritization of job requisitions • Accelerated time-to-hire Accurate assessment of diverse candidates • Identification of the most qualified candidates	• Skill shortages or unfilled vacancies • Average time to fill open positions • Selection ratios of minority and • majority candidates • New hire productivity

3. CONCLUSION

Navigating the Future of Recruitment with AI

In the rapidly evolving landscape of recruitment, the integration of Artificial Intelligence (AI) has emerged as a pivotal force, reshaping candidate experiences, refining recruitment processes, and redefining employer branding. The culmination of primary survey findings and insights gleaned from IBM's "The Business Case for AI in HR" underscores the multifaceted impact of AI on both candidates and organizations. As we traverse this intersection of technology and human resource management, several key themes and imperatives emerge, delineating the path forward for harnessing the transformative potential of AI in recruitment.

Empowering Candidate Experience Through AI

The journey of a candidate through the recruitment process is fundamentally transformed by the infusion of AI-driven innovations. From the initial interaction to the final offer, AI-enabled communication channels pave the way for more informative and engaging pre-hire experiences. By leveraging chatbots, virtual assistants, and predictive analytics, organizations can personalize interactions, streamline communication, and empower candidates with real-time insights into their application status and fit for roles. This not only augments candidate satisfaction but also cultivates trust and transparency, laying the groundwork for enduring relationships between candidates and organizations.

Optimizing Recruitment Efficiency and Effectiveness

At the heart of AI's impact lies its capacity to revolutionize recruitment efficiency and effectiveness. Using sophisticated analytics and machine learning techniques, organizations can approach talent acquisition with greater accuracy and flexibility. From prioritizing job requisitions to accelerating time-to-hire and identifying the most qualified candidates, AI serves as a catalyst for driving operational excellence and strategic alignment within HR functions. Moreover, the integration of AI promises to bridge skill shortages, enhance diversity, and elevate new hire productivity, thereby bolstering organizational resilience and competitiveness in an increasingly dynamic marketplace.

Balancing Innovation with Ethical Imperatives

While AI offers transformative potential, important ethical concerns remain a significant challenge. The spectra of bias in AI algorithms and the imperative of transparency underscore the critical need for vigilance and accountability in AI deployment. Organizations must proactively address biases, champion diversity, and ensure fairness in recruitment outcomes to uphold ethical standards and engender trust among candidates and stakeholders. By embracing ethical AI principles and fostering a culture of inclusivity, organizations can mitigate risks, fortify their reputational capital, and forge enduring connections with candidates and communities.

Charting a Course for Future Success

As we embark on this journey of AI-driven HR transformation, several imperatives emerge to guide our path forward. Firstly, organizations must prioritize the augmentation of candidate experiences through AI-powered communication channels and personalized interactions. Secondly, the optimization of recruitment efficiency and effectiveness demands a strategic investment in AI-driven analytics, automation, and talent acquisition technologies. Thirdly, a steadfast commitment to ethical AI principles, transparency, and diversity is indispensable in navigating the complexities of AI deployment and safeguarding organizational integrity.

In essence, the integration of AI into recruitment heralds a new era of possibility, innovation, and empowerment for candidates and organizations alike. By embracing AI-driven technologies, championing ethical principles, and fostering a culture of inclusivity, organizations can unlock the full potential of AI to drive sustainable growth, foster meaningful connections, and shape the future of work. As we navigate the horizon of AI-enabled recruitment, let us embark on this journey with purpose, empathy, and a steadfast commitment to shaping a future where talent thrives, organizations flourish, and opportunities abound.

4. RECOMMENDATIONS

Based on the findings and discussions outlined, several recommendations emerge to optimize the impact of AI on candidate experience and employer branding in recruitment processes:

1. Enhance Technical Robustness: Address technical glitches and errors to improve the reliability and usability of AI-powered recruitment systems. Investing in robust infrastructure and rigorous testing protocols can minimize disruptions and ensure a seamless user experience.

