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Project Dissertation Report on
THE IMPACT OF ARTIFICIAL
INTELLIGENCE ON MODERN
RECRUITMENT PRACTICES

Submitted By:

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24/DMBA/268

Under the guidance of

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CERTIFICATE

This certified that the project report with title “Impact of Artificial Intelligence on Modern Recruitment Practices” is an original and authentic work done by Yashika Bansal, a student of the MBA batch 2024–2026. The report has been submitted to the Delhi School of Management, Delhi Technological University, Delhi-110042, as a partial fulfilment of the requirements for the Master of Business Administration (MBA) program.

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DECLARATION

I, Yashika Bansal, a student of DSM, ¹Delhi Technological University, hereby affirm ⁷that the project report titled “Impact of Artificial Intelligence on Modern Recruitment Practices”, submitted in partial fulfilment of the requirements for the Master of ³⁴Business Administration degree, is a result of my original work. To the best of my knowledge, all information and data presented in this report are accurate and authentic. Furthermore, this report ¹²has not been submitted previously for the award of any degree, diploma or fellowship.

Yashika Bansal

24/DMBA/268

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Yashika Bansal

ABSTRACT

Artificial Intelligence is getting more popular and it's really changing how companies hire. To keep up with fast-moving tech changes, businesses are using AI for managing people. This is both a new idea and a major tech advance. This paper will explore AI in hiring, discuss its downsides, and address some concerns people have.

Companies often use Applicant Tracking Systems to hire employees. These systems scan through resumes sent by candidates to identify those best suited for the job. This way, companies don't need to manually review thousands of resumes. They can focus on candidates who match the job requirements. Artificial Intelligence, using tools like Natural Language Processing and Machine Learning, analyses applicant data efficiently. This tech helps companies make fair decisions and reduces bias, promoting a diverse workforce. AI evaluates skills and abilities effectively, ensuring a fair hiring process. AI-powered chatbots also play a role by engaging with candidates, answering questions, scheduling interviews, and performing initial evaluations. This improves the candidate's experience and reduces HR workload. Moreover, advanced video interviews assess facial expressions, voice tone, and language to analyse candidate fit more thoroughly.

However, using AI in hiring comes with challenges. AI decisions, based on algorithms, might be biased or unfair, which raises concerns about fairness and accountability. There are issues like bias, lack of transparency, and data privacy to consider. Relying too much on AI might mean overlooking good candidates who don't fit a certain pattern. AI also lacks empathy and judgment, so human insight remains essential to ensure AI aids rather than replaces decision-making. This project explores how AI is transforming recruitment. It aims to demonstrate how to enhance recruitment with AI without losing the human element. The goal is to improve hiring processes with AI. The project examines existing literature, company practices, and evaluates the effectiveness of AI tools in recruitment. It seeks to find ways to integrate AI into HR in a fair and beneficial manner for everyone.

The study shows that Artificial Intelligence can make the process of finding people to work for a company faster and it will not cost as much money. It can also be better at finding the people for the job. Companies have to understand what Artificial Intelligence is not good at. They need to keep learning things, about Artificial

Intelligence so they can use it in the right way. They also need to make sure that the people working in HR are good with technology and with people. As the way we work keeps changing Artificial Intelligence will be very important for deciding how we recruit people. So, the people in charge of HR need to know what is going on and be ready to make changes. Artificial Intelligence is going to play a role in recruitment and HR leaders need to stay up to date.

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CHAPTER-1

INTRODUCTION

1. INTRODUCTION

The way technology is moving forward fast has changed pretty much every part of business and the people in charge of managing the workers also known as Human Resource Management are seeing this change too. One of the things that is shaking things up right now is Artificial Intelligence, which is changing how companies find look at and hire new people.

The process of finding workers, which used to be done by hand and took a lot of time is now being changed in a big way by machines that can think and make decisions based on data.

In today's job market companies are under a lot of pressure to find the people quickly without spending too much money and without being biased. Artificial Intelligence is helping with all of these things by taking care of tasks that used to be done by people, such as looking at resumes, scheduling interviews and checking out people who want to work at the company. By using Artificial Intelligence companies can look at thousands of applications in a fraction of the time it would take a person, which makes the process of hiring people faster and cheaper.

AI in recruitment is not just for big multinational companies; SMEs are also using AI tools more to stay competitive in getting talent. LinkedIn, Naukri, Hire Vue, Pymetrics-they all have put some smart features into their systems with AI help so that bosses can find people to hire easily and check many at once. Because of this fact today AI is not something that will happen in future but an active part of present-day reality growing bigger day by day.

However as with any new technology there are challenges and responsibilities that come along with its use especially when it becomes widespread like AI in recruitment. Concerns about algorithmic bias transparency of decisions data privacy protection and

increased reliance on machines instead of human judgment have become urgent issues for HR professionals' policymakers and job seekers. The modern organization challenge is to gain efficiency from AI while keeping fairness empathy and human connection which are vital for meaningful recruitment experiences intact.

This study wants to look into how AI is affecting the way we hire people today. It'll check out how AI tools are used at various steps in hiring, what good things they bring, what problems they might cause, and how job seekers feel about and experience hiring that uses AI. By using information from our own surveys and other research, this study hopes to add some useful ideas to what we already know about AI in HR. It also aims to give practical advice to people working in the field.

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1.1 Background of the study

1.1.1 Definition:

The use of Artificial Intelligence in business has become more common in the few years. Recruitment is one area that has changed a lot. It is a part of Human Resource Management. Normally recruitment takes a lot of time and work. There are applications to look at and tasks to do like looking at resumes setting up interviews and talking to people who want to work. These tasks are important. They take a lot of time and can be wrong or unfair. To make things better recruitment is using Artificial Intelligence. Artificial Intelligence helps to automate and make the hiring process better.

Before when people hired employees, they had to do a lot of work. They had to put up job ads, collect applications look through resumes pick the people do interviews and then make job offers. All of these steps took a lot of time. People had to do them. Also, people can be biased when they make decisions. Now Artificial Intelligence does a lot of this work so hiring can be faster and fairer.

A report from 2023 by Gartner says that 67% of the people who hire now use Artificial Intelligence tools for some part of hiring. This is a change from 2017 when only 20% of them used Artificial Intelligence. It shows how fast Artificial Intelligence is being used more and more in resources. The Artificial Intelligence in recruitment market was

worth about 590 million dollars in 2023. It will be worth than 2.5 billion dollars, by 2027 and it is growing very fast about 28% every year.

