

# The Impact Of AI-Driven Selection Processes on Organizational Attractiveness: A Justice and Anxiety Perspective

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## Abstract

The evaluation in human-AI interactions has significant implications for organization, particularly in the organization's human resource management (HRM) practices. This study examines AI-enabled user interactions and its effect on organizational attractiveness in the context of employees and job seekers that have interacted with an AI system as a part of a selection procedure. Specifically, analyzing mediating variables in our model, such as procedural justice and anxiety, provides in-depth insights into how AI implementation can affect the perception of fairness and reduce anxiety, leading to higher organizational attractiveness. With AI in recruitment being a relatively new topic, this research would empower organizations with valuable insights to leverage AI in their recruitment process to streamline their selection process and attract talent.

## 1. Introduction:

The swift integration of Artificial Intelligence (AI) across various organizational departments has reshaped user interactions, especially in the hiring process (Younis et al., 2024). AI's perceived ethicality and procedural justice significantly impact organizational attractiveness. Ethical AI is seen as fair and transparent, fostering positive perceptions among external users like potential employees and customers (Russell & Norving, 2010). Organizations leverage AI to improve decision-making, integrating technologies that mimic human intellectual abilities such as learning and reasoning. While AI can streamline processes and boost performance, challenges like fairness perceptions and potential negative societal impacts persist.

Organizational justice, particularly procedural justice, highlights the importance of fair decision-making processes. Research indicates that employees value fair processes over outcomes, emphasizing the role of procedural justice in fostering positive employee perceptions (Greenberg et al., 1987). Procedural justice connects closely with employee behavior during selection processes and influences their perception of the company (Acikgoz et al., 2020). Fair processes enhance organizational attractiveness by encouraging employees to share positive feedback (McCarthy et al., 2017). However, AI's limitations, such as struggles with common sense and decision-making in complex scenarios, highlight the enduring comparative advantage of humans in empathetic and nuanced contexts (Jarrahi, 2018).

The rise of AI has sparked anxiety, with concerns about its impact on mental health, employment, and social disruption (Brynjolfsson & McAfee, 2014). This anxiety can influence how individuals perceive organizations employing AI in hiring. The concept of AI anxiety lacks comprehensive academic exploration, yet its implications for labor markets and organizational practices are profound. Ethical concerns, such as algorithmic bias, further complicate the use of AI in recruitment. Studies suggest that fair hiring practices reduce anxiety and enhance organizational appeal, while perceived unfairness can damage reputation and deter potential hires (Pan et al., 2022; Dattner et al., 2019).

AI technologies like machine learning and natural language processing are revolutionizing recruitment practices, leading to a paradigm shift toward AI recruitment (Ryan et al., 2015). These tools incorporate behavioral and physiological traits into decision-making, streamlining processes such as applicant tracking and selection. However, ethical challenges persist, particularly regarding bias and the potential marginalization of applicants with non-traditional backgrounds (Lambrecht & Tucker, 2019). Organizations must balance leveraging AI's capabilities with ensuring fairness and inclusivity in recruitment.

Organizational attractiveness stems from candidates perceiving alignment between their values and the company's practices. Fairness in recruitment processes is crucial to fostering this perception. Candidates who perceive the hiring process as fair are more likely to accept job offers and support the organization (Schneider et al., 1998). Conversely, perceived injustice or anxiety during recruitment diminishes attractiveness, impacting the organization's ability to retain talent (Cropanzano, 2003). AI tools, while enhancing efficiency, must be designed and implemented ethically to sustain positive candidate perceptions and long-term organizational success. AI offers transformative potential for organizational functions, particularly in recruitment. However, its implementation must prioritize procedural justice, mitigate anxiety, and ensure ethicality to enhance organizational attractiveness and performance.