2. Mitigate Bias in AI Algorithms: Implement measures to mitigate bias in AI decision-making processes. This may involve regular auditing of algorithms, diversifying training data, and leveraging bias detection tools to ensure fair and equitable outcomes for all candidates.

3. Clarify Instructions and Improve User Interface: Enhance the clarity of instructions provided by AI systems to minimize confusion and frustration among users. Enhancing the user interface and integrating feedback from users can boost ease of use and increase overall satisfaction in the recruitment experience.

4. Leverage Natural Language Processing: Invest in natural language processing capabilities to improve the clarity and effectiveness of AI-generated responses. Improving the flow and clarity of AI communications can lead to better understanding and greater user involvement.

5. Balance AI Efficiency with Human Interaction: Recognize the value of human interaction in recruitment processes and maintain a balance between AI efficiency and human empathy. Incorporate human judgment and communication at critical stages such as interviews and feedback to enhance candidate engagement and satisfaction.

6. Prioritize Transparency: Emphasize transparency in AI usage and decision-making processes to build trust and confidence among candidates. Clearly communicate how AI is utilized in recruitment processes, including its limitations and potential biases, to foster transparency and mitigate concerns.

7. Invest in Training and Education: Offer comprehensive training programs for

Equipping recruiters and HR teams to apply AI technologies efficiently and address bias concerns. Ensure they are equipped with the expertise to understand and evaluate AI-generated insights while upholding ethical principles and fairness.

8. Continuous Monitoring and Evaluation: Establish mechanisms for continuous monitoring and evaluation of AI-powered recruitment processes. Continuously evaluate candidate feedback, system effectiveness, and results to pinpoint improvement areas and enhance recruitment strategies.

9. Align AI Implementation with Organizational Values: Ensure that AI implementation aligns with organizational values and priorities, particularly regarding fairness, diversity, and inclusion. Embed ethical considerations into AI deployment strategies to uphold organizational integrity and reputation.

10. Collaborate with Stakeholders: Foster collaboration and dialogue with stakeholders, including candidates, HR professionals, and technology providers, to co-create solutions and address challenges collaboratively. By involving diverse perspectives, organizations can develop more robust and inclusive AI-driven recruitment processes.

11. Invest in AI-enabled Communication Tools: Implement AI-powered chatbots and virtual assistants to provide personalized and timely communication with candidates throughout the recruitment journey, enhancing their experience and engagement.

12. Leverage Predictive Analytics for Candidate Matching: Utilize predictive analytics to analyze candidate data and job requirements, enabling more accurate and efficient matching of candidates to roles based on skills, experience, and cultural fit.

13. Continuously Evaluate and Optimize AI Algorithms: Regularly assess the performance and fairness of AI algorithms used in recruitment processes, incorporating feedback from candidates and HR professionals to refine algorithms and mitigate biases.

14. Promote Diversity and Inclusion in AI Implementation: Ensure that AI algorithms are designed and calibrated to promote diversity and mitigate biases in candidate selection, actively monitoring and addressing any disparities in recruitment outcomes.