1.1.2 Artificial Intelligence and Machine Learning in Applicant Tracking System:

One of the popular uses of AI in recruitment is in Applicant Tracking Systems. An Applicant Tracking System is a software that helps with recruitment and staffing. Modern Applicant Tracking Systems powered by AI do more than just match keywords. They use Machine Learning to evaluate candidates based on job-related factors and rank them according to how well they fit the role. AI-powered Applicant Tracking Systems like Workday, Taleo, Greenhouse and iCIMS use Natural Language Processing to look at resumes. They extract details such, as education, work experience, skills and achievements. These systems can quickly go through thousands of applications. Make a shortlist for recruiters to look at.

This greatly reduces the time and effort needed to screen applicants. The Machine Learning part of these systems gets better over time. This is very important in today's job market. These systems can learn what is important, for a job like what skills and qualifications needed. This means that people who hire do not have to look at hundreds of applications by hand. Artificial Intelligence is used in recruitment to make things easier and better.

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1.1.3 The Evolution of AI-Powered Resume Screening:

AI-powered resume screening is getting better and better. These tools do not just look for keywords they look at the profile of a candidate, including what they have done where they went to school what they can do and even things that are not so easy to see. AI-powered resume screening can look at resumes faster and more correctly than people so it gives a fairer idea of who the candidates are.

1.1.4 Chatbots and Automated Candidate Communication:

Another big way that artificial intelligence is used in recruitment is, with chatbots like Mya, Olivia, and Hire Vue. These chatbots help talk to candidates. Make the process

easier. They can answer questions that candidates have. They can even set up interviews. Chatbots can also do some of the screening work. They do this by asking candidates questions before the interview. This helps the hiring managers save a lot of time. Gives candidates answers right away which makes them happier. These chatbots can also talk to candidates in languages, which helps companies that work all over the world find people, from many different places.

1.1.5 AI in Video Interview Assessment:

AI is also being used more and more in video interviews. Some platforms like Hire Vue, Spark Hire, and VidCruiter look at how candidates look how they sound and what they say during video interviews. AI can tell how well a candidate understands people and how well they will fit in with the company, based on what they say. This is especially helpful when people are being interviewed from away and it is hard to meet them in person. AI-based video interviewing platforms are designed to be fair and only look at what the candidate says not what the person interviewing them thinks.

1.1.6 Artificial Intelligence, Diversity and Bias in Recruitment:

Artificial Intelligence is supposed to make recruitment more diverse and inclusive. The way we usually hire people like reading resumes and doing interviews can be unfair without us even realizing it. This happens because of things like a person's gender, their race or their age. Artificial Intelligence recruitment tools try to be fair by using the standards for everyone. We have to remember that these Artificial Intelligence systems can learn biases from the data they were trained on just like humans do. Artificial Intelligence tools are not perfect. We need to be careful when using them to avoid unfair hiring practices. The goal of using Artificial Intelligence in recruitment is to make the process fairer and more inclusive, for everyone. If the old hiring records were not fair Artificial Intelligence can keep doing the thing without knowing it. This is a problem: we have to make sure that using Artificial Intelligence in recruitment is fair and responsible.

1.1.7 Ethical Concerns: Privacy and Transparency in Artificial Intelligence Recruitment:

Artificial Intelligence can make the recruitment process better and faster.. Artificial Intelligence also raises some important questions. What happens to the information of the people who apply for jobs? How do we keep this information safe? Artificial Intelligence systems need to be able to explain why they choose one person for a job and reject another person. We need to find a balance with Artificial Intelligence. Artificial Intelligence should not just be a tool that makes things easier. Artificial Intelligence should be part of a plan to make the recruitment process more ethical. We need to make sure Artificial Intelligence is used in a way that's fair, to everyone who applies for a job. Artificial Intelligence has to be used in a way that's fair and transparent so people can trust the recruitment process. Artificial Intelligence should help make recruitment and that is why we need to think carefully about how we use Artificial Intelligence in recruitment.

1.1.8 The Growing Market for Artificial Intelligence Recruitment Technology:

A lot of companies are now using Artificial Intelligence in recruitment. This has led to the creation of Artificial Intelligence tools for recruitment. The market for Artificial Intelligence recruitment technology is growing quickly. Companies in all industries are spending a lot of money on Artificial Intelligence technologies to improve their recruitment processes. By 2027 the market for Artificial Intelligence in recruitment is expected to be worth than USD 2.5 billion. Experts are saying this. This shows how important Artificial Intelligence is in changing the way we recruit people. Artificial Intelligence is really changing the recruitment process.

There are some names in the world of AI recruitment technology. You have companies like LinkedIn that use artificial intelligence to help find the right people for jobs. They have tools that make it easier to get in touch with employees. Other big companies like Workday and SAP SuccessFactors are also using intelligence to help with recruitment. Then there are companies that specialize in AI recruitment like HireVue and Eightfold AI.

In India there are also some job websites, like Naukri.com and Shine.com that are using artificial intelligence to help people find jobs. These websites are very important because India has a workforce that is always looking for new opportunities. The Indian job market is growing fast and these websites are trying to keep up with the demand. They are using AI to make it easier for companies to find the people and for people to find the right jobs.

1.1.9 The Future of Artificial Intelligence in Recruitment:

The role of Artificial Intelligence in recruitment is going to get bigger. Artificial Intelligence is going to get better and better. So, the role of Artificial Intelligence, in recruitment will get bigger as Artificial Intelligence gets better. Artificial Intelligence will probably start using technologies like predictive analytics and Artificial Intelligence driven talent mapping. It will also use software that checks how candidates feel during interviews. Even though Artificial Intelligence brings a lot of things to modern recruitment it is clear that we need to be careful when we use Artificial Intelligence. We do not want to make mistakes that we do not mean to like making sure some people are treated unfairly or taking the part out of hiring.

1.2 Problem Statement

Using Artificial Intelligence in recruitment has some points but it also has some big problems that we need to fix. One of the problems with Artificial Intelligence systems is that they can be unfair. This means that Artificial Intelligence systems, which are trained on data might keep treating some people because of their gender, race or age. Artificial Intelligence systems could lead to people being treated which would not be fair and would not give everyone an equal chance, in the recruitment process.