## **2. Literature review**

### **2.1 Research Gap:**

The research gap is the problem that has not been identified in the previous research. It also considers the missing elements that were found in the literature review and the previous research have not provided information about the specific element where the researchers have not given emphasis on that specific area in the previous research. In the previous literature, it has been found out there is significant implication of AI in the selection process but the previous researches have not given emphasis on the AI User interaction. There are various researches that have found out the significant relationship between Procedural Justice and Organizational Attractiveness but there is no research that has found out that there is a mediating role of Procedural Justice on AI User interaction and Organizational Attractiveness. The role of anxiety is also explored in the previous research but the relation between AI User interaction and anxiety. Hence, the study emphasizes on analysing the impact of AI User interaction and identifying its impact on Organizational Attractiveness considering the mediating role of Procedural Justice and Anxiety.

### **2.2 Perception of AI User interaction and Organizational Attractiveness:**

The use of Artificial Intelligence has significantly expanded across various industries and departments within them. The role of AI and human intelligence has been significantly increased which needs to be utilized by the companies to increase efficiency of the organization (Younis et al., 2024). The previous research suggests that there are 11 dimensions of human resource where AI can be applied in the organization (Albert et al., 2019). The major dimensions in which AI can be applied are chatbots, resume screening and automation of the task. AI can help the organization to shortlist the candidate by using screening resumes to hire appropriate candidates (Albert et al., 2019). The behavioural aspect of the candidates plays a crucial role in assessing their facial expression and body language to identify whether the candidate will accept the offer, it helps the company for succession planning (Hausknecht et al., 2020). AI can be used to identify the behavioural aspect of the candidate to identify their skill which is useful for the company to select the right candidate (Albert et al., 2019). There are various software which have been used to scrutinize the candidates but the implication of AI can have significant impact on the selection process of the company. There are various studies that have found out that the implication of AI in the organization can have a significant impact on the performance of the organization (Whang et al., 2022). The implication of AI in order to communicate

with consumers can increase the performance of the company (Mclean et al., 2019). There are various researches that have found out the impact of chatbots and other AI tools to identify the impact of AI and consumers but there is limited research which helps identify the impact of AI with the human asset of the company. AI can help the business to gain the competitive advantage and can align the working of the organization with the business values (Enholm et al., 2022). There are limited studies that have identified the implication of AI in human resources to create business value. The main asset that comes to mind when it comes to creating business value is the employee of the organization Which can be highly affected by the way employees perceive the organization at the time of recruitment. The studies have found out that it is essential to identify the experience of the candidate during the hiring process which can create the perception towards the organization (Younis et al., 2024). It is revealed that there is a significant impact of the experience of candidates during the hiring process and their perception (Moony, 2020). The experience of candidates also has a significant impact on their behavior (Moony et al., 2020).

Research in the field of exploring the relationship between AI and Organizational Attractiveness has revealed that AI can have both positive and negative impacts on organizational attractiveness. The study reveals that there is a positive relationship between perception of a user interaction and employer attractiveness (Younis et al., 2024). It is also found out in the previous research that there is a significant positive impact of perception of AI tools and organizational attractiveness (Horodyski et al., 2023). Various studies have defined that the image that is created by employees while involved in the hiring process can affect the organizational attractiveness (Younis and Hammad, 2021). The study also found out that there has been a significant impact of employee reaction towards the selection process on the performance in the company (Hausknecht et al., 2020). The reaction of the employee at the time of hiring process can impact the organization's attractiveness (McCarthy et al., 2017).

The experience of the candidate during the hiring process with AI can create the perception towards the organization and can affect the Organizational attractiveness.

Hence, we propose the hypothesis:

*H1: There is a significant positive relation between Perception of AI User interaction and Organizational Attractiveness.*

### **2.3 Perception of AI User interaction and Procedural Justice:**

The Gilliland model has found out that there is a relation between selection method and procedural justice. The studies have found out that the perception of justice can be affected by the positive and negative decisions made by AI and humans (Bankins et al., 2022). There is various research that has considered the impact of procedural justice considering the impact of implication of AI in the selection process. There can be an impact of AI on the justice perception of the candidate at different levels of the selection process (Folger et al., 2022). There are various studies that identified the negative relation of AI and justice perception (Folger et al., 2022). The perception of fairness is found less in candidates while interacting With the AI in the selection process (Suen et al., 2019). There can be a negative perception of justice when the candidates are not aware about the information of the selection process by AI (Bankins et al., 2022). The various studies also highlight that if the candidate feels that there is reduction in the bias due to involvement of AI technology in the selection process then the trust of the candidate can be increased which can increase their justice perception (Lee and Cha, 2023). The major emphasis on the study is given on inclusion of AI in the recruitment process to reduce the bias in the selection process. The studies have also given emphasis on how the implementation of AI in the recruitment process can increase the fairness perception of the candidate (Younis et al., 2024).

