# Major Research Project On

# Exploring The Impact of AI on Candidate Experience and Employer Branding in Recruitment Processes


Submitted By:

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2024/DMBA/159

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## DECLARATION

I, Pallawi Pragya, declare that the Major Research Project Report titled “Exploring the Impact of AI on Candidate Experience and Employer Branding in Recruitment Processes” submitted to Delhi Technological University represents my own original work. This report is submitted in partial fulfillment of the requirements for the MBA degree in Human Resources and Marketing. I further confirm that this report has not been submitted to any other institution for any degree or diploma.

Pallawi Pragya

2024/DMBA/159

Date:

## ACKNOWLEDGEMENT

I sincerely thank my university supervisor, Dr. Mohit Beniwal from Delhi School of Management, Delhi Technological University, for his invaluable guidance and support throughout this project. His constructive feedback greatly enhanced the quality of this report. I am also grateful to my family and friends for their continuous encouragement. Finally, I acknowledge the assistance of everyone who contributed in any way to this project.

Pallawi Pragya

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Date:

## CERTIFICATE

This is to certify that Pallawi Pragya, roll number 2024/DMBA/159, has submitted the Major Research Project titled “Exploring the Impact of AI on Candidate Experience and Employer Branding in Recruitment Processes” as part of the requirements for the MBA degree from Delhi School of Management, Delhi Technological University, for the academic year 2025-2026.

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## ABSTRACT

Artificial Intelligence (AI) is increasingly embedded in recruitment, offering enhanced efficiency, objectivity, and improved candidate experiences. This study investigates the multifaceted effects of AI on candidate experience and employer branding through a mixed-methods approach. Quantitative data were collected via a structured questionnaire from 97 respondents, mainly MBA students, using a cross-sectional design. Key variables examined include candidate experience, satisfaction with AI accuracy, and perceptions of employer branding. Complementary qualitative insights were drawn from secondary sources, notably the IBM report "The Business Case for AI in HR." Findings indicate a generally neutral satisfaction level, with younger candidates showing greater positivity, reflecting generational differences in AI acceptance. The perceived accuracy of AI in matching skills correlates strongly with positive candidate experiences. Candidate perceptions of AI also influence views on an organization's technological prowess and innovation, highlighting AI's role in employer branding. Despite AI's benefits in streamlining recruitment, candidates prefer human interaction in various stages, underscoring the ongoing importance of human judgment. Ethical concerns related to bias and transparency call for measures to ensure fairness and clear communication, which in turn build trust and enhance employer branding. Insights from HR executives emphasize AI's efficiency potential alongside the need for ethical implementation. The study recommends improving AI robustness, mitigating biases, enhancing communication clarity, integrating natural language processing, balancing AI with human interaction, and emphasizing transparency and training to maximize AI's positive impact in recruitment.

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## 1. INTRODUCTION

The incorporation of artificial intelligence (AI) into human resource (HR) management has notably transformed organizational approaches to talent acquisition and workforce management. Its impact is especially significant in recruitment, where AI aims to optimize processes, support better decision-making, and improve candidate experiences. Despite these advantages, AI's expanding role in recruitment also prompts important questions about how it affects candidate perceptions and employer branding.

AI tools are increasingly employed for functions such as resume screening, sourcing candidates, and automating interview scheduling. These technologies promise greater hiring efficiency and objectivity, helping organizations attract and engage top talent more effectively. As AI becomes more embedded in recruitment, assessing its influence on candidate experience and organizational reputation is essential.

Candidate experience is a critical factor shaping an employer's brand and their ability to attract and retain skilled professionals. Understanding AI's effects on candidate perceptions and interactions is therefore vital for maintaining a strong employer brand and competitive advantage. Additionally, ethical issues including bias mitigation and transparency in AI-driven decision-making stress the need for thorough evaluation of AI in recruitment.

### 1.1 Background

**1.1.1 Definition:** AI encompasses fields such as machine learning and cognitive computing within computer science, focusing on replicating intelligent actions. AI technologies have demonstrated capabilities in areas like image recognition, natural language understanding, speech processing, translation, and sentiment analysis. AI applications extend across HR functions including recruitment, learning, career development, compensation, and candidate engagement.

Historically, HR departments focused primarily on administrative tasks related to workforce record-keeping. However, over the past three decades, the role of HR has evolved significantly, with research confirming that effective employee management strongly influences organizational performance. The modern concept of "strategic HR" centers on practices that yield competitive advantage, emphasizing teamwork, performance management, and prioritization of key roles and employee groups.

Technology traditionally enhanced HR efficiency by accelerating routine tasks, such as online recruitment processes. Today, AI advances this further by enabling faster

identification of suitable candidates based on skill-job fit, predicting future performance, and estimating time-to-fill vacancies. This evolution illustrates AI's transformative potential, empowering HR to tackle critical business challenges and build on prior workforce analytics. Unlike past incremental changes, AI offers substantial improvements in HR performance.

### 1.1.2 Reasons for Using AI in HR

- **Solving Business Challenges:** AI enables HR to address pressing issues by delivering deep insights and services without expanding resources or costs, ensuring strategic alignment.
- **Attraction and Development of Skills:** In a rapidly changing business environment, organizations must adapt swiftly. AI helps HR align employee skills with evolving market demands, fostering agility and competitiveness.
- **Enhancing Employee Experience:** Modern employees expect personalized experiences throughout their work journey. Platforms like Glassdoor reinforce the importance of employee experience in shaping external perceptions.
- **Decision Support:** AI processes vast data to provide managers and employees with timely insights and recommendations, facilitating prompt responses and fostering an engaged culture.

### 1.1.3 Candidate Experience and Influencing Factors

Candidate experience refers to the overall impression a candidate forms about an organization's hiring process, from application to final outcome. It influences talent attraction, organizational reputation, and employer branding. Key factors affecting candidate experience include:

- **Communication:** Timely, clear, and transparent updates are essential; poor communication is a common source of dissatisfaction.
- **Respectful Treatment:** Professionalism and courteous interactions leave lasting impressions.
- **Length of Hiring Process:** Prolonged processes deter candidates; efficiency is valued.
- **Clarity of Job Descriptions:** Accurate, detailed descriptions help candidates assess fit and manage expectations.
- **Feedback:** Constructive input post-assessments supports candidate development;

its absence causes frustration.

- **Company Culture and Values:** Sharing culture insights helps align expectations and enhances experience.
- **Automation Use:** While automation improves efficiency, overuse can reduce personalization; a balance is crucial.

### 1.1.4 Employer Branding in Recruitment

Employer branding shapes how an organization is perceived as an employer, essential for attracting and retaining talent. AI influences key branding elements:

- **Authenticity and Transparency:** AI supports consistent communication and accurate information sharing.
- **Personalization:** AI analyzes candidate data for tailored communication and feedback.
- **Efficiency and Speed:** AI tools expedite hiring, respecting candidates' time.
- **Candidate Engagement:** AI-powered chatbots and assessments enhance interaction.
- **Diversity and Inclusion:** AI helps reduce bias by anonymizing data and targeting diverse pools.
- **Feedback and Continuous Improvement:** AI-driven surveys collect candidate feedback for ongoing enhancements.

## 1.2 Problem Statement

Despite AI's promise to increase recruitment efficiency and fairness, its effects on candidate experience and employer branding remain insufficiently understood. This gap challenges organizations striving to maintain a strong brand and competitive talent acquisition. Ethical concerns, particularly regarding bias and transparency, add complexity. This study investigates AI's impact on candidate perceptions, interactions, and ethical considerations to inform strategic recruitment practices.

## 1.3 Objectives

- Assess AI's impact on candidate experience focusing on interaction quality, fairness, and satisfaction.
- Examine AI's influence on employer branding including perceptions of innovation and reputation.