Also, people are worried that we might rely much on machines and Artificial Intelligence systems. This could make us forget about the part of recruitment. When we hire someone, we need to use our instincts be able to understand how they feel and make judgments. These are important when we try to figure out if a candidate is a fit for our organization. If we give Artificial Intelligence systems much control, over hiring we might lose these important human qualities. The main question is how can

organizations use Artificial Intelligence to make recruitment while also being fair, transparent and making sure candidates have a good experience. This study is trying to answer these questions and figure out how we can use Artificial Intelligence in recruitment in a way that's responsible and works well.

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1.3 Objectives of the study

- To examine the level of interaction with AI tools during recruitment.
- To evaluate the impact of AI on recruitment efficiency.
- To assess the effect of AI on candidate experience.
- To identify ethical issues related to AI in recruitment such as bias, transparency, and data privacy.
- To examine the relationship between AI usage and candidate experience.
- To give recommendations to people who work in Human Resources on how to use AI in a fair way when they are hiring people.

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1.4 Scope of Study

This study is about how Artificial Intelligence affects the way companies hire people. It looks at the Artificial Intelligence tools used to hire people like systems that track job applications, automatic resume screening, Artificial Intelligence chatbots and video interviewing software. The study will see what good things come from using Artificial Intelligence in hiring like being more efficient saving money and treating all job applicants fairly. The study is going to look at the problems that Artificial Intelligence can cause. Things like fairness and keeping information private are concerns.

Artificial Intelligence can make some changes. The study wants to know what the future of Artificial Intelligence in hiring will be, like. It also wants to know how Artificial Intelligence will change the workforce. The study will only look at how Artificial Intelligence's used in hiring not at other things that human resources departments do like teaching employee's new skills or checking how well they are doing their jobs. It will stay focused, on how Artificial Intelligence's used to hire people.

CHAPTER 2

LITERATURE REVIEW

The use of Artificial Intelligence in recruitment is really changing things. It is changing how companies find, assess and hire people. There is a lot of research on this now. This research shows that Artificial Intelligence is both good and bad for recruitment.

“Horodyski (2023) Found that people who apply for jobs like using Artificial Intelligence because it is convenient and easy to use. This is what Pratap Singh Rathore also found in 2023. He said that Artificial Intelligence is good at doing jobs that're repetitive like looking at resumes and picking the best people. This means that human recruiters can do important things.”

According to Mariani and Vega Lozada (2023), they found that companies started using AI a lot more after the COVID-19 pandemic. They used it especially when people were working from home or in a mix of home and office. AI makes the recruitment process better and more consistent. It also helps companies find people easily. Gusain et al. (2023) added that AI helps with finding and assessing people. They said that tools like resume parsers and chatbots make things easier. However, they also said that there are problems with AI. For example, it can be unfair and biased. It can make decisions that're not transparent. This is a problem for recruitment and for Artificial Intelligence. The use of AI in recruitment is still a thing because it helps companies find the right people. We need to be careful, with AI and make sure it is fair and transparent.

“Chen (2023) found that Artificial Intelligence is an edged thing. Artificial Intelligence can make it easier and more accurate to find the person for a job. At the same time Artificial Intelligence can cause problems, with fairness and treating people equally when we are hiring. He said that companies really need to have some rules in place when they use Artificial Intelligence to look at people who are applying for jobs. Rajani Meshram (2023) also found out that than 24 percent of companies around the world use Artificial Intelligence to evaluate candidates. This shows that Artificial Intelligence is becoming more popular in industries.

“Baratelli and Colleoni (2022) studied how Artificial Intelligence can improve the way companies present themselves to employees. They found that when Artificial

Intelligence is used in a way that's clear and easy to understand it can make candidates more interested in the company and improve their opinion of the organization."

Looking at the picture, "Cheng and Jiang (2020) found out that chatbots powered by Artificial Intelligence can make people happier with their experience and more loyal to the brand." Chhabra and Sharma (2014) discovered that companies are putting a lot of money into employer branding. This is because one of the problems companies' faces is finding the right people for the job and keeping them. They found that when companies do this it can make the company look better to people and make it easier to find employees. Employer branding can really help companies like this. They also said that this can make a difference, for companies that try it.

"Kissel and Büttgen (2015) pointed out that Artificial Intelligence can be used to analyse media and shape the way companies present themselves and communicate. Maurya and Agarwal (2018) found that there is a connection, between managing talent and how attractive a company seems to potential employees. They also said that Artificial Intelligence can make this connection even stronger."

"According to Van Esch, Black and Ferolie (2019), Artificial Intelligence is playing a role in job applications and hiring. When companies use Artificial Intelligence to recruit it makes people more likely to finish their applications. The newness of Artificial Intelligence in recruitment makes it feel more positive for applicants. However, the researchers also warned that there are problems, with fairness and openness that need to be fixed to ensure hiring is done in a way using Artificial Intelligence."

"Shyr et al. (2024) found that using Artificial Intelligence that can create things like ChatGPT to help with hiring people is an idea for companies. This can make the hiring process better and faster. Artificial Intelligence can do some of the recruitment tasks on its own. This means that the people who hire can find candidates quickly and it does not take as long to hire someone. Shyr and the other people also found out that companies can only get the full good results from this if some of the hiring process is already automatic and if the company is pretty big."

"Hmoud and Várallyai (2019) wanted to see if Artificial Intelligence would take over the job of Human Resources when it comes to hiring people. What they found out is that Artificial Intelligence is really helpful for recruiters. It gives them tools to find the

right people for the job. Artificial Intelligence can do things that take a time like looking at lots of job applications. It can also make the hiring process better. It can help reduce the mistakes that humans make when they are hiring people. They said that Artificial Intelligence can reduce the biases that humans have.”

AI Adoption in HR: People are using Artificial Intelligence more and more in Human Resources. This is especially true when it comes to finding employees. According to Gartner in 2023 sixty seven percent of the people who find new employees use Artificial Intelligence tools to look at resumes. This helps them find the people for the job faster. These tools use computer programs to match what the job needs with what the person applying can do. This really saves time when you have to go through all the resumes.