The perception of justice can be made by the experience that the candidate has derived from the selection process.

Hence, we propose the hypothesis:

*H2: There has been an impact of Perception of AI User interaction on Procedural Justice.*

## **2.4 Procedural Justice and Organizational Attractiveness:**

There are various organizations which use AI in their selection process. The model provided by Gilliland highlights that there has been a significant impact of procedural justice on how the candidate will perceive the organization. The acceptance of the job can be done by the candidate if they perceive justice in the selection process (Gilliland et al., 1993). The study provides the result that there is a positive impact of AI in the selection process and attracting the candidates (Acikgoz et al., 2020). The negative perception of procedural justice of candidates in the selection process can have a negative impact on organizational attractiveness (Falger et al., 2021). Procedural justice can have a significant impact on the outcome of the candidate (Harris, 2000). The studies have also given insights on the significant impact of fairness in the selection process on employer attractiveness (Younis et al., 2023). It helps the organization to identify how the inclusion of justice perception among the candidate can impact the attractiveness towards the company.

Hence, we propose the hypothesis:

*H3: There is a positive relation between Procedural Justice and Organizational Attractiveness.*

## **2.5 The mediating impact of Procedural Justice between Perception of AI User interaction and Organizational Attractiveness:**

The studies have found that it mediates the impact of perception of fairness while interacting with AI and can have a positive impact on organizational attractiveness (Younis et al., 2024). There are previous research that have found out that there has been mediating impact of procedural justice on AI and organizational attractiveness where the study has provided insights that the candidates want to interact with the person of the organization but the interaction with AI can have significant impact on the organizational attractiveness (Acikgoz et al., 2020). The study also found out that there has been a significant impact of employee reaction towards the selection process on the performance in the company (Hausknecht et al., 2020). It is highlighted that the use of AI can impact the justice perception which will impact the reaction towards the company (Acikgoz et al., 2020). The candidate can have positive perception towards the organization when the candidate feels that the interaction with AI in the selection process was fair and the justice in the interaction has been provided to the candidates.

Hence, we propose the hypothesis:

*H4: Procedural Justice has the mediating impact on the Perception of AI User interaction and Organizational Attractiveness.*

## **2.6 Perception of AI User interaction impacts Anxiety:**

According to this study, anxiety is a dispositional response to the entire hiring, selection procedure, its instruments or its choice (McCarthy, et al., 2017). Some research claims that smart technologies pose a threat or pressure to workers, despite the fact that they have been shown to increase employee creativity and competitiveness (Brougham & Haar, 2020). Increased job burnout may result from the organization's high adoption of technology. Because individuals must adapt both academically and behaviourally to this technology in order to succeed at their jobs, people may view AI as a source of stress at work (Kong et al., 2021). According to studies, AI may be able to investigate candidates' fears because it is typically linked to concerns about discrimination, staff replacement, and privacy

(Ore & Sposato, 2022). The majority of the studies claimed that managers or current employees who wish to implement

AI are invariably linked to AI anxiety, with concerns about their careers or mistrust of its results (Suseno et al., 2021). Candidates' situations as potential employees may differ for three main reasons: (1) AI can provide pre-selection information to candidates, reducing anxiety and giving them a sense of control. (2) Because they are being hired as talents by the company, they fear losing their employment or having them replaced. (3) They have previously used technology, however they have only partially implemented artificial intelligence (McCarthy et al., 2017).

