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Original Article

Mitigating AI Bias in Recruitment: Policy Approaches for Transparent Candidate Selection and Broader Implications for Trust in Algorithmic Decisions

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Abstract: *The hiring process determines the company's production and culture by finding qualified and compatible candidates. Industrial-organizational psychology and human resources experts have posted job postings, given exams to assess aptitude, and interviewed to determine compatibility for over a century. Big data and ML have replaced human recruiters with AI in several companies. AI systems' widespread use in recruiting has raised concerns that they may be biased and have an outsized impact if employed systematically. In the previous decade, AI fairness research has increased because of chatbot and candidate assessment algorithm bias. Using explainable artificial intelligence (XAI) to make ethical decisions and boost stakeholder trust is a hot issue in recruiting. This thesis applies XAI models to the employment process to provide a transparent and consistent decision-making framework that reduces biases and addresses AI-driven system ethics. AI will help HR and recruiting managers understand candidates and make more accurate quality assessments, according to the report. The research offers significant data to the continuing discourse about improving recruitment procedures, which should lead to more efficient and effective hiring. XAI may increase HR and recruiting manager data quality and applicant assessments, according to the study. It also considers the practicalities of XAI, its effects on recruiting, and the ethical issues surrounding its usage in organizations.*

Keywords: *Explainable AI, AI integration HR, Ethical AI framework, XAI Recruitment, AI Transparency in HR, XAI Recruitment, AI Recruitment, Recruitment Bias, Fairness, and Accountability.*

I. INTRODUCTION

The hiring process affects an organization's performance and culture by determining job candidates' quality. Industrial organization psychologists and human resource experts have extensively examined traditional recruiting methods including posting jobs, skill evaluations, and personality testing. Performance, turnover, and productivity are greatly affected by these methods. Most Americans work 12.3 jobs and remain with one business for 4.2 years, which affects millions of job applications each year. Businesses are using creative recruiting tactics to adapt to changing demands, increase long-term performance, and discover the right individuals faster. The employment process has increasingly embraced AI in recent years. Businesses use AI-driven solutions to enhance decision-making, recruiting, and efficiency. However, ethical concerns are growing as AI algorithms become more advanced and widespread. Explainable AI (XAI) aims to make AI models more intelligible, which is vital to resolving ethical issues. AI is widely used in recruitment, including application assessment, career guidance, and resume screening, requiring a thorough ethical analysis. AI recruiting requires high ethical standards due to discrimination, privacy breaches, and advanced algorithms. To ensure AI is fair, it shouldn't discriminate based on gender, age, or race, and corporations should be held liable for AI blunders. Strategic AI integration is crucial to innovation in current human resource management, especially recruiting procedures. AI-powered recruiting technology might improve efficiency, decision-making, and applicant screening. These technological advances have raised concerns that AI recruitment systems (AIRS) may be biased and lead to less transparent and equal hiring practices. Strategic use of XAI may improve recruiting by promoting ethical decision-making and stakeholder trust (Bansal et al., 2023). AI can standardize and improve recruitment by improving efficiency and removing prejudice. The rapid deployment of AI in the employment process has generated doubts about its impartiality compared to in-person interviews. XAI in recruitment, a major leap in digital service innovation, may optimize recruiting processes, get deeper insights into candidate profiles, and make data-driven decisions using AI algorithms to adapt to changing workforce demands. Responsible digital service innovation relies on trustworthy decision-making and stakeholder relationship-building. By introducing XAI into HR operations, enforcing ethical standards, and building stakeholder confidence, organizations may

increase activity, competitiveness, and sustainability. Tracking biases and encouraging diversity may enable digital service innovation.

The key issue of this thesis is "How do human resources professionals and job candidates feel about the role that explainable AI plays in recruiting in terms of ethical decision-making?" XAI improves recruitment transparency to encourage diversity and minimize unconscious biases that discriminate against groups, according to the study. It also analyses how stakeholders might utilize XAI to guide AI technology development and usage in the workplace in an ethical, open, and rights-sensitive manner. The research also examines how XAI might adapt to changing organizational demands in a dynamic labor market and remove algorithmic bias in hiring. This thesis' ethical literature review on AI in recruitment, methodology, empirical data on XAI integration, debate and implications, and contributions and future directions are its most essential elements (Athanasiou, 2023).