Candidate Perception of AI in Recruitment: What do people looking for jobs think about Artificial Intelligence in recruitment? LinkedIn found out in 2023 that fifty eight percent of people looking for jobs, like it when Artificial Intelligence helps with communication. They like it because they get answers faster when they apply for a job. The main reasons they like Artificial Intelligence are because they get responses and can schedule interviews right away. They like this better than the way of doing things.

Ethical Bias: Using Artificial Intelligence in recruitment is not all good. There are concerns that the computer programs used in Artificial Intelligence might not be fair to everyone. People who use Artificial Intelligence in recruitment need to make sure that Artificial Intelligence is fair, to everyone. This has led to laws like the EU AI Act. This law sets rules for AI that can have an impact like the programs used to find new employees. These rules say that the computer programs have to be transparent meaning we can see how they make decisions. They also say that we should check the programs to make sure they are not discriminating against anyone. AI in recruitment needs to be fair and transparent.

CHAPTER 3¹²

RESEARCH METHODOLOGY

3.1 Introduction

This section is about our study on Artificial Intelligences impact on recruitment practices today. We looked at how Artificial Intelligence changes the way companies recruit people. Artificial Intelligence helps make recruitment processes more efficient. It also makes the experience better for candidates. Improves the quality of hires. However, using Artificial Intelligence in recruitment also brings up some concerns. These include issues with bias, privacy and transparency. We explore these issues in detail to understand Artificial Intelligences impact, on recruitment. The goal is to see how Artificial Intelligence can be used responsibly in recruitment.

3.2 Research Design³²

Descriptive research design was used to demonstrate recruits' perceptions, perspectives, and experiences regarding AI in recruitment.

We also utilized analytic techniques, such as regression analysis, to evaluate the relationship and impact of different variables: AI, candidate experience, and trust.

3.3 Data Collection Method¹⁰

3.3.1 Primary Data: A structured questionnaire was used to obtain responses and distributed via Google Forms.

The structured questionnaire contained:

- Multiple-Choice Questions¹⁰
- Likert Scale (1 = Strongly Disagree; 5 = Strongly Agree)

3.3.2 Secondary Data: Secondary data was collected from:²

- Research papers
- Journals
- Articles and online sources

3.4 Sampling Design

3.4.1 Sampling Method

Non-probability convenience sampling method was used where people were picked because they were easy to talk to and willing to help.

3.4.2 Sample Size

The study is based on a sample size of 50 respondents, including:

- Students
- Working professionals

3.5 Variables of the study

Independent Variables:

- AI Usage

Dependent Variables:

- Candidate experience

3.6 Tools for Data Analysis

Three techniques were used and each one was good for a specific type of data and research question. All the calculations were done using Microsoft Excel to figure out percentages' statistics and regression outputs. The built-in functions and Data Analysis Tool Pak in Microsoft Excel were used to do this.

3.6.1 Percentage Analysis

This was used for Q1–Q5, which was multiple choice data to see how the respondents were spread out across demographic groups and awareness levels.

> The formula used in Microsoft Excel was: $\text{= (Frequency / 50) } \times 100$

3.6.2 Standard Deviation

The mean is a measure of central tendency that represents the average value of responses for each question or variable. Standard deviation measures the dispersion or variability of responses around the mean.

This was used for Q6- Q25 which was based on Likert scale data to determine the overall perception of employees, to identify whether responses are low, moderate, or high, to measure consistency of responses and to understand whether employees have similar or different opinions.

The function used in Microsoft Excel:

- Mean = AVERAGE ()
- Standard Deviation = STDEV ()

Low Standard Deviation indicates that the responses are consistent whereas High Standard Deviation indicates that responses vary widely.

3.6.3 Simple Linear Regression Analysis

This was used to see how Q6, which is about AI Interaction affects Q10, which's about Candidate Experience. Simple Linear Regression was chosen because we only had one thing that might affect the outcome and one outcome. Both of these were, on the scale so it was easy to understand the results. Microsoft Excel was used to do the Simple Linear Regression Analysis of Q6 and Q10.

The regression output helped in:

- Figure out how strong the link is between AI usage and candidate experience using R^2 .
- Check if this link is statistically significant with a p-value than 0.05.
- Decide whether to accept or reject the null hypothesis.

3.7 Hypothesis for Regression

H₀ (Null Hypothesis): AI Usage (Q6) does not affect Candidate Experience (Q10) much.

H₁ (Alternate Hypothesis): AI Usage (Q6) has an effect on Candidate Experience (Q10).

This hypothesis was tested with a 5 percent margin of error ($\alpha = 0.05$). If the p-value of the regression coefficient is than 0.05 we reject H₀ and accept H₁.

DATA ANALYSIS, FINDINGS AND RECOMMENDATIONS

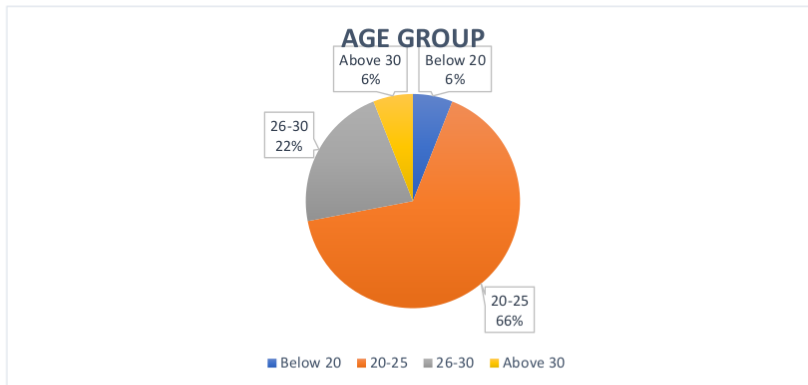
4.1 Percentage Analysis (Q1-Q5)

Percentage analysis is used for categorical and nominal data collected in Section A consisting of questions like gender, age, current status, education qualification and AI awareness.

The formula is simple: $\text{Percentage} = (\text{Number of people in a category} \div \text{number of people}) \times 100$. Here the total number of people is 50.