- Identify ethical implications of AI use and explore mitigation strategies.
- Understand senior HR executives' perspectives on AI integration, drawing on IBM's report.

### 1.4 Scope

- Covers diverse industries using AI in recruitment, acknowledging sector variations.
- Focuses on candidate perceptions and experiences.
- Incorporates insights from IBM's report; no new HR executive interviews conducted.
- Employs mixed quantitative and qualitative methods.
- Addresses ethical issues without delving into AI technical development.

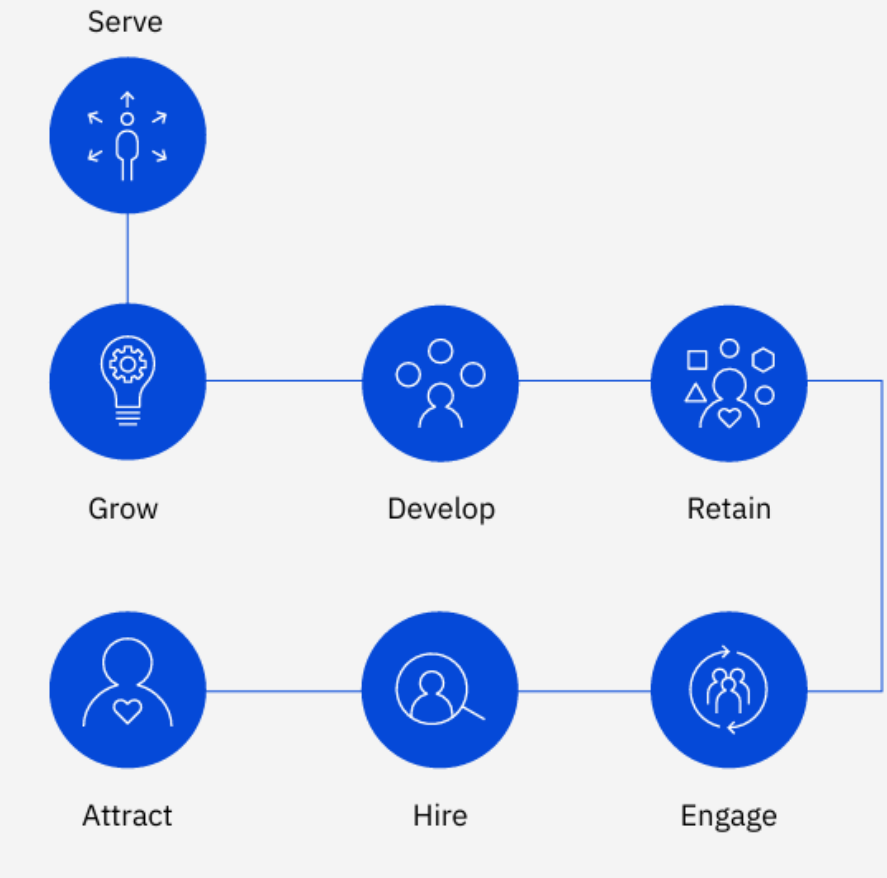



Figure 1: Presentation of AI in HR that can occur across the entire talent lifecycle

*Source: IBM – AI in HRM*

## 2. LITERATURE REVIEW

Research generally shows that job applicants perceive AI technology in recruitment positively, appreciating its practicality, ease of use, and ability to accelerate response times (Horodyski, 2023). The adoption of AI in recruitment processes offers promising opportunities to enhance talent acquisition, improve hiring quality, and reduce human biases (Mariani & Vega Lozada, 2023; Pratap Singh Rathore, 2023). However, concerns remain regarding AI's limited human judgment, occasional inaccuracies, and the early stage of AI tool development (Gusain et al., 2023). Additionally, there are worries about potential discrimination, highlighting the need for strict regulations to protect minority rights and candidate privacy (Gusain, 2023), AI integration recruitment is poised to drive innovation and provide sustainable competitive advantages through improved reliability, efficiency, cost reduction, and enhanced candidate experience.

| S.No. | Author | Research & Findings |
|---|---|---|
| 1 | (Horodyski, 2023) | The applicant's perspective on the use of artificial intelligence in the hiring process<br>During the recruitment process, the researchers investigated how candidates saw artificial intelligence (AI) technology and discovered that candidates had a positive impression of AI technology and thought it was practical and simple to use. |
| 2 | ( Pratap Singh Rathore , 2023) | The Impact of AI on Recruitment and Selection Processes: Analysing the role of AI in automating and enhancing recruitment and selection procedures<br>Using qualitative bibliometric analysis, the authors examined the role of AI in HRM practices and discovered that new technology conveniences are always being introduced along with continuous improvement. |
| 3 | (Mariani & Vega Lozada, 2023) | The Use of AI and Algorithms for Decision-making in Workplace Recruitment Practices<br>The COVID-19 epidemic and the rise in remote work have led to a considerable increase in the usage t o A I |

| | | |
|---|---|---|
| | | and algorithms in HRM systems in recent years. |
| 4 | (Gusain et al., 2023) | E-Recruitment using Artificial Intelligence as Preventive Measures<br>The authors discussed how they saw AI being incorporated into e-recruitment and affirmed that using AI enables companies to simplify the sourcing, screening, and assessment of candidates during the hiring process. |
| 5 | (Ganatra & Pandya, 2023) | The transformative impact of artificial intelligence on HR practices and employee experience: A review<br>The benefits and drawbacks of AI in recruiting have been noted and examined by the authors. They have also suggested a model for screening resumes using keywords and phrases that match the job description. Finally, a case study involving the effects and implications of AI-based tools—specifically, machine learning models—in a straightforward hiring scenario has been presented and evaluated. |
| 6 | (Rajani Meshram & Librarian, 2023) | The role of artificial intelligence (AI) in recruitment and selection of employees in the organization<br>More than 24% of companies worldwide are currently utilizing AI in their candidate evaluation and selection processes, according to a Sage Group report used by authors. |
| 7 | (Baratelli & Colleoni, 2022) | Does Artificial Intelligence (AI) Enabled Recruitment Improve Employer Branding?<br>The authors looked at whether and how using AI in the hiring process enhances a business s's perceived attractiveness and brand in the eyes of applicants. They discovered that AI has a strong relationship with employer branding, which enhances talent attraction. |

The increasing use of AI in recruitment has attracted significant scholarly attention due to its dual impact on candidate experience and employer branding. This review synthesizes current research and identifies areas needing further inquiry.

**Impact of AI on User Experience and Employer Branding**

Cheng and Jiang (2020) “demonstrated that AI-driven chatbots significantly affect user satisfaction, perceived privacy risks, loyalty, and ongoing engagement”. Their findings suggest that AI chatbots can improve candidate experience and contribute positively to employer branding.

Sharma and Kamalanabhan (2012) “underscored AI-enabled software’s efficiency in processing candidate data, indicating potential improvements in recruitment speed and candidate satisfaction, which bolster employer reputation”.

**Perceived Organizational Support and Employee Retention**

(Arasanmi, 2019)found that “organizational commitment mediates the relationship between perceived organizational support and employee retention”. This implies that a strong employer brand, enhanced by AI-driven recruitment processes, can foster organizational support perception and improve retention rates.

**Role of Social Media in Employer Branding**

Kissel and Büttgen (2015) “highlighted social media as a vital channel for communicating employer brand identity and enhancing corporate image and attractiveness. AI-powered social media analytics and branding can thus significantly influence employer branding and candidate engagement”.

Ladkin and Buhalis (2016) “further emphasized the importance of online and social media recruitment in shaping perceptions of employers and prospective employees, highlighting AI-driven strategies' role in this context”.

**Organizational Talent Management and Employer Branding**

As illustrated by (Maurya, 2018) a “strong positive link between talent management and employer branding, suggesting AI-enhanced talent management can elevate both branding and candidate experience” (Leps, The business case for AI in HR, 2024) .