A. Purpose

This thesis investigates if and how XAI in the recruitment process may make job candidates and HR professionals more comfortable and make ethically correct decisions. This paper proposes an ethical framework to assess and improve AI-enhanced recruitment procedures for accountability, fairness, transparency, and stakeholder trust to cover research gaps. Combining ethical theories, this research provides practical rules for AI recruitment technology adoption. AI must be used ethically to improve recruitment efficiency and integrity and create a more transparent and equitable hiring environment(Hilliard et al., 2022).

B. Scope

This thesis analyses the use of artificial intelligence (AI) in hiring, focusing on Premier for Services and Recruitment in Egypt. AI recruiting app ethics include accountability, fairness, transparency, and biases. This study uses surveys and interviews with HR experts and job seekers to determine if AI-driven solutions can meet ethical recruitment and stakeholder expectations. A rigorous review of ethical frameworks is presented to create one that better suits AI-enhanced recruiting's complex demands. Bridging theoretical ethical concepts and their practical implementation is essential to guarantee that AI technologies encourage fair and trustworthy hiring (Hunkenschroer & Kriebitz, 2022) .

II. LITERATURE REVIEW

This study expands on our earlier survey by reviewing fairness in ML, deep learning, and AI-based systems for recruiting and employment. Previous research has identified biases in non-AI recruitment, including confirmation bias (making decisions within minutes of meeting a candidate) and expectation anchor bias (being influenced by a single piece of information). It also examines the potential of AI in recruitment. Previous studies have examined AI-driven evaluations, automated video interviews, and job applicant impressions in the recruiting process. A comprehensive study on algorithmic fairness in AI-based recruiting is necessary, including all phases of the hiring process where AI may be used. A 2022 poll found that up to 86% of companies use technology-driven job interviews, with many preferring automated video interviews. This highlights the growing importance of AI in recruiting. Other AI applications include inclusive job descriptions, chatbots for candidate engagement, and resume screening using AI in applicant tracking systems. One in four recruiters used AI in 2024, according to a survey(Langer et al., 2022).

In recent years, AI has changed recruitment processes. Technology offers unprecedented opportunities to streamline candidate sourcing, assessment, and selection. AI technology enhances speed, impartiality, and accuracy in identifying top talent from vast application pools. Products like automated interview platforms, applicant matching systems, and resume algorithms are examples. Companies utilizing AI to locate talent raise responsibility, transparency, and fairness concerns. Therefore, ethical and AI-based recruitment is more vital than ever. The literature study examines the AI-recruitment relationship and how XAI promotes ethical decision-making and stakeholder confidence. XAI integration's implications on labor dynamics are the focus of this study. Moral AI will be used in many parts: Check the ethical AI recruiting norms first. Examining these frameworks may reveal recruitment and ethical decision-making best practices. Additionally, AI-led hiring: This article examines how XAI aids recruiting. We hope to demonstrate how XAI methodologies and approaches may enhance fair, inclusive, and responsible recruiting processes by making AI algorithms more accessible and understandable (Li et al., 2021).

A. Explainable Artificial Intelligence in Recruitment

XAI is crucial to resolving these problems and making AI-driven recruiting choices public, interpretable, and responsible. Unlike typical black-box AI models, which act as indistinguishable systems, XAI techniques aim to explain AI thoughts and

outcomes to humans. XAI exposes how AI systems think and what they consider when making decisions, improving transparency and trustworthiness. This technique may assist recruiters, hiring managers, and employees in understanding and validating AI-generated conclusions. XAI's capacity to decrease algorithmic biases, improve fairness, and promote inclusion makes it crucial in recruiting. AI systems may aggravate job inequalities and discrimination due to biased training data, algorithmic design mistakes, or implicit human biases in decision rules. XAI goes further by revealing AI decision-making processes, boosting AI system trust and support. XAI models' simple explanations enable hiring managers and recruiters to check AI-generated ideas' suitability, accuracy, and equality. This helps them make smart decisions. Transparency from XAI helps job seekers by showing what aspects are evaluated while recruiting. This provides the recruiting process with a fair appearance and increases confidence (Olaniyan et al., 2022).