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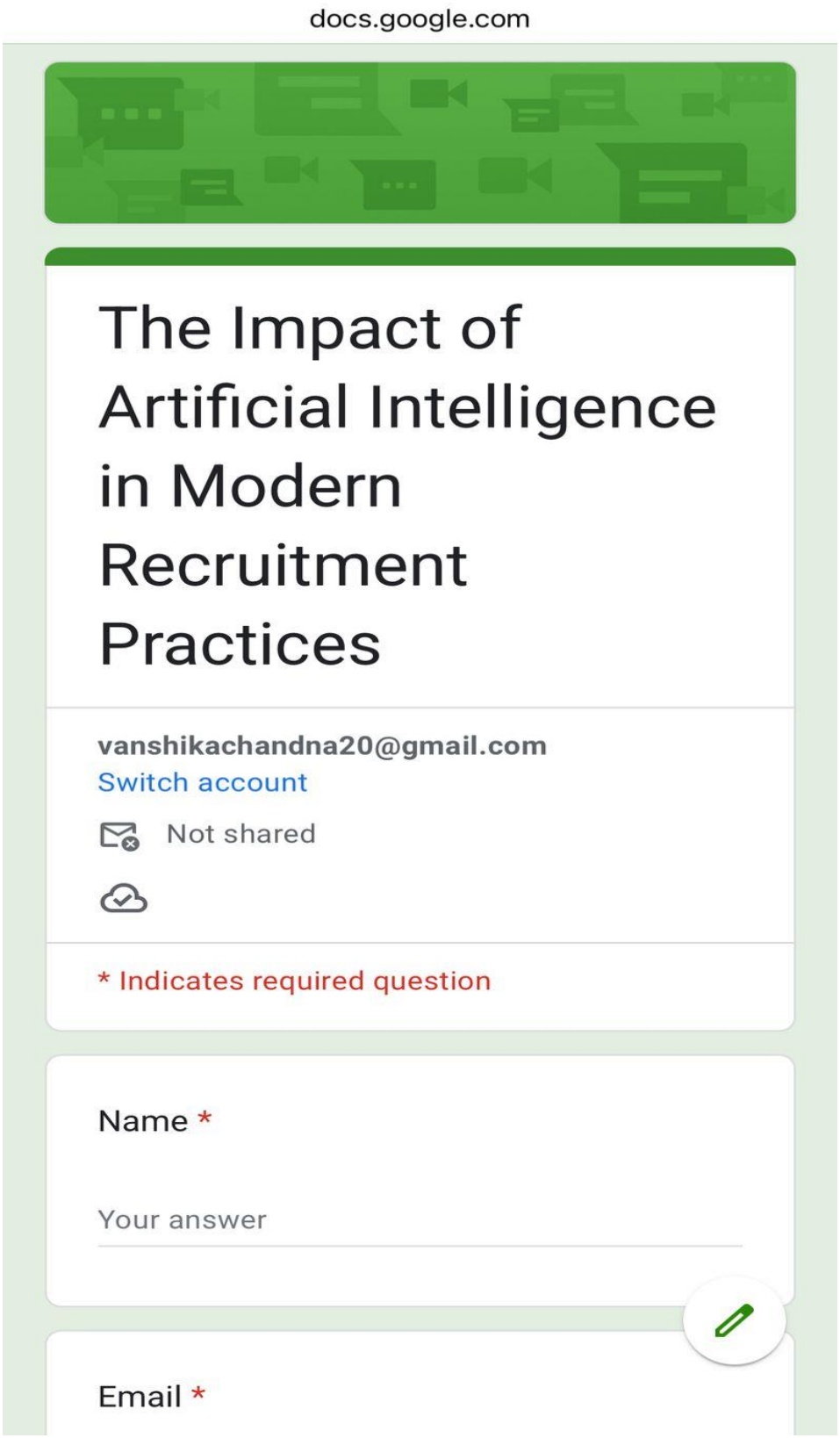
6. APPENDICES