**Algorithmic Hiring and Recruitment Practices**

Li, Lassiter, Oh, and Lee (2021) explored recruiter and HR professional perspectives on algorithmic hiring, providing insights into practical AI recruitment applications and their effects on branding and candidate perceptions.

**Employer Branding and Candidate Intent**

Heilmann, Saarenketo, and Liikkanen (2013) demonstrated that "employer branding significantly influences candidates' intentions to join an organization, with AI-supported branding likely strengthening this effect".

**Sustainability and Digitalization in Corporate Management**

(Cascio), Zhao, and Ślusarczyk (2019) discussed how "AI-driven augmented and virtual reality tools contribute to sustainable and digital corporate management, indicating potential benefits for employer branding and candidate experience"

**Summary**

Overall, the literature confirms AI's su (Ladkin) "substantial influence on candidate experience and employer branding. Technologies such as chatbots, social media analytics, and virtual/augmented reality can enrich user experience, enhance branding, and affect candidate decisions". Nonetheless, further research is needed to explore AI's practical effects in recruitment, investigate ethical concerns, and identify gaps for future study.

**Future Research Directions**

Upcoming studies should examine ethical implications of AI in recruitment, assess long-term impacts on candidate experience and employer branding, and explore AI's role in fostering diversity and inclusion. Comparative analyses across industries and regions will help determine the broader applicability of AI recruitment strategies.

# 3. RESEARCH METHODOLOGY

## 3.1 Introduction

This section describes the research methods utilized to investigate the impect of AI on candidate experience and employer branding within recruitment processes. Study adopts a mixed method approach, integrating both quantitative and qualitative for a comprehensive analysis.

## 3.2 Research Design

A cross-sectional research design was employed, combining descriptive and inferential statistical techniques to analyze primary data gathered through questionnaires. Additionally, secondary data from the IBM report was subjected to thematic analysis to supplement and enrich the primary findings.

### 3.2.1 Cross-sectional Design

Data collection occurred at a single point in time, targeting MBA students and participants from other academic programs to capture their perceptions of AI in recruitment and employer branding.

## 3.3 Quantitative Methodology

- 3.3.1 Data Collection: Primary data was obtained using a structured questionnaire distributed to MBA students and other course participants.
- 3.3.2 Sampling: A non-probability convenience sampling technique was adopted, selecting participants based on accessibility and willingness to respond, resulting in a sample size of 97 respondents.
- 3.3.3 Variables: Key variables included demographic factors (age, gender, education, employment status), candidate experience ratings, satisfaction with AI accuracy, perceptions of employer branding, and ethical considerations.

## 3.4 Determination of Sample Size

Sample size was calculated using the "Sample Size Determination for Population Proportion" formula, informed by a pilot survey to estimate proportions.

3.4.1 Sample Size Formula:

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

where:

- ( p ) = population proportion
- ( e ) = margin of error
- ( Z_{\alpha} ) = Z-score corresponding to confidence level
- ( n ) = required sample size

3.4.2 Population Proportion Question:

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

- Yes
- No

3.4.3 Pilot Survey Details:

- Population size: 10
- ( Z_{90} = 1.645 ), margin of error ( e = 0.05 ), ( p = 0.9 ), ( 1-p = 0.1 )

Applying the formula:

$$n = \frac{(1.645)^2 \times 0.9 \times 0.1}{(0.05)^2} = 97.42 \approx 97$$

**3.5 Qualitative Methodology**

- 3.5.1 Secondary Data Analysis: The IBM report "The Business Case for AI in HR" was utilized as a secondary data source, offering expert perspectives on AI applications in HR.
- 3.5.2 Thematic Analysis: A thematic analysis was performed on qualitative data from the IBM report to identify recurring themes related to AI implementation within HR functions.

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## 4. DATA ANALYSIS

**4.1** Primary Data Analysis (Questionnaire)

### Section 1: Demographics vs. Overall Experience

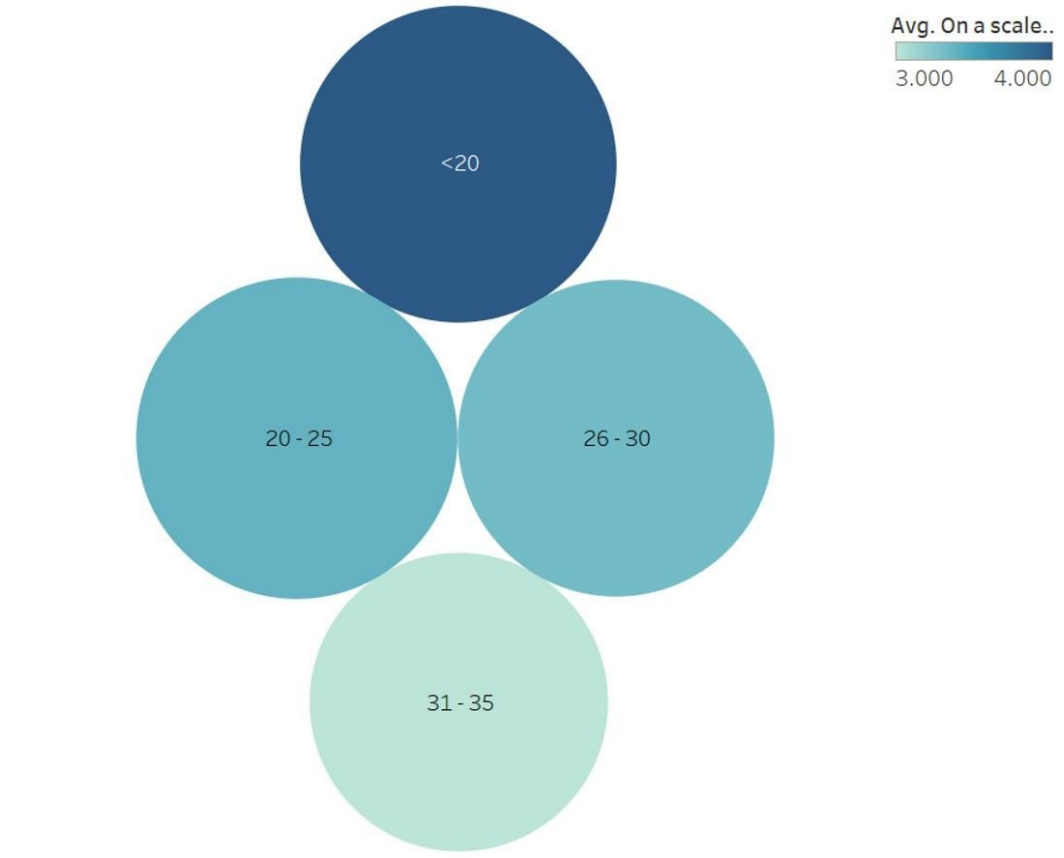
4.1.1 Processes Age vs. Overall Experience with AI-powered Recruitment

Table 1: Cross Tabulation Age and Overall Experience with AI-Powered Recruitment Process

**Age * On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? Crosstabulation**

Count

| | | On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? | | | | | |
|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | Total |
| Age | <20 | 0 | 0 | 0 | 1 | 0 | 1 |
| | 20 - 25 | 2 | 4 | 39 | 27 | 5 | 77 |
| | 26 - 30 | 0 | 3 | 6 | 6 | 1 | 16 |
| | 31 - 35 | 1 | 0 | 0 | 2 | 0 | 3 |
| Total | | 3 | 7 | 45 | 36 | 6 | 97 |




Age. Color shows average of On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes?. Size shows average of How satisfied are you with the accuracy of AI algorithms in matching your skills and qualifications with job requirements?. The marks are labeled by Age.