Q1. AGE GROUP

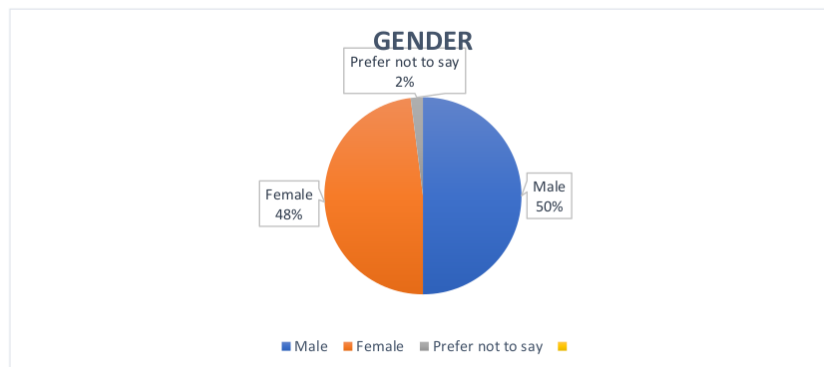
Category	Frequency	Percentage (%)	Formula Used
Below 20	3	6.0%	$(3/50) \times 100 = 6.0\%$
20–25	33	66.0%	$(33/50) \times 100 = 66.0\%$
26–30	11	22.0%	$(11/50) \times 100 = 22.0\%$
Above 30	3	6.0%	$(3/50) \times 100 = 6.0\%$
TOTAL	50	100.0%	



Interpretation: This question tells us that most people are between 20 to 25 years old which is 66% of the respondents. This means that the people in the sample are mostly students and people who just started looking for jobs.

Q2. GENDER

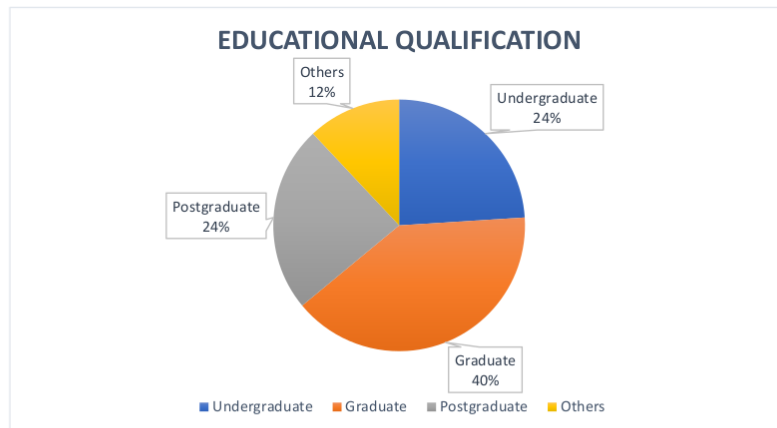
Category	Frequency	Percentage (%)	Formula Used
Male	25	50'0%	$(25/50) \times 100 = 50.0\%$
Female	24	48'0%	$(24/50) \times 100 = 48.0\%$
Prefer not to say	1	2'0%	$(1/50) \times 100 = 2.0\%$
TOTAL	50	100.0%	



Interpretation: This question shows that 50% of the people are male and 48% are female. 2% of the respondents do not want to say if they are male or female. This means that the number of respondents and the number of female respondents is almost the same. Overall, this data shows that the sample has a balance of male and female.

Q3. Educational Qualification

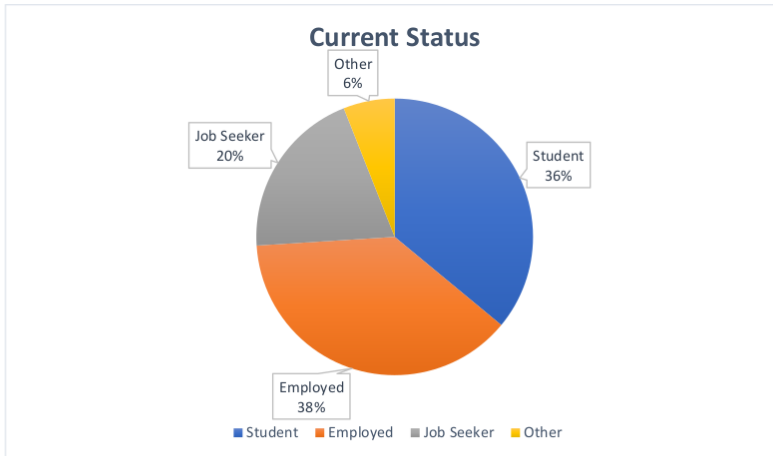
Category	Frequency	Percentage (%)	Formula Used
Undergraduate	12	24.0%	$(12/50) \times 100 = 24.0\%$
Graduate	20	40.0%	$(20/50) \times 100 = 40.0\%$
Postgraduate	12	24.0%	$(12/50) \times 100 = 24.0\%$
Others	6	12.0%	$(6/50) \times 100 = 12.0\%$
TOTAL	50	100.0%	



Interpretation: Most respondents (40%) are graduates and 24% of the respondents are post graduates. This shows that the sample is well-educated. Well educated employees know about how AI works in recruitment.

Q4. Current Status

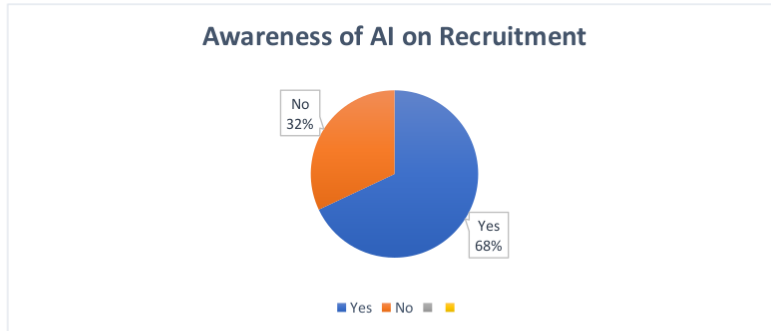
Category	Frequency	Percentage (%)	Formula Used
Student	18	36'0%	$(18/50) \times 100 = 36.0\%$
Employed	19	38'0%	$(19/50) \times 100 = 38.0\%$
Job Seeker	10	20'0%	$(10/50) \times 100 = 20.0\%$
Other	3	6'0%	$(3/50) \times 100 = 6.0\%$
TOTAL	50	100.0%	



Interpretation: This shows that 38% of the people have jobs and 36% are students whereas 20% are looking for work. Most of the people who answered are working or studying.