B. Relating Fairness to Trust and Justice

In common use, the words "justice," "trust," and "fairness" mean the same thing. It is helpful to look at the connection between fairness, trust, and justice before trying to define it, especially in the context of AI-based hiring. In industrial and organizational psychology, trust is first described as a mental attitude towards an entity's future behavior based on previous encounters.

It takes time to establish trust, and it becomes even more important when people perceive greater danger and uncertainty (like when they're worried about losing their jobs). Workers and employees may start to doubt the organization's impartiality if confidence is lost, and it's very hard to get it back. Consequently, a candidate's view of the equity of an organization's recruiting process is strongly affected by their level of faith in AI-based hiring. Personality, aptitude, and the surrounding environment are all aspects of humans that contribute to trust in technology. Technological aspects, such as AI performance (as measured by reviews from other users) and goal congruence, ensure that AI objectives are in line with human and organizational objectives. Lack of transparency, privacy issues due to the gathering and dependence on enormous training datasets, and AI's involvement in technological displacement are specific problems that hinder confidence in AI (Kassir et al., 2022).

Figure 1: AI Bias(Kassir et al., 2022)

C. Considerations of ethics in AI-driven hiring

To summarize, the ethical needs of AI systems are "those derived from ethical principles or codes, emphasizing the importance of considering these requirements from the outset of system development" when developing AI systems. Ethical standards are in line with stakeholder demands and ethical ideals, and they cover both quality and functionality. Integration of AI into the recruiting process raises serious ethical concerns. Algorithmic fairness, transparency, and privacy are all part of this spectrum of problems. A common complaint leveled against algorithmic decision-making systems is that they perpetuate prejudices discovered in historical data, leading to unfair outcomes.

D. Privacy and Data Protection in AI-Driven Recruitment

AI-driven recruitment handles huge amounts of PII and sensitive candidate data, posing privacy and data protection issues. Such information must be managed carefully to fulfill regulatory standards and maintain applicant confidence. Data protection ensures that personal data is not accessed, misused, or erased. AI has increased the volume and variety of recruiting data. Applications, social media accounts, and recruiting website activity logs are examples of huge data that AI systems can manage. Although effective for discovering suitable candidates, this technique raises severe privacy concerns. Researchers study applicants' personal histories, interests, and habits without their agreement (Mihaljević et al., 2023).

E. Fairness, Accountability, and Transparency Framework

When it comes to artificial intelligence, the FAT framework stresses three things: openness, accountability, and justice. Particularly in contexts where ethical concerns are high, like recruiting, it has become an essential tool for assessing AI systems. It is intended that AI systems will not be biased against any applicant based on irrelevant criteria such as gender, race, age, or

any other irrelevant factor. This is to guarantee that all candidates are evaluated impartially. Another reason why AI choices must be trustworthy is that they enable fair evaluations of candidates' skills and suitability for the position, which is essential to an honest hiring process (Mujtaba & Mahapatra, 2023).

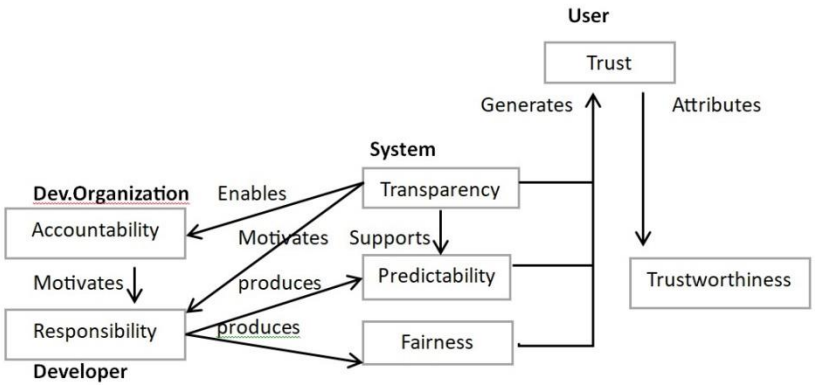

Figure 2: AI bias Framework(Mihaljević et al., 2023)