**Interpretation:**

- Most participants rated their experience with AI-driven recruitment processes around the midpoint (3 out of 5), reflecting an overall neutral sentiment.
- A clear pattern of increased satisfaction is evident among respondents aged 20 to 25.
- Ratings indicating low satisfaction (1 out of 5) were infrequent across all age categories.

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

Table 2: Cross Tabulation Gender and Overall Experience with AI-Powered Recruitment Process

**Gender * On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? Crosstabulation**

Count

| | | On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? | | | | | |
|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | Total |
| Gender | Female | 2 | 3 | 14 | 18 | 4 | 41 |
| | Male | 1 | 4 | 30 | 18 | 2 | 55 |
| | Prefer not to say | 0 | 0 | 1 | 0 | 0 | 1 |
| Total | | 3 | 7 | 45 | 36 | 6 | 97 |

**Interpretation:**

- For all gender groups, the most frequent rating was neutral (3 out of 5), with positive ratings (4 out of 5) coming next.
- Very few respondents gave either very high (5 out of 5) or low (1 or 2 out of 5) ratings.
- These results indicate that both male and female participants generally report neutral to positive experiences with AI-based recruitment, with females showing a slight tendency toward more positive responses. The “Prefer not to say” category had too few responses to draw meaningful conclusions.

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

Table 4: Cross Tabulation Employment and Overall Experience with AI-Powered Recruitment Process

**Employement * On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? Crosstabulation**

Count

| | | On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? | | | | | |
|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | Total |
| Employement | Employed full-time | 0 | 0 | 5 | 5 | 1 | 11 |
| | Employed part-time | 0 | 0 | 0 | 2 | 0 | 2 |
| | Self employed | 0 | 0 | 1 | 0 | 0 | 1 |
| | Student | 2 | 5 | 37 | 26 | 5 | 75 |
| | Unemployed | 1 | 2 | 2 | 3 | 0 | 8 |
| Total | | 3 | 7 | 45 | 36 | 6 | 97 |

Interpretation:

- The most common rating across all employment statuses is neutral (3 out of 5), followed by positive (4 out of 5).
- Students, who form the bulk of the sample, tend to have a more varied experience compared to other employment statuses.
- This data suggests that students, who likely have less experience in the job market, may have different expectations or perceptions of AI in recruitment compared to those who are employed. The relatively small number of respondents in other employment categories may not provide a comprehensive view but indicates a trend towards neutral to positive experiences with AI-powered recruitment processes.

## Section 2: Perception of Employer Branding

Table 5: Correlation between overall experience with AI-powered recruitment processes and how satisfied are you with the accuracy of AI algorithms

**Correlations**

| | | On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? | How satisfied are you with the accuracy of AI algorithms in matching your skills and qualifications with job requirements? |
|---|---|---|---|
| On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? | Pearson Correlation | 1 | .655** |
| | Sig. (2-tailed) | | <.001 |
| | N | 97 | 97 |
| How satisfied are you with the accuracy of AI algorithms in matching your skills and qualifications with job requirements? | Pearson Correlation | .655** | 1 |
| | Sig. (2-tailed) | <.001 | |
| | N | 97 | 97 |

**. Correlation is significant at the 0.01 level (2-tailed).

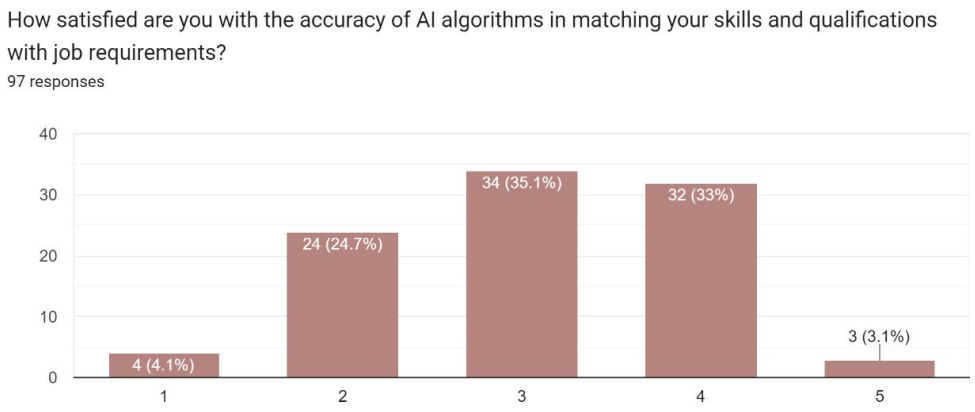



Chart 1: Satisfaction level of individuals with AI Algorithms

**Interpretation:**

The Pearson correlation coefficient of 0.655 suggests a moderate to strong positive association, indicating that candidates who have a more favorable overall experience also tend to be more satisfied with how accurately AI matches their skills and qualifications to job requirements. Most respondents expressed moderate satisfaction (ratings of 3 or 4) regarding AI's matching accuracy, highlighting potential areas for enhancement in AI recruitment tools. Only a small number of participants rated the AI algorithms as either highly accurate or very inaccurate.

## Section 3: Nature of issues or challenges

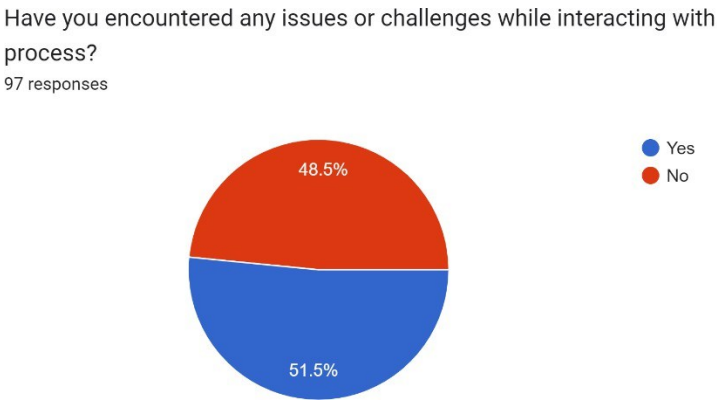



Chart 2: Individual response regarding the issues and challenges faced during interaction with AI in the recruitment process

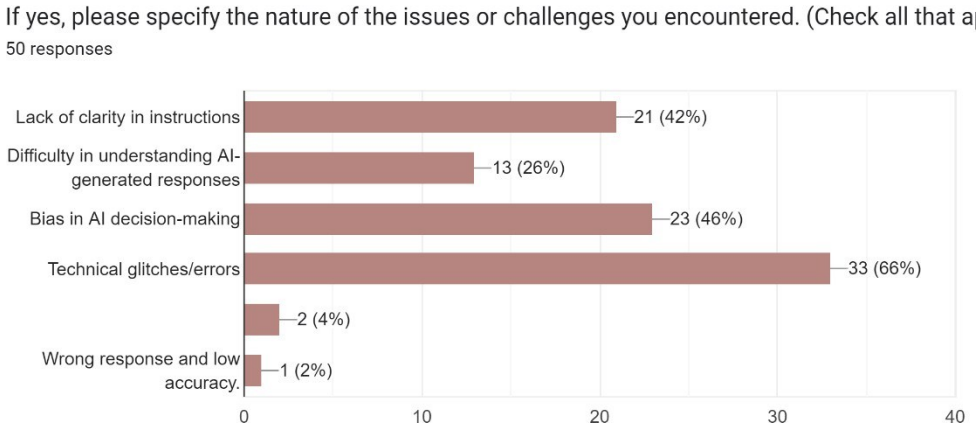



Chart 3: Nature of the issues or challenges encountered by candidates

**Interpretation:**

The survey responses show that participants were almost evenly split on whether they faced difficulties while interacting with AI during recruitment, with a slight majority of 51.5% reporting they did experience such issues. This indicates that although AI recruitment tools are increasingly widespread, a considerable number of users still encounter challenges.