Q5. Awareness of AI on Recruitment

Category	Frequency	Percentage (%)	Formula Used
Yes	34	68'0%	$(34/50) \times 100 = 68.0\%$
No	16	32'0%	$(16/50) \times 100 = 32.0\%$
TOTAL	50	100.0%	



Interpretation: This question tells us that 68% of people know about AI in recruitment. On the hand 32% do not know about it. This means that most people are aware of AI, in hiring. They know how AI is used in recruitment processes.

4.2 Mean and Standard Deviation (Q6-Q19)

Mean and Standard Deviation were calculated for Q6 to Q19. These questions use a five-point scale. The scale has one for strongly disagree and five for agree. The Mean shows the average response from 50 people. The Standard Deviation shows how much their responses varied. A higher mean value means people agreed more. A lower Standard Deviation means people agreed more with each other.

Q. No.	Question / Statement	Theme	Mean ($\bar{x}$) =AVERAGE	Std Dev (σ) =STDEV
Awareness / AI Usage				
Q6	I have frequently interacted with AI tools (chatbots, ATS, automated interviews) during recruitment.	Awareness / AI Usage	3'42	1'2
Q7	AI has significantly made the recruitment process faster and more efficient.	Awareness / AI Usage	3'06	1'19
Recruitment Efficiency				
Q8	AI helps in improving efficiency in recruitment (screening, shortlisting, etc.)	Recruitment Efficiency	3'84	1'12
Q9	AI-powered tools such as ATS reduce the time taken to screen resumes significantly.	Recruitment Efficiency	3'86	0'82
Candidate Experience				
Q10	AI tools provide a better candidate experience (quick response, smooth process).	Candidate Experience	3'66	0'99
Q11	AI-powered chatbots make communication during the recruitment process more convenient.	Candidate Experience	3'5	1
Bias & Fairness				
Q12	AI reduces unconscious human bias (e.g., gender, age, race) in the hiring process.	Bias & Fairness	3'66	0'86
Q13	AI systems trained on historical data can unintentionally replicate existing biases.	Bias & Fairness	3'94	0'81
Q14	AI promotes diversity and inclusion in recruitment better than traditional methods.	Bias & Fairness	3'54	1'14
Ethical Issues				
Q15	AI systems in recruitment lack transparency (unclear decision-making process).	Ethical Issues	3'74	1'04
Q16	I am concerned about data privacy when AI is used in the recruitment process.	Ethical Issues	3'92	0'82
Q17	Over-reliance on AI can reduce human judgment and empathy in hiring decisions.	Ethical Issues	4'1	0'7
Preference				
Q18	AI should be used along with human involvement in recruitment, not as a replacement.	Preference	4'16	0'88
Q19	I trust AI to make fair and unbiased hiring decisions.	Preference	3'36	1'16

Interpretation:

Q6: Respondents moderately agree that they have interacted with AI tools such as chatbots, ATS and automated interviews during recruitment. The standard deviation of 1.2 reflects considerable variation, suggesting that while many have had direct AI exposure, a portion has had limited or no experience with such tools.

Q7: Respondents moderately agree that AI has improved recruitment speed. The standard deviation of 1.19 indicates divided opinions, possibly due to varying levels of direct experience with AI-driven hiring processes.

Q8: Respondents generally agree that AI enhances recruitment efficiency. The standard deviation of 1.12 suggests some respondents remain unconvinced, possibly due to limited AI adoption in their organisations.

Q9: Respondents strongly agree that ATS tools reduce screening time. The relatively low standard deviation of 0.82 confirms that time-saving is widely recognised as a key benefit of AI in recruitment.

Q10: Respondents moderately agree that AI improves candidate experience. The standard deviation of 0.99 reflects polarised views, with some candidates appreciating the speed while others find AI-driven communication impersonal.

Q11: Respondents agree that chatbots improve recruitment communication. The standard deviation of 1 reflects moderate consensus, though a minority remains neutral or dissatisfied with automated communication.

Q12: Respondents moderately agree that AI can reduce human bias in hiring. The standard deviation of 0.86 suggests uncertainty, possibly because respondents are also aware that AI systems themselves can carry bias.

Q13: Respondents show strong and consistent awareness that AI can perpetuate discrimination through biased training data. This is a critical ethical finding with the highest mean in the ethical section at 3.94 and a low standard deviation of 0.81, aligned with Objective 3 of the study.

Q14: Respondents show only moderate agreement with notable variation that AI promotes diversity and inclusion. Confidence in AI as a diversity tool is not yet strong, likely because awareness of algorithmic bias tempers respondents' optimism.

Q15: Respondents generally agree that AI recruitment systems lack sufficient transparency. The standard deviation of 1.04 suggests that while many feel AI decision-making is opaque, others remain neutral due to limited awareness of how these systems work internally.

Q16: Respondents reflect high and broadly shared concern about data privacy, making it one of the top ethical concerns in this study. The standard deviation of 0.84 indicates fairly consistent responses across all respondent backgrounds.

Q17: Respondents strongly and consistently agree that excessive dependence on AI can erode the human element in hiring. This directly supports the recommendation for a hybrid AI-human recruitment model.

Q18: Respondents show near-unanimous agreement that AI should complement rather than replace human recruiters. With the highest mean in the study at 4.16 this is the most significant and consistent finding across all Likert items.

Q19: Respondents do not fully trust AI to make fair hiring decisions, recording the lowest mean at 3.36 and the highest standard deviation of 1.16. This finding reinforces the need for transparency, accountability and human oversight in AI-driven recruitment.

4.3 Regression Analysis

Simple Linear Regression was performed to examine the effect of AI Usage (Q6) on Candidate Experience (Q10). Q6 is the Independent Variable (X) and Q10 is the Dependent Variable (Y), both measured on a 5-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree). The analysis was conducted using Microsoft Excel's Data Analysis ToolPak.