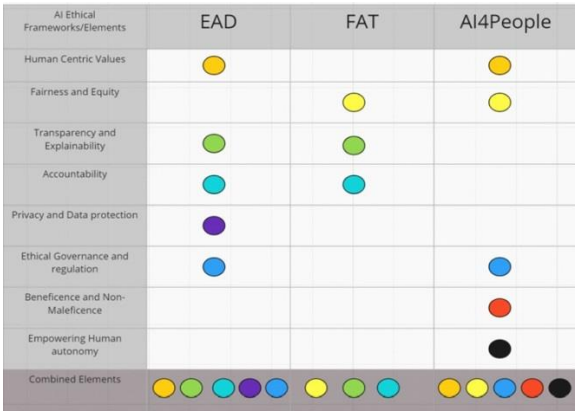

Figure 3: FAT (Mujtaba & Mahapatra, 2023)

III. METHOD

This thesis uses mixed methods to examine XAI's recruitment impacts from an ethical and stakeholder perspective. The strategy involves quantitative surveys of prospective workers and qualitative interviews with HR and recruitment managers. The method's topic area knowledge makes it strong. Semi-structured interviews with Premier Services & Recruitment managers and supervisors will comprise the qualitative element. This lets us explore their workplace XAI ideas, emotions, and experiences. These interviews aim to better comprehend these experts' decision-making processes, AI system transparency and fairness viewpoints, and ethical problem-solving methods. Premier Services & Recruitment will poll individuals who participated in the recruitment process for the quantitative portion. The project will assess transparency, equality, and happiness with AI-driven hiring. The survey will comprise closed-ended and open-ended questions for statistical analysis and to better understand their experiences. Qualitative and quantitative methods assist explain XAI in recruiting. The quantitative poll of candidates' attitudes will assess XAI's influence on different parties. Qualitative interviews may illuminate recruiting executives' and managers' viewpoints (Rama, 2021).

A. Participant Selection

Egypt's Premier for Services and Recruiting is interviewed for this thesis to better understand XAI's recruiting function. This method allows a complete study of AI's influence on a company's human resources department and job candidates. Premier for Services and Recruitment HR professionals participated in semi-structured interviews for the study's qualitative component. These people may assist with explaining AI viewpoints, internal recruitment practices, and XAI integration readiness.

a) Selection considerations include:

- *Professional Experience:* We want professionals with substantial experience in human resources to better grasp their duties and challenges.

- *Diversifying roles:* We'll concentrate on HR managers, recruitment officers, and talent acquisition professionals to understand the recruiting process.
- *Technology involvement:* Participants need not have AI recruitment expertise, but we will assess their office technology use and attitude. Participant surveys of Premier for Services and Recruitment jobseekers will underpin quantitative analysis. This subgroup will reveal candidates' recruiting process and AI experiences.
- *Employee selection criteria include:* To ensure the poll is indicative of current recruitment tactics, Premier for Services and Recruitment will use "recent" replies from applicants over the last year.
- *Job Level and Industry Diversity:* To examine various recruitment approaches, consider individuals who have applied for entry-level to senior posts. Whether a candidate has direct experience with AI systems or not, their perspectives and faith in recruitment technology will indicate their receptivity and understanding of AI applications (Roemmich et al., 2023).

B. Interviews

The qualitative research examined how HR specialists used and perceived XAI in recruiting via interviews. These exchanges illuminated AI technology's reception and employment ethics. These interviews aimed to understand recruitment methods and AI technology's potential usage. The interviews sought to understand people's thoughts on AI's use and its effects on hiring.

- Assess XAI readiness and perceived pros and cons; and
- Examine HR professionals' views on ethics, transparency, equality, and decision-making.

We interviewed entry-level senior managers. Their participation in the recruiting process and ability to explain how AI may affect their employment and decision-making earned them the job. Two interviews were conducted virtually due to participants' inability to meet in person; 8 were conducted in person. Digital and in-person interviews provided full coverage despite practical obstacles (Rodgers et al., 2022).

Table 1: Interview Procedure (Rodgers et al., 2022)

Phase	Action
Before the interviews	• An invitation was sent to potential interviewees including talent acquisition specialists, managers, and consultants, outlining the purpose and expected duration of the interview. • Recruitment procedures were the primary criteria used for selecting participants, along with their positions and experiences related to them. • Data privacy and ethical compliance were guaranteed with the creation and distribution of a consent form.
During the interviews	• Interviews were conducted both face-to-face and digitally, accommodating the availability of the participants. The process was structured around semi-structured questions that focused on their experiences and perceptions of recruitment practices, particularly the potential integration of AI. • These discussions were recorded for accuracy, with prior consent from the participants. After the interviews
After the interviews	• The recordings were transcribed and anonymized to prepare the data for analysis, ensuring that all personal identifiers were removed to maintain confidentiality.