The specific types of problems reported by those who faced difficulties offer important insights into the current limitations of AI in recruitment:

- Technical glitches or errors (66%) emerged as the most frequently reported

problem. This suggests that many users experience technical disruptions or malfunctions when using AI-powered recruitment systems, highlighting a clear need to improve the technical stability and reliability of these platforms.

- Bias in AI decision-making (46%) was reported by nearly half of the respondents who encountered issues. This finding raises significant ethical concerns about fairness and impartiality in AI-driven recruitment decisions, emphasizing the importance of addressing algorithmic bias.
- Lack of clarity in instructions (42%) was another major challenge. Many users found the guidance or prompts provided by AI systems confusing or insufficiently clear, which can lead to misunderstandings and a less satisfactory user experience.
- Difficulty in understanding AI-generated responses (26%) affected over a quarter of those reporting problems. This points to potential limitations in natural language processing capabilities, where AI responses may lack clarity or coherence, making it hard for users to interpret or act upon the information provided.
- Other issues (4%) were cited by a small fraction of respondents, encompassing various miscellaneous concerns not captured within the main categories listed.
- Wrong responses and low accuracy (2%) were reported by very few users. Although these problems appear infrequently, they nonetheless exist and can negatively influence users' trust and perception of AI effectiveness in recruitment contexts.

Overall, the findings inferences the importance of ongoing improvements in AI recruitment's tool, particularly in enhancing technical robustness, reducing bias, clarifying user instructions, and advancing natural language understanding to foster better candidate experiences.

## Section 4: Perception of Employer Branding

Table 6: Correlation between Overall experience vs Perception about employer's brand vs employers' commitment to innovation

**Correlations**

| | | On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? | To what extent does the use of AI in recruitment influence your perception of an employer's technological sophistication? | How important is the use of AI in recruitment for shaping your perception of an employer's commitment to innovation? |
|---|---|---|---|---|
| On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? | Pearson Correlation | 1 | .390** | .430** |
| | Sig. (2-tailed) | | <.001 | <.001 |
| | N | 97 | 97 | 97 |
| To what extent does the use of AI in recruitment influence your perception of an employer's technological sophistication? | Pearson Correlation | .390** | 1 | .521** |
| | Sig. (2-tailed) | <.001 | | <.001 |
| | N | 97 | 97 | 97 |
| How important is the use of AI in recruitment for shaping your perception of an employer's commitment to innovation? | Pearson Correlation | .430** | .521** | 1 |
| | Sig. (2-tailed) | <.001 | <.001 | |
| | N | 97 | 97 | 97 |

**. Correlation is significant at the 0.01 level (2-tailed).

**Interpretation:**

1. **Overall Experience and Technological Sophistication (r = 0.390):**
   This moderate correlation suggests that candidates who have a more favorable overall experience with AI-driven recruitment processes tend to somewhat perceive the employer as more technologically advanced. However, since the correlation is not very strong, it indicates that other factors besides overall experience likely influence this perception.
2. **Overall Experience and Commitment to Innovation (r = 0.430):**
   With a correlation slightly higher than the first, this indicates that a positive overall experience with AI recruitment is linked to a stronger perception of the employer's dedication to innovation. This finding implies that how AI is utilized during recruitment can affect candidates' opinions about the employer's innovative spirit.
3. **Technological Sophistication and Commitment to Innovation (r = 0.521):**
   This represents the strongest association among the three correlations, reflecting a

meaningful positive relationship. It suggests that candidates who view an employer as technologically advanced are also more inclined to see them as committed to innovation. This connection is logical, as technological sophistication often signals a culture that values innovation.

## Section 5: Feedback on AI Interactions




Chart 4: Feedback on AI – powered interaction influence engagement with potential employers

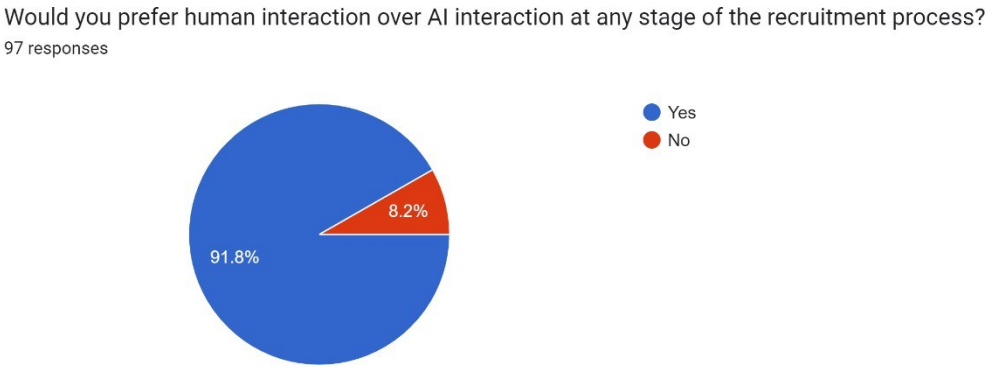



Chart 5: Preference of Human interaction vs AI interaction

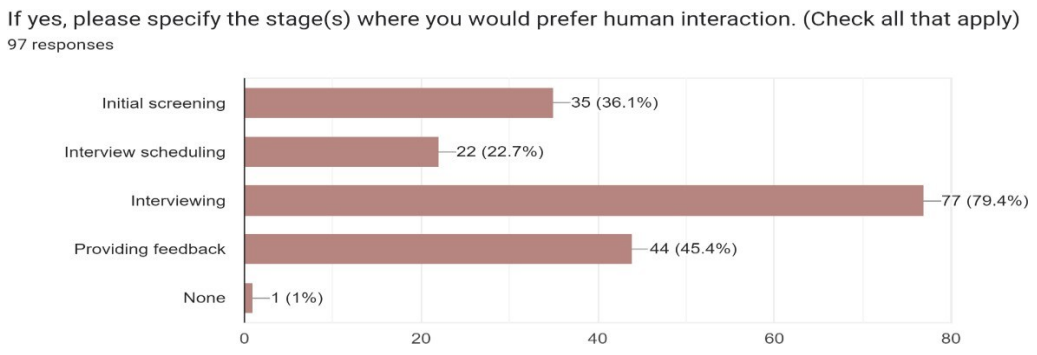



Chart 6: Individual responses where they seek human interaction most

**Interpretation:**

- Most respondents (72.1%) rated their experience engaging with potential employers through AI during recruitment as average to above average (scores between 3 and 4). However, only a small percentage (7.2%) gave the highest rating of very high (score 5). This indicates that while AI interactions are generally viewed positively, there is still considerable room for improvement.
- A large majority (91.8%) expressed a preference for having human involvement at some point in the recruitment process. This shows that despite the growing role of AI, candidates still highly value personal interaction with real people.
- The desire for human contact is strongest during the interview stage (79.4%), followed by providing feedback (45.4%), and then during initial screening stages (36.1% and 22.7%). This pattern suggests candidates especially appreciate human judgment and communication in the more complex and personal parts of recruitment, such as interviews and feedback sessions.

Overall, these insights highlight that while AI can make certain recruitment activities more efficient, many candidates continue to seek the empathy and nuanced understanding that human interaction provides. Employers should strive to find the right balance between leveraging AI's efficiency and maintaining the human touch to improve candidate experience and strengthen their employer brand.