6.1 Questionnaire



Name *

Your answer

Email *

Your answer

Age

- <20
- 20-25
- 26-30
- 31-35

Gender

- Female
- Male
- Prefer not to say

Education

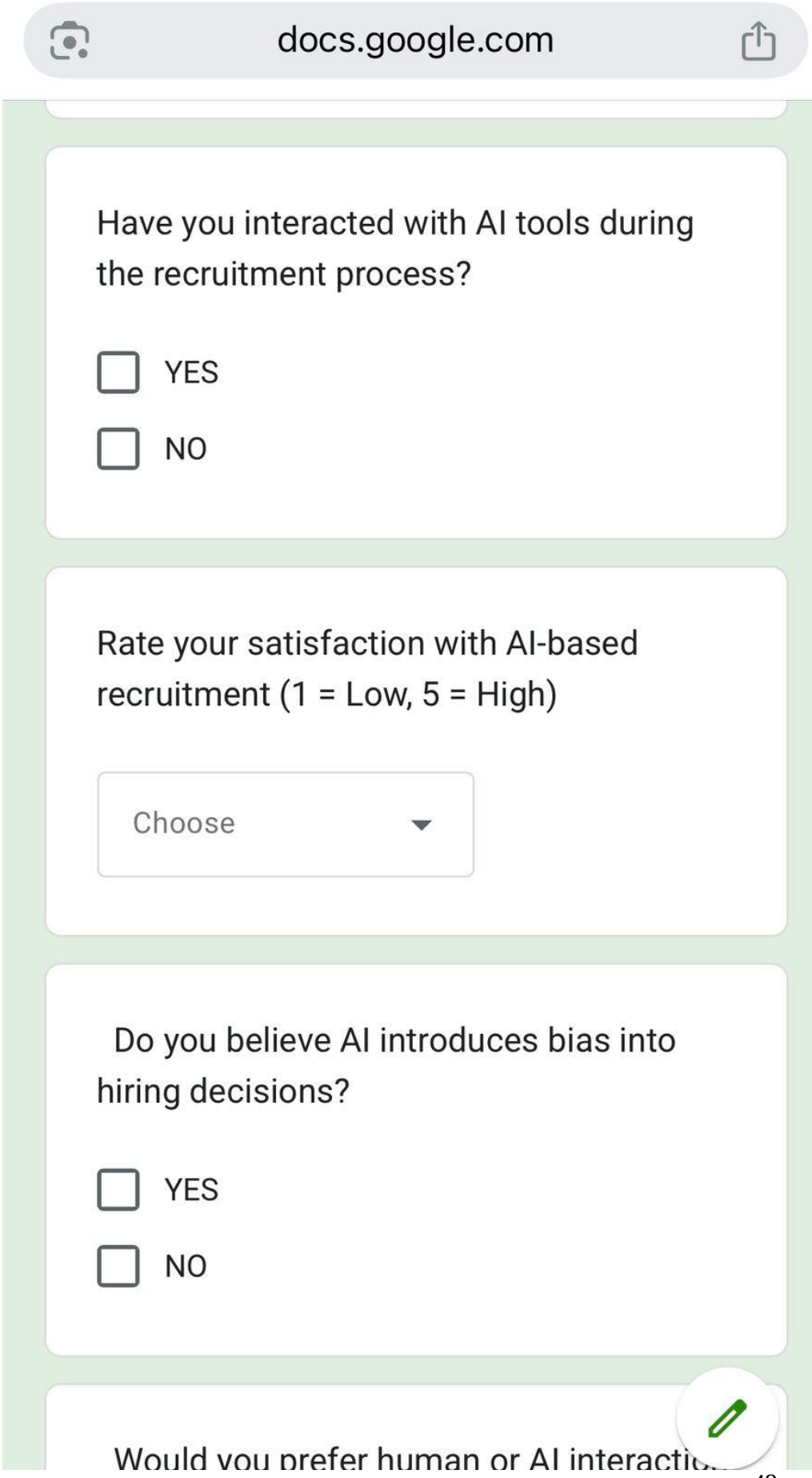
- ○ High School
- ○ Bachelor's Degree
- ○ Master's Degree

Employment

- ○ Full time
- ○ Part time
- ○ Self employed
- ○ Student
- ○ Unemployed

Are you an HR professional or a job seeker? *

- ☐ YES
- ☐ NO


docs.google.com
Have you interacted with AI tools during the recruitment process?
YES
NO
Rate your satisfaction with AI-based recruitment (1 = Low, 5 = High)
Choose
Do you believe AI introduces bias into hiring decisions?
YES
NO
Would you prefer human or AI interacti

Would you prefer human or AI interaction for final interviews?

- ○ Human
- ○ AI

Has AI made the recruitment process faster and more efficient?

- ☐ YES
- ☐ NO

Do you trust AI to make unbiased hiring decisions?

- ○ YES
- ○ NO
- ○ MAYBE

What benefits have you noticed from AI-driven recruitment processes?

Your answer

- ○ YES
- ○ NO
- ○ MAYBE

What benefits have you noticed from AI-driven recruitment processes?

Your answer

What concerns do you have about AI in recruitment?

Your answer

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