4.3.1 Hypothesis

- H_0 (Null Hypothesis): AI Usage (Q6) has no significant effect on Candidate Experience (Q10). ($\beta = 0$)
- H_1 (Alternate Hypothesis): AI Usage (Q6) has a significant positive effect on Candidate Experience (Q10). ($\beta \neq 0$)

Level of Significance: $\alpha = 0.05$

4.3.2 Regression Output

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.77380314							
R Square	0.598771299							
Adjusted R Square	0.590412368							
Standard Error	0.743770174							
Observations	50							
ANOVA								
	df	SS	MS	F	Significance F			
Regression	1	39.62668459	39.6266846	71.6325186	4.42782E-11			
Residual	48	26.55331541	0.55319407					
Total	49	66.18						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.341397849	0.267170133	5.02076274	7.51097E-06	0.804216293	1.878579406	0.804216293	1.878579406
X Variable 1	0.666218638	0.078715755	8.46359962	4.42782E-11	0.507950004	0.824487272	0.507950004	0.824487272

- **Multiple R = 0.7738:** The correlation coefficient between Q6 (AI Usage) and Q10 (Candidate Experience) is 0.7738, indicating a strong positive correlation between the two variables. This means that respondents who interact more frequently with AI tools during recruitment tend to report a significantly better candidate experience.

- **R² = 0.5988:** The R² value of 0.5988 means that 59.88% of the variation in Candidate Experience (Q10) is explained by AI Usage (Q6). This is a strong result for a single-variable regression model in social science research, confirming that AI Interaction is a highly meaningful predictor of candidate experience.
- **Adjusted R² = 0.5904:** The Adjusted R² of 0.5904 accounts for the sample size (n = 50) and confirms that even after adjustment, approximately 59% of the variance in candidate experience is explained by the model. This further validates the strength and reliability of the regression model.
- **Standard Error = 0.7438:** The Standard Error of 0.7438 indicates that the predicted values of Candidate Experience deviate from the actual observed values by approximately 0.74 units on the Likert scale on average. This is a relatively low error given the 1–5 scale, reflecting a good model fit.
- **F = 71.63, Significance F = 4.43E–11:** The F-value of 71.63 is very high, and the corresponding Significance F is 4.43E–11, which is essentially 0.000 — far less than the 0.05 threshold. This confirms that the overall regression model is highly statistically significant. The model explains a substantial and non-random portion of the variance in Candidate Experience, validating the use of Q6 as a predictor of Q10.
- **Intercept (a) = 1.3414:** The intercept of 1.3414 represents the predicted Candidate Experience score when AI Interaction (Q6) is zero. Its p-value is 7.51E–06, which is highly significant, confirming that a baseline level of candidate experience exists even independent of AI interaction.
- **Coefficient of Q6 (b) = 0.6662:** The slope coefficient of 0.6662 is the most important value in this output. It means that for every 1-unit increase in AI Interaction (Q6), Candidate Experience (Q10) increases by 0.6662 units. The p-value of 4.43E–11 is extremely small — far below 0.05 — confirming that this coefficient is highly statistically significant.

4.3.3 Decision on Hypothesis:

Since the p-value of X Variable 1 (Q6) = $4.43\text{E}-11 < 0.05$ and Significance F = $4.43\text{E}-11 < 0.05$, the null hypothesis is rejected and the alternate hypothesis is accepted. AI Usage (Q6) has a statistically significant positive effect on Candidate Experience (Q10).

4.4 Findings:

4.4.1 Findings from Percentage Analysis (Q1–Q5)

1. Young and Relevant Sample

Most of the people who answered the questions are between 20 and 25 years old. This means that the study is mostly about what young people think. These people are always looking for jobs. They use AI-based recruitment a lot.

2. Balanced Gender Distribution

The sample has almost the same number of men and women with 50% men and 48% women and only a few people did not want to say if they are men or women. This is good because it means that findings are fair and show what both men and women think.

3. Educated Respondent Base

A lot of the people who answered the questions are well educated with 40% having a degree and 24% having a postgraduate degree. This means that they know enough to understand and have an opinion about AI in recruitment.

4. High Awareness of AI in Recruitment

68% of the people who answered the questions know that AI is used in recruitment while only 32% do not know. This shows that AI is now a known concept in hiring practices and most people are aware of it.

4.4.2 Findings from Mean and Standard Deviation (Q6–Q19)

1. Moderate Interaction with AI Tools

One of the questions shows that people interact with AI tools in a way with an average score of 3.42. However, the scores are not all the same, which means that people have levels of experience with AI tools.

2. AI Improves Efficiency in Recruitment

Two of our questions show that people strongly agree that AI makes recruitment more efficient and saves time.

3. Candidate Experience is Mixed

One of the questions ³¹ shows that people are moderately satisfied with their experience with a score of 3.66. However, the scores are not all the same, which means that not everyone has an experience.

4. Ethical Concerns are Significant

Some of the questions shows that people are very concerned about the risks of AI in recruitment such as bias and data privacy. This is something that we should be worried about.

5. Lack of Transparency in AI Systems

One of the questions shows that people think AI systems are not transparent with a score of 3.74. This is a problem because it means that people do not trust AI systems to be fair.

6. Preference for Hybrid Recruitment Model

One of the questions shows that people strongly prefer a recruitment model that uses both AI and human recruiters with a score of 4.16. This means that people want AI to help with recruitment but not to replace recruiters.

4.4.3 Findings from Regression Analysis (Q6 → Q10)

1. Strong Positive Relationship Identified

The analysis shows that there is a relationship between how much people interact with AI and their experience as candidates. This means that when people interact more with AI, they have an experience.

2. Positive Impact of AI Interaction

The analysis also shows that when people interact more with AI, they have an experience as candidates. This is a thing because it means that AI can help make recruitment better for everyone. The findings from the regression analysis of AI usage show that AI has an impact, on the recruitment process and the experience of candidates.

4.5 Recommendations

1. Adopt Hybrid Recruitment Model

Organizations should use a model because it got the highest score of 4.16. This means people really want to use Artificial Intelligence and human judgment. Artificial Intelligence should do the tasks and humans should make the big decisions. This way things get done faster.

2. Improve AI Usage Quality

The results showed that if Artificial Intelligence usage is better, it makes the experience better too. So, organizations should make the Artificial Intelligence things like chatbots and automatic updates better. By doing this, it will make the candidates happier and recruitment better.

3. Ensure Transparency in AI Systems

People are really concerned about not knowing what is going on with the Artificial Intelligence. The score was 3.74 which's high. Organizations should tell the candidates

what is happening with the Artificial Intelligence decisions. If given feedback and explain things it will make them trust the Artificial Intelligence Systems.

4. Address Bias in AI Algorithms

The score of 3.66 is high. It means people are really worried about the Artificial Intelligence being unfair. Organizations need to check the Artificial Intelligence algorithms all the time to make sure they are fair. If we use different types of data, it will reduce the risk of the Artificial Intelligence being biased. This will make sure the recruitment is fair and unbiased.