## Section 6: Considerations Regarding Ethical Implications

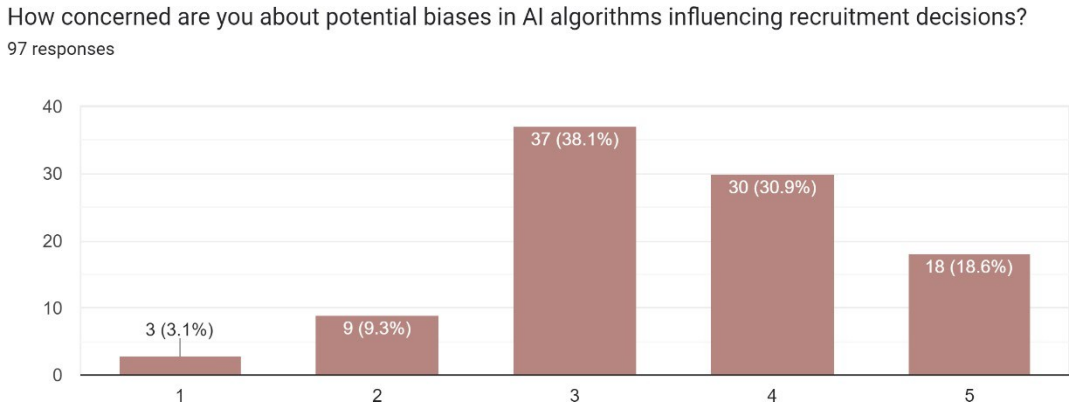



Chart 7: Candidate concern regards potential biases in AI algorithms

**Interpretation:**

- The largest portion of respondents, at 38.1%, took a neutral stance, indicating that although they are aware of the possibility of bias in AI recruitment, they don't hold a strong view on how much it affects the process.
- Nearly half of the participants (49.5%, scoring 4 or 5) expressed significant concern about bias in AI systems. This highlights the critical need for recruitment processes to actively address and reduce AI biases. It underscores that while AI offers powerful capabilities for recruitment, maintaining transparency and implementing safeguards against bias are essential to preserving candidates' trust in AI-driven hiring.

Table 7: Cross Tabulation Trust among candidates and Transparency in declaration of AI usage by Employer

**Do you believe that organizations should be transparent about their use of AI in the recruitment process? * Would you be more likely to trust an employer that openly communicates about their AI usage in recruitment? Crosstabulation**

Count

| | | Would you be more likely to trust an employer that openly communicates about their AI usage in recruitment? | | | |
|---|---|---|---|---|---|
| | | Maybe | No | Yes | Total |
| Do you believe that organizations should be transparent about their use of AI in the recruitment process? | Maybe | 10 | 0 | 8 | 18 |
| | No | 0 | 6 | 1 | 7 |
| | Yes | 11 | 5 | 56 | 72 |
| Total | | 21 | 11 | 65 | 97 |

**Interpretation:**

The crosstab analysis reveals how candidates' views on transparency around AI use in recruitment relate to their trust in employers:

- Maybe/Maybe: Ten respondents are unsure both about the importance of transparency and whether it builds trust, indicating they recognize a possible connection but aren't fully convinced.
- Maybe/Yes: Eight participants think transparency could matter and would probably trust an employer who openly shares information about AI use.
- Yes/Maybe: Eleven respondents believe organizations should be transparent; however, transparency alone might not be enough to significantly boost their trust.
- Yes/Yes: The largest group, fifty-six respondents, strongly agree that transparency directly increases their trust, showing a clear preference for openness regarding AI in recruitment.
- No/No: Six respondents feel transparency is unnecessary and wouldn't trust an employer more just because they disclose AI usage.

In summary, most participants (65 out of 97) agree that being transparent about AI use is important and linked to higher trust in employers. This highlights that clear communication about AI in hiring processe can enhance both employer reputation and candidate confidence.

**Section 7: Descriptive Statistics**

Table: Descriptive Statistics

**Descriptive Statistics**

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? | 97 | 1 | 5 | 3.36 | .831 |
| How satisfied are you with the accuracy of AI algorithms in matching your skills and qualifications with job requirements? | 97 | 1 | 5 | 3.06 | .933 |
| To what extent does the use of AI in recruitment influence your perception of an employer's technological sophistication? | 97 | 1 | 5 | 3.53 | .855 |
| How important is the use of AI in recruitment for shaping your perception of an employer's commitment to innovation? | 97 | 1 | 5 | 3.43 | .840 |
| Do you believe that AI-powered interactions during the recruitment process have positively influenced your engagement with potential employers? | 97 | 1 | 5 | 3.23 | .974 |
| How concerned are you about potential biases in AI algorithms influencing recruitment decisions? | 97 | 1 | 5 | 3.53 | 1.001 |
| Valid N (listwise) | 97 | | | | |

Interpretation:

The survey's descriptive statistics reveal a range of participant experiences and attitudes toward AI in recruitment:

- Overall Experience: The average rating of 3.36 indicates that participants generally have a moderately positive experience with AI-driven recruitment, though the standard deviation of 0.831 shows noticeable differences in satisfaction levels.
- Accuracy of AI in Job Matching: With a mean of 3.06, respondents express mixed feelings about how well AI matches their skills to job requirements. The relatively

high standards deviation of 0.933 points to different aspect.

- Impact on Perception of Technological Sophistication: Participants tend to view AI usage as enhancing an employer's technological image, reflected in a mean the score of 3.53 and the standard deviation of 0.855, indicating some variation but overall positive sentiment.
- Perception of Employer's Commitment to Innovation: The average score of 3.43 suggests that many see AI recruitment as a sign of an innovative employer. The standard deviation of 0.840 shows fairly consistent responses.
- Positive Influence on Engagement: AI interactions are seen as moderately boosting engagement with potential employers, with a mean of 3.23. However, the SD of 0.974 reveals that experiences vary widely.
- Concerns About AI Bias: Concern about bias in AI recruitment is notable, with a mean 3.53 and a SD of 1.001, showing that while many are worried, views differ considerably.

Overall, these statistics suggest a general lean toward positive perceptions of AI in recruitment, but also highlight significant variation in experiences and concerns about bias. This underscores the need to actively address AI biases and manage candidate expectations to foster greater trust and satisfaction with AI-powered hiring processes.

### 4.2 Secondary Data Analysis: IBM – The Business Case for AI in HR

The report highlights AI's vital role in meeting the changing needs of HR, especially in talent acquisition, continuous learning, and enhancing employee experience. It showcases how AI and automation can transform HR functions by solving talent management challenges, improving candidate experiences, streamlining recruitment, and supporting managerial decision-making. Ethical practices and a spirit of technical curiosity are emphasized as essential for leveraging AI strategically to better support the workforce.

IBM's internal HR examples—such as Watson Candidate Assistant, Watson Recruitment, and Watson Career Coach—demonstrate practical AI applications within HR. The report covers AI's integration throughout the talent lifecycle, from attracting and hiring employees to engaging, retaining, developing, and serving them.

Key benefits outlined include more engaging candidate experiences, faster and more effective recruitment, increased employee motivation, smarter compensation planning, personalized learning paths, and AI-driven career growth. The importance of measuring ROI in HR AI implementations is stressed, with a framework provided to assess AI's impact and a timeline emphasizing quick deployment and continuous iteration for improvement.

For organizations starting their AI journey in HR, the report suggests five steps: building a solid business case, choosing between buying or building AI solutions, identifying the right skills, launching a minimum viable product (MVP), and scaling AI across the enterprise. Tips for successful adoption focus on empowering employees with AI, maintaining transparency, and respecting language and cultural differences in AI design.

Finally, the report addresses broader societal issues, including AI's overall effect on employment, the role of chatbots, the creation of higher-value jobs through AI, and ethical concerns related to diversity, bias, and fairness in AI use.