Hence, we propose the hypothesis:

*H5: Perception of AI User interaction impacts Anxiety.*

## **2.7 Anxiety negatively impacts Organizational Attractiveness:**

Anxiety is fear that can create a sense of fear in the mind of the applicant that there may be a negative outcome associated with a particular employer. Research has shown that anxiety can have a significant impact on the perception of how the employee perceives the employer. Initially, anxiety may be regarded as a sense of danger. There are various tools that have been used in the recruitment process. There are various organizations that have started AI in the recruitment process to identify the right candidate (van Eash et al. 2019). The reason for this is that AI techniques, like machine learning, use the analysis of massive data gathered from organizational e-HRM (Bryson and Winfield, 2017). Systems to provide algorithm generated recruiting projections. AI-powered automation can therefore free up recruiters to concentrate on hiring the top applicants to their companies. Ethical dilemmas, whether intentional or unintentional, arising from the risk of employment discrimination in AI driven recruitment and selection may lead to irreversible damage to a company's reputation and potential legal penalties for discriminatory hiring practices.

*H6: Anxiety negatively impacts Organizational Attractiveness.*

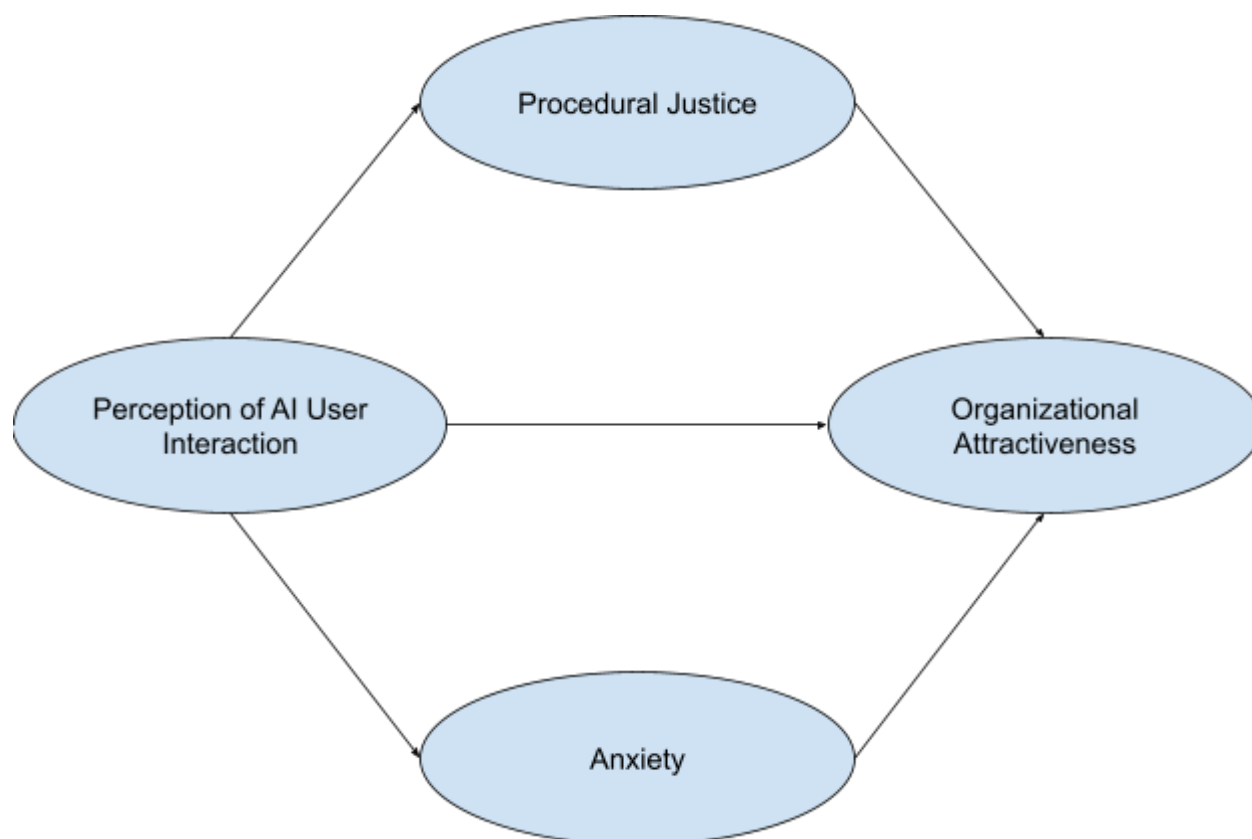
## **2.8 The mediating impact of Anxiety Perception of AI User interaction and Organizational Attractiveness:**