5. Strengthen Data Privacy Measures

The score of 3.92 is high. It means people are really concerned about their data being safe. Companies need to make sure they protect the data well. They should tell the candidates how they are using their data. This will make the candidates trust them more.

6. Train HR Professionals in AI

To use the Artificial Intelligence well, the HR people need to learn about the Artificial Intelligence tools and ideas. If they know what the Artificial Intelligence can and cannot do, they will make better decisions. This will help the technology and human skills work together better, in the Hybrid Recruitment Model and the Artificial Intelligence.

4.6 Limitations of the study:

Even with careful planning, this study has some limitations that could impact how well the results apply more generally:

1. Limited sample size: Small Group with only 50 people surveyed, the group might not show what the entire population thinks. Having more participants would make the findings more solid.
2. Sampling Technique: In the study the selection method used to pick respondents is based on convenience rather than randomly, which might cause some bias. This affects how well the results can be applied to a broader group.

3. Location limitation: The data is gathered from one area, so it might not represent the views of people from different places or industries.

4. Time Limits: The work was done under a tight deadline.

5. Self-Reported Data: People answered the questions based on their own perspective, which might introduce bias, misunderstanding, or hesitation.

6. Limited Variable: The focus was on variables like AI usage and candidate experience but didn't look closely at other aspects like company culture, leadership, or the job market.

CHAPTER 5

CONCLUSION

This study looked at how Artificial Intelligence's changing the way companies hire people. We wanted to see if Artificial Intelligence is making things more efficient and if it is good for the people who are applying for jobs and also if AI's being used in a way that is fair. What we found out is that Artificial Intelligence is really changing the way companies hire people. Most of the respondents are looking for jobs and are using the internet to apply so they know about the tools that companies are using. This makes our findings more important because these people are actually using Artificial Intelligence when they apply for jobs.

The study shows that Artificial Intelligence is really good at making the hiring process faster and more efficient. It helps companies look at resumes and talk to applicants quickly. This makes AI a useful tool for companies that want to make their hiring process better. We also found out that Artificial Intelligence is not always great for the people who are applying for jobs. The findings also showed that there are some problems with Artificial Intelligence like the fact that it can be biased and that companies are not always transparent about how they're using it. There are also concerns about how companies are keeping people's personal information safe. These are issues that companies need to think about when they are using Artificial Intelligence to hire people.

Finally, our study shows that Artificial Intelligence can be really helpful in hiring. It should not be the only thing that companies use. Companies should use a combination of Artificial Intelligence and human judgment. This way companies can make sure that their hiring process is fair, transparent and good for the people who are applying. Artificial Intelligence is a tool that can help companies hire people. It is not a replacement, for human beings. Companies need to use Artificial Intelligence in a way that's responsible and fair and that takes into account the needs of the people who are applying for jobs. Artificial Intelligence and human judgment can work together to make the hiring process better.

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ANNEXURE

Questionnaire

Impact of Artificial Intelligence on Modern Recruitment Practices

Instructions: This questionnaire is for academic research purposes only. All responses are strictly confidential. Please answer all questions honestly. There are no right or wrong answers.

yashikab4061@gmail.com [Switch account](#)

 Not shared



* Indicates required question

Question 1: Name *

Your answer

Question 2: Age Group *

☐ Below 20

Question 2: Age Group *

- ☐ Below 20
- ☐ 20-25
- ☐ 25-30
- ☐ Above 30

Question 3: Gender *

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

Question 4: Educational Qualification *

- ☐ Undergraduate
- ☐ Graduate
- ☐ Postgraduate
- ☐ Others



Question 5: Current status *



Question 5: Current status *

- ☐ Student
- ☐ Employed
- ☐ Job seeker
- ☐ Others

Question 6: Are you aware of the use of AI in recruitment processes? *

- ☐ Yes
- ☐ No

Question 7: Have you ever interacted with AI tools (chatbots, ATS, automated interviews) during recruitment? *

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

1 ☆

2 ☆

3 ☆



4 ☆



Question 8: According to you, has AI made the recruitment process faster? *

1 ☆

2 ☆

3 ☆

4 ☆

5 ☆

Question 9: AI helps in improving efficiency in recruitment (screening, shortlisting, etc.) *

1 ☆

2 ☆

3 ☆

4 ☆

5 ☆



Question 10: AI-powered tools such as ATS reduce the time taken to screen resumes significantly. *

- 1 ☆
- 2 ☆
- 3 ☆
- 4 ☆
- 5 ☆

Question 11: AI tools provide a better candidate experience (quick response, smooth process). *

- 1 ☆
- 2 ☆
- 3 ☆
- 4 ☆
- 5 ☆



Question 12: AI-powered chatbots make communication during the recruitment process more convenient. *

1 ☆

2 ☆

3 ☆

4 ☆

5 ☆

Question 13: AI reduces unconscious human bias (e.g., gender, age, race) in the hiring process. *

1 ☆

2 ☆

3 ☆

4 ☆

5 ☆



Question 14: AI systems trained on historical data can unintentionally replicate existing biases. *

- 1 ☆
- 2 ☆
- 3 ☆
- 4 ☆
- 5 ☆

Question 15: AI promotes diversity and inclusion in recruitment better than traditional methods. *

- 1 ☆
- 2 ☆
- 3 ☆
- 4 ☆
- 5 ☆



Question 16: AI systems in recruitment lack transparency (unclear decision-making process). *

1 ☆

2 ☆

3 ☆

4 ☆

5 ☆

Question 17: I am concerned about data privacy when AI is used in the recruitment process. *

1 ☆

2 ☆

3 ☆

4 ☆

5 ☆



Question 18: Over-reliance on AI can reduce human judgment and empathy in hiring decisions. *

- 1 ☆
- 2 ☆
- 3 ☆
- 4 ☆
- 5 ☆

Question 19: AI should be used along with human involvement in recruitment, not as a replacement. *

- 1 ☆
- 2 ☆
- 3 ☆
- 4 ☆
- 5 ☆



Question 20: I trust AI to make fair and unbiased hiring decisions. *

- 1 ☆
- 2 ☆
- 3 ☆
- 4 ☆
- 5 ☆

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