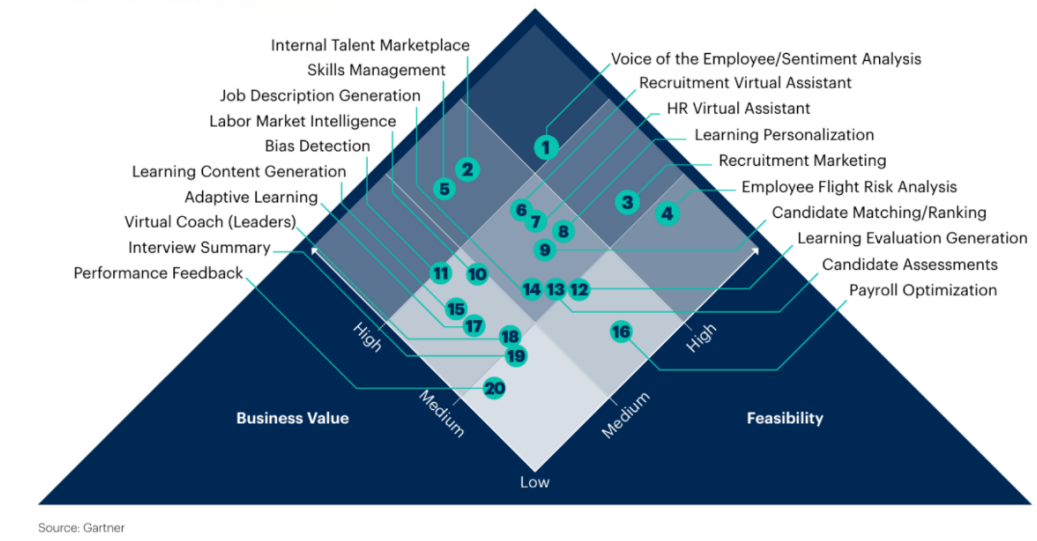



Figure 2: AI Use-Case Prism for Human Capital Management

*Source: Gartner*

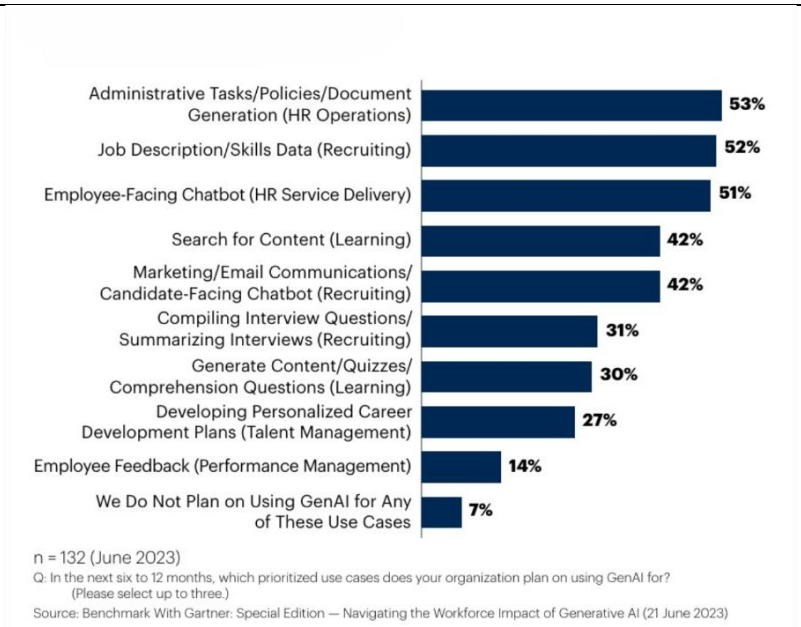



Figure 3: Prioritized GenAI HR Use Cases (Percentage of HR Leaders)
Source: Gartner

### 4.2.1 AI in the Recruitment Process at IBM

IBM prioritizes attracting and hiring a diverse range of candidates, which requires blending advanced technology with careful training. To support diversity and inclusivity in their talent pipelines, IBM integrates AI in recruitment while actively ensuring these technologies do not introduce or reinforce bias. This commitment includes involving women and individuals from diverse ethnic backgrounds equitably in developing AI

algorithms.

- **Attract: Enhancing Candidate Experience**

  IBM strives to create a compelling and engaging candidate experience from the very first interaction, helping candidates and the company better understand role fit based on skills. To achieve this, IBM developed the Watson Candidate Assistant (WCA), an AI-powered chatbot that revolutionizes how candidates connect with IBM during their job search. Traditionally, candidates and employers only met at interviews after discovering job openings through online boards. Now, with AI, candidates engage immediately and continuously via chatbot, allowing for a personalized and interactive application experience. This richer exchange helps candidates align more effectively with job opportunities, making recruitment faster and more efficient.

- **Hire: Efficient and Effective Recruitment**

  In an organization as large as IBM, managing recruitment requires thorough applicant screening. IBM introduced Watson Recruitment (IWR), an AI-driven tool that analyzes job market data and past candidate outcomes to predict how soon roles can be filled and identify top candidates. This technology helps recruiters prioritize critical job requisitions and assess candidate suitability more accurately. IWR extracts key skills from job postings and matches them against resume data, even predicting candidate performance based on background details like leadership experience. Crucially, it monitors recruitment decisions to prevent bias, supporting fair hiring practices. By automating these tasks, AI frees recruiters to focus on building relationships with candidates, resulting in smoother and more precise hiring.

The use of AI has significantly enhanced both candidate experience and employer branding at IBM. Specialized chatbots allow candidates to ask questions and receive personalized answers using natural language processing, offering clearer pre-hire communication. Watson Candidate Assistant transforms candidate engagement by personalizing the application journey and attracting more high-potential applicants.

Additionally, AI improves employer branding by offering realistic job previews through embedded videos in the recruitment process. This approach has increased the rate at which

candidates move from exploration to application, boosted Net Promoter Scores (NPS), and dramatically shortened the time between application and interview. Overall, AI's implementation has created a more engaging, informative candidate experience while strengthening IBM's employer brand.

## 5. RESULTS & DISCUSSION

### 5.1 Impact of AI on Candidate Experience and Employer Branding in Recruitment

Artificial Intelligence (AI) is transforming recruitment by offering increased efficiency and objectivity. Understanding how AI affects candidate experience and employer branding is key to refining recruitment strategies and maintaining a strong organizational image. This study explores AI's impact across multiple dimensions, from candidate satisfaction to ethical concerns, drawing perspectives from both candidates and HR executives.

### 5.2 Candidate Experience in Recruitment Processes

The results provide a nuanced view of how candidates experience AI-driven recruitment. While most respondents express neutral feelings, younger candidates tend to report higher satisfaction, possibly due to greater familiarity with technology or acceptance of automation. There is a clear link between positive overall experience and the perceived accuracy of AI in matching skills to job requirements. However, challenges such as technical glitches, biases, and unclear instructions remain obstacles that need addressing to improve candidate satisfaction.

### 5.3 Influence on Employer Branding

Candidates' views on AI use strongly shape their perception of an employer's technological sophistication and innovation. A moderately strong positive correlation suggests that favorable AI recruitment experiences raise an organization's image as a tech-forward and innovative employer. Despite AI's efficiency, candidates still prefer human interaction at key recruitment stages, emphasizing the need for a balance between AI-driven automation and human empathy to strengthen employer branding and attract top talent.

### 5.4 Ethical Implications of AI Usage in Recruitment

Concerns about bias and transparency in AI decision-making are prominent. Although most

participants worry about AI biases impacting recruitment, opinions vary widely. This highlights the critical importance of transparency and bias mitigation to sustain trust in AI-driven hiring. The positive correlation between transparency about AI use and trust in employers further underscores the need for open communication to build confidence and protect organizational reputation.