C. Surveys

This thesis requires polling prospective workers regarding workplace XAI. Venkatesh (2016) conducted qualitative interviews with Premier for Services and recruiting HR experts. This quantitative technique supplements those interviews to present a more complete picture of how AI is affecting recruiting from both sides. The survey sought varied viewpoints and experiences from 100 Premier for Services and Recruitment job applicants. However, only 25 of 100 surveys were returned. This response rate, however lower than planned, provides insight into candidates' views on AI in hiring.

We established a poll to get honest feedback from job seekers regarding XAI throughout the hiring process. Since candidates will be most affected by future AI integrations, this information is crucial for assessing their responses. These findings are crucial for creating AI programs that fulfill user expectations, ethical standards, and technical sophistication. This study also seeks to address the question "How does explainable AI impact ethical decision-making in the recruitment process?" from HR specialist's and job seekers' perspectives. By examining the survey findings, we may better understand applicants' fairness, trust, and comfort with AI-driven procedures. These results are crucial for creating transparent and fair AI applications to increase candidate confidence in AI (Schloetzer & Yoshinaga, 2023).

D. Data analysis

Both quantitative surveys and qualitative interviews are analyzed using a methodical way to guarantee understanding and accuracy. Interviews with Premier for Services and Recruitment HR professionals and recruiters will be analyzed qualitatively. First-round English-language interview transcriptions were done in Microsoft Word on Office 365. Arabic interviews were hand-transcribed and translated to assure data accuracy due to the language barrier. Read the transcripts cover-to-cover before starting the topic analysis. Coding will then be organized. The interviews were examined for important or repeating topics. These issues were thoroughly reviewed and categorized to correctly reflect respondents' perspectives and experiences. Data will be arranged topically using Summarized framework components.

The FAT framework emphasizes honesty and equality in AI systems, which will influence "Perceived Fairness of AI in Recruitment" and "Transparency in AI Decision-Making". EAD promotes AI systems that protect human rights and improve well-being; hence "Respect for Human Rights" and "Promotion of Well-Being" will be included. The themes "Stakeholder Engagement in AI Deployment" and "Autonomy in AI Interactions" will support the AI4People framework's objective of collaborative AI technology development and human agency. Thematic coding will help define and apply these ethical considerations and reveal any gaps in the framework's ability to address stakeholder concerns or Premier for Services and Recruitment's AI-driven recruitment processes (Tabassam et al., 2023).

E. Empirical Findings

This thesis's empirical results are structured into six theme areas that describe the integration and effect of XAI in Premier for Services and recruiting's recruiting process. There are two parts to each topic, and together they conclude both qualitative interviews with HR experts and quantitative survey data presented in the form of pie charts and bar graphs.

F. Transparency, Communication

To build trust, consumers, candidates, and HR professionals must follow this rule. Artificial intelligence (AI) implies being upfront about how the technology works and who makes decisions. Also, processes and choices are clear. In recruitment, straightforward, understandable, and honest contacts are crucial. This subject aligns with the summarized Framework's Transparency & Explainability and Accountability sections. The interviews emphasized "Transparency and Communication" using words like "trust," "explain," "share," "open," and "clear." Informing candidates about AI's participation in their assessment is crucial. They learn that AI helps handle enormous application amounts fairly. “Yes. This data is safe. Included the corporate logo to ensure they are our resumes. Applicants' contact data is erased. In other circumstances, we omit the applicants' businesses; instead, I list their duties. I can sometimes write a tailored CV that doesn't affect the application. Superior talent identification and recruitment According to the statement, interviewees must protect application data. By disguising their identities and protecting sensitive information, the interviewee shows their commitment to ethical hiring. The accountability component emphasizes that recruiting managers must avoid applicant information misuse and be upfront about how they utilize it. 80% of study respondents say it's crucial to know how AI makes decisions, emphasizing the necessity for decision-making transparency. Nearly half of the respondents were comfortable with AI analyzing applications, indicating trust that they would act ethically (Athanasiou, 2023).