### 5.5 Insights from IBM Report – The Business Case for Artificial Intelligence in Human Resources

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

## 6. RECOMMENDATIONS

To optimize AI's impact on candidate experience and employer branding in recruitment, the following recommendations are proposed:

1. **Enhance Technical Robustness:** Address technical issues and errors to ensure AI recruitment systems are reliable and user-friendly by investing in strong infrastructure and thorough testing.
2. **Mitigate Bias in AI Algorithms:** Regularly audit AI models, diversify training data, and use bias detection tools to promote fairness and equity in recruitment outcomes.
3. **Clarify Instructions and Improve User Interface:** Provide clear guidance within AI systems and refine interfaces based on user feedback to reduce confusion and improve candidate satisfaction.
4. **Leverage Natural Language Processing (NLP):** Improve AI's communication quality through advanced NLP to make interactions clearer, more natural, and engaging.
5. **Balance AI Efficiency with Human Interaction:** Maintain human involvement in critical recruitment phases such as interviews and feedback to combine AI's efficiency with empathetic communication.
6. **Prioritize Transparency:** Clearly explain how AI is used, including its limitations and potential biases, to foster trust and openness with candidates.
7. **Invest in Training and Education:** Equip HR professionals with the skills to use AI tools effectively and ethically, ensuring fair interpretation and application of AI-driven insights.
8. **Continuous Monitoring and Evaluation:** Implement ongoing assessment of AI recruitment systems, gathering candidate feedback and performance metrics to guide improvements.
9. **Align AI Implementation with Organizational Values:** Ensure AI deployment supports core values like fairness, diversity, and inclusion to uphold integrity and reputation.
10. **Collaborate with Stakeholders:** Engage candidates, HR teams, and technology providers collaboratively to develop inclusive, effective AI recruitment solutions.

11. **Invest in AI-enabled Communication Tools:** Use AI chatbots and virtual assistants to provide personalized, timely communication throughout the candidate journey.
12. **Leverage Predictive Analytics for Candidate Matching**: Utilize data analytics to enhance the accuracy and efficiency of matching candidates to roles based on skills, experience, and cultural fit.
13. **Continuously Evaluate and Optimize AI Algorithms:** Regularly review algorithm performance and fairness, incorporating feedback to improve outcomes and reduce bias.
14. **Promote Diversity and Inclusion in AI Implementation:** Design AI systems to actively support diversity, monitor recruitment outcomes, and correct disparities to foster inclusive hiring.

## 7. CONCLUSION

### Navigating the Future of Recruitment with AI

Artificial Intelligence (AI) is rapidly transforming recruitment, reshaping candidate experiences, refining hiring processes, and redefining employer branding. Insights from the primary survey and IBM's report on AI in HR highlight AI's broad impact on both candidates and organizations. As technology and human resource management converge, several key themes emerge to guide the effective use of AI in recruitment.

### Empowering Candidate Experience Through AI

AI innovations fundamentally change the candidate journey, from initial contact to job offer. Tools like chatbots, virtual assistants, and predictive analytics enable personalized, transparent, and timely communication. This enhances candidate satisfaction, builds trust, and fosters lasting relationships between applicants and organizations.

### Optimizing Recruitment Efficiency and Effectiveness

AI's greatest strength lies in improving recruitment precision and agility. By leveraging advanced analytics and machine learning, organizations can prioritize roles, accelerate hiring timelines, and identify top talent efficiently. AI also helps address skill gaps, promote diversity, and boost new hire productivity, thereby supporting organizational resilience in a competitive market.

### Balancing Innovation with Ethical Imperatives

Despite AI's promise, ethical concerns, especially around bias and transparency, remain crucial. Organizations must actively mitigate biases, promote diversity, and ensure fairness to uphold ethical standards and maintain trust. Embracing ethical AI principles and inclusivity strengthens reputations and forges deeper connections with candidates and communities.

### Charting a Course for Future Success

Moving forward, organizations should:

- Prioritize enhancing candidate experience through AI-driven personalized communication.
- Invest strategically in AI-powered analytics and automation to boost recruitment

effectiveness.

- Commit firmly to ethical AI usage, transparency, and diversity to safeguard integrity.

In summary, AI integration in recruitment opens a new era of innovation and empowerment for both candidates and employers. By adopting AI technologies responsibly and inclusively, organizations can unlock sustainable growth, deepen meaningful connections, and shape a future where talent and opportunity thrive. Let us approach AI-enabled recruitment with purpose, empathy, and dedication to building a future-ready workforce.

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# 9.APPENDICES

## 9.1 Questionnaire

# Exploring the Impact of AI on Candidate Experience and Employer Branding in Recruitment Process

**Fellow Students!**

For my MRP project, I am researching on topic **"Impact of AI on Candidate Experience and Employer Branding in Recruitment Processes."** Your experience is crucial to my study!

Please provide honest and thoughtful responses to the questions. Your input will remain anonymous and confidential. Thank you for your participation!

* Indicates required question

1. Age *

*Mark only one oval.*

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

2. Gender *

*Mark only one oval.*

- ◯ Male
- ◯ Female
- ◯ Prefer not to say

3. Educational Background *

*Mark only one oval.*

- ◯ High School
- ◯ Bachelor's Degree
- ◯ Master's Degree
- ◯ Ph.D. or other advanced degree

4. Current Employment Status *

*Mark only one oval.*

- ◯ Employed full-time
- ◯ Employed part-time
- ◯ Unemployed
- ◯ Student
- ◯ Other: _____

**Candidate Experience with AI in Recruitment**

5. On a scale of 1 to 5, how would you rate your overall experience with AI-powered recruitment processes? *

*Mark only one oval.*

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Very | ◯ | ◯ | ◯ | ◯ | ◯ | Excellent |

6. How satisfied are you with the accuracy of AI algorithms in matching your skills and qualifications with job requirements? *

*Mark only one oval.*

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Not | ◯ | ◯ | ◯ | ◯ | ◯ | Extremely satisfied |

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

*Mark only one oval.*

- ◯ Yes
- ◯ No *Skip to question 9*

**Nature of issues or challenges**

8. If yes, please specify the nature of the issues or challenges you encountered. (Check all that apply) *

*Tick all that apply.*

- ☐ Lack of clarity in instructions
- ☐ Difficulty in understanding AI-generated responses
- ☐ Bias in AI decision-making
- ☐ Technical glitches/errors
- ☐ Other: _____

**Perception of Employer Branding**

9. To what extent does the use of AI in recruitment influence your perception of an employer's technological sophistication? *

*Mark only one oval.*

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Not | ◯ | ◯ | ◯ | ◯ | ◯ | Extremely |

10. How important is the use of AI in recruitment for shaping your perception of an employer's commitment to innovation? *

*Mark only one oval.*

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Not | ◯ | ◯ | ◯ | ◯ | ◯ | Extremely important |

**Feedback on AI Interactions**

11. Do you believe that AI-powered interactions during the recruitment process have positively influenced your engagement with potential employers? *

*Mark only one oval.*

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Stro | ◯ | ◯ | ◯ | ◯ | ◯ | Strongly agree |

12. Would you prefer human interaction over AI interaction at any stage of the recruitment process? *

*Mark only one oval.*

- ◯ Yes
- ◯ No

13. If yes, please specify the stage(s) where you would prefer human interaction. (Check all that apply) *

*Tick all that apply.*

- [ ] Initial screening
- [ ] Interview scheduling
- [ ] Interviewing
- [ ] Providing feedback
- [ ] Other: _____

**Considerations Regarding Ethical Implications**

14. How concerned are you about potential biases in AI algorithms influencing recruitment decisions? *

*Mark only one oval.*

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Not | ◯ | ◯ | ◯ | ◯ | ◯ | Extremely concerned |

15. Do you believe that organizations should be transparent about their use of AI in the recruitment process? *

*Mark only one oval.*

- ◯ Yes
- ◯ No
- ◯ Maybe

16. Would you be more likely to trust an employer that openly communicates about their AI usage in recruitment? *

*Mark only one oval.*

- ◯ Yes
- ◯ No
- ◯ Maybe