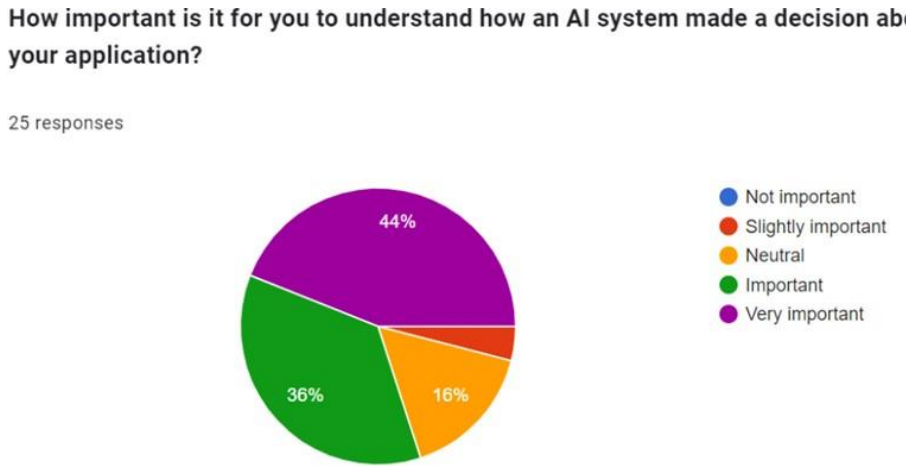

Figure 4: Candidate Application (Athanasiou, 2023)

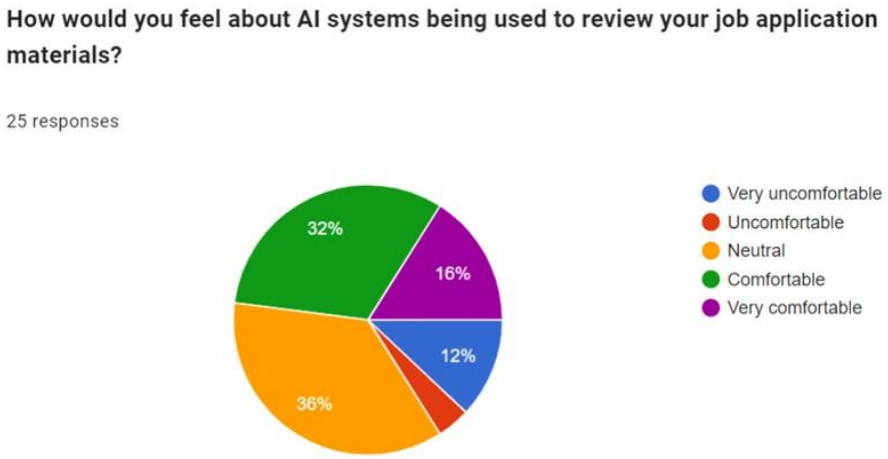

Figure 5: Level of Percentage (Athanasiou, 2023)

G. Challenges in Recruitment

This overarching topic is a description of the difficulties encountered by human resources professionals throughout the hiring process. Because they impact the efficiency, equity, and acceptability of AI technologies in hiring, these obstacles must be understood. Focusing on the need for thorough supervision and impartial practices, this analysis delves into the challenges and obstacles that HR professionals have encountered when adjusting to and utilizing AI technologies. It then aligns these challenges with the Fairness & Equity and Ethical Governance aspects of the Summarized Framework. Keywords like "limitations," "bias," "data management," and "technical challenges" emphasized the recurring topic of difficulties in the recruiting process. "Since we are now in an open market with many sources, for instance, Saudi Arabia is investing in the Egyptian market, so they essentially take all the talents the shortage of data is the main challenge I face." - Expert in promoting from inside. This comment emphasizes the need for robust Ethical Governance initiatives to assist with talent acquisition and management in the face of operational problems associated with data availability and competitive market circumstances. "Even when trying to be more objective, there are instances when the AI systems don't always match with the specific needs of our diverse applicant pool, leading to biased outcomes." Human resources expert".

The difficulty of developing algorithms that properly and fairly evaluate varied candidate profiles without including or propagating biases is highlighted by this remark, which underscores the difficulty of guaranteeing Fairness & Equity in AI systems. A fair and equitable AI system free of discrimination is essential because of worries about biases (56%) and the precision of AI choices (44%). Regulating AI use and protecting candidate data requires stringent ethical governance due to the problems of privacy (80%) and data management (Bansal et al., 2023).

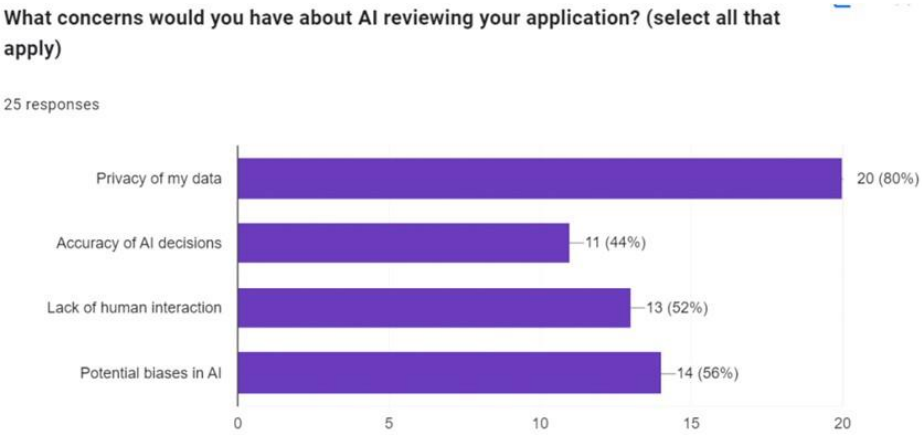

Figure 6: Reviewing Job (Bansal et al., 2023)

H. Change and Adaptation Management in AI-driven hiring

This subject delves into how human resources professionals handle the implementation of AI-enhanced recruiting systems in Premier for Services and recruiting, with a focus on the importance of stakeholder involvement and organized change

procedures. It ties in with the Summarized framework's Ethical Governance and Empowering Human Autonomy sections, highlighting the need for thorough monitoring and the incorporation of many stakeholder viewpoints in the introduction of AI systems. Relevant keywords for the "Adaptation and Change management" subject were "digital transformation," "continuous improvement," "implementation," and "automation." We have been upgrading our website often to make it more user-friendly and using the SAP system to keep up with the market's technological developments. Also, our chatbot, which we just added to our website to better assist customers and job applicants, isn't performing up to par just yet. - Expert in hiring new staff With an emphasis on meeting the varied demands of a large user base, this statement emphasizes Governance by bringing cutting-edge technology like AI and chatbots within reach (Hilliard et al., 2022).

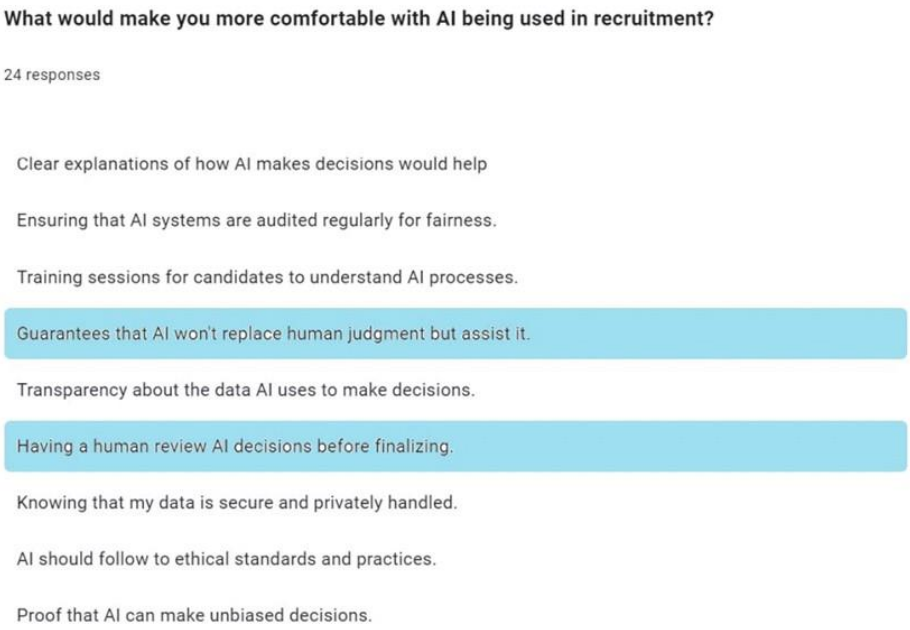

Figure 7: Open-ended questions for job (Hilliard et al., 2022)

IV. DISCUSSION AND IMPLICATIONS

While AI has the potential to greatly improve the accuracy and efficiency of the recruiting process, it is a hard undertaking to adhere to ethical norms in the context of AI-driven recruitment, according to the examination of ethical issues in recruitment using AI technologies. The results were based on the triangulation technique, which is a way of studying a single phenomenon by using several data sources and techniques. I was able to cross-validate my results across datasets by combining data from survey answers from job hopefuls and semi-structured interviews with HR experts. The thesis used triangulation to overcome individual approaches and investigate AI's practical and ethical implications in recruiting. I examined qualitative interview data using Miro, a visual collaboration tool. The method eased organizing, categorizing, and discovering new ideas. Job-seeker survey results were used to create Google Forms pie charts and bar graphs to support this qualitative information. These visualizations showed candidates' agreement and disagreement by distributing their thoughts and preferences quantitatively. Include the thematic analysis as well. Six issues were tackled: "Transparency and communication," "Challenges in recruitment," "Perceptions of AI," "Ethical Considerations," "Adaptation and change management in AI-driven recruitment," & "Importance of XAI in recruitment."

The literary frameworks were then compared to these topics.

The FAT framework and AI equity literature raise concerns about AI algorithms' biases. The findings revealed that candidates were concerned about biases; therefore AI systems must be continually upgraded to avoid discrimination. We must offer fairness-aware explanations and undertake periodic audits to detect and correct biases to ensure fair hiring. Prejudice and data privacy demonstrate the mismatch between AI's potential and its ethical implications. Since AI systems imitate training data biases, it's vital to evaluate and change them often. Take a proactive approach to fairness and privacy to guarantee ethical hiring practices. This will assist AI systems avoid bias against applicants. AI candidate data management and security remain important privacy concerns. The report reveals that 80% of respondents prioritize data security per GDPR. Data protection supports the AI4People framework's non-maleficence principle of protecting personal data to prevent harm. The findings also reveal that Premier for Services and Recruitment strictly implement data security safeguards in their recruiting process, highlighting the

ongoing need for such measures. The company meets regulatory requirements and generates applicant trust by following strict privacy rules. One methodological issue with this study was logistics. HR specialists were too busy to participate in person, thus internet interviews were employed. Despite its value, the study project required this adjustment due to time restrictions. Only one of Egypt's biggest employment firms was interviewed. Although this was valuable, the research might have covered more territory by including more businesses. A bigger sample size of organizations may have helped understand how AI integrates into recruitment methods in diverse operating scenarios (Hunkenschroer & Kriebitz, 2022).

V. CONCLUSION

This study seeks to answer the following question: "How does explainable AI affect ethical decision-making in the recruitment process?" from the perspectives of both HR professionals and job candidates. This study set out to bridge the gap between the ideal and practical uses of artificial intelligence (AI) in hiring by highlighting the significance of openness, equity, and moral leadership. Consistent with prominent ethical frameworks such as EAD, FAT, and AI4People, the results show that both applicants and HR professionals put a premium on honesty and openness. To gain the confidence and approval of applicants, AI-driven decisions, according to HR experts, must be transparent and easy to understand. Quantitative results from the study demonstrated a correlation between AI-driven recruiting trust and AI decision-making process transparency, highlighting the need for open AI systems. In support of the need for robust ethical frameworks in AI employment processes, this thesis contributes empirical data to the existing literature. It helps to get a thorough comprehension of stakeholder viewpoints, which may guide the development of future AI recruiting technologies. These findings provide credence to the never-ending quest for more advanced AI systems that adhere to ethical norms that promote justice and trustworthiness. Considering the need to balance operational needs with ethical considerations, this research expands our knowledge of how to incorporate XAI into the recruiting process. This report offers several potential future research avenues. It would be helpful to know how cultural and geographical differences impact the use and effectiveness of AI systems, therefore future studies should look at how AI influences recruiting in different cultural settings. Research with a longer time horizon might also examine how views on AI in recruiting evolve in response to new technologies and social norms. Such an approach would provide a fresh viewpoint on adaptation and provide credence to the idea that AI recruiting apps can always be fine-tuned to meet both practical and ethical standards.

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