It is clear from the literature that research on anxiety's mediating function in the relationship between attractiveness and perceptions of AI interaction is limited. However, research has demonstrated that the environmental and contextual context which includes the selection process, the instruments used, privacy, and societal consideration-affects anxiety during the selection process. This eventually affects how well the applicant performs, how the interview perceives them, and how they feel about the company (Constantin et al., 2021; Feiler & Powell, 2016; McCarthy et al., 2017).

Hence, we propose the hypothesis.

*H7: Anxiety has the mediating impact on the Perception of AI User interaction and Organizational Attractiveness.*

### 3. Research Methodology



#### 3.1. Population and sampling

The target population for the research was the employees and job applicants who have Interacted with AI during the selection process working in different domains and departments. The non-probability and convenience sampling were used as the employees were selected from different departments working in different companies and the job applicants who are applying in different companies.

#### 3.2. Data collection method

The data for the research was collected from the employees working in different departments and the job applicants who are applying in the company. However, more emphasis was given on the employees who are working in different companies who are using AI in the selection process to hire the employee and the job applicant who are involved in the selection process of the company. Data analysis was done using Statistical Package for Social Sciences version 21.0. The tests were conducted on the basis of the requirement of the variable and the requirement of the model to the relationship between the variable.

#### 3.3 Design of Questionnaire

The questions in the research were taken from the previous research which are being validated by the researchers. The questionnaire consists of two main parts which includes the Demographic Questions and Variable related scale. The first part includes the demographic questions such as Gender, Age, Education, Domain and Department where as another part consist of 4 constructs (out of which 4 items were of perception of AI user interaction, 4 were of procedural justice, 4 were of anxiety, 4 were of Organizational Attractiveness which resulted in total of 16 items). The questionnaire also considered the filter question to identify weather the respondent has used AI in the selection process which will provide more accuracy in the result of the study. Hence, ideal sample

size of 160 (16 multiply by 10) respondents. However, 184 responses were considered out of 207 responses for the analysis getting valuable results

| Variable                          | Manifest Variable | Statement                                                       | Citation           |
|-----------------------------------|-------------------|-----------------------------------------------------------------|--------------------|
| Perception of AI User interaction | PAIUI             | I am very comfortable interacting with AI in selection process. | Payne et al., 2021 |
|                                   |                   | I am comfortable having a conversation with AI in interview.    |                    |

|                    |    |                                                                                                       |                    |
|--------------------|----|-------------------------------------------------------------------------------------------------------|--------------------|
|                    |    | <p>I am comfortable if AI gives me advice to change content in my resume.</p>                         |                    |
|                    |    | <p>I am comfortable if AI is included in selection process.</p>                                       |                    |
| Procedural Justice | PJ | <p>I think that the selection process by AI is a fair way to select people for the respective job</p> | Bauer et al., 2001 |
|                    |    | <p>I can really show my skills and abilities through AI selection Process.</p>                        |                    |
|                    |    | <p>I feel satisfied with the process for reviewing my resume and skills by AI technology</p>          |                    |

|                               |    |                                                                                  |                       |
|-------------------------------|----|----------------------------------------------------------------------------------|-----------------------|
|                               |    | The opportunities for reviewing content of my resume was adequate.               |                       |
| Anxiety                       | AN | I feel worried about my selection if AI is involved in selection process.        | Aguiar-Quintana, 2021 |
|                               |    | I feel nervous about my selection if AI is involved in selection process.        |                       |
|                               |    | I feel depressed while using AI in selection process.                            |                       |
|                               |    | AI in selection process feels me unhappy as I am worried about my selection.     |                       |
| Organizational Attractiveness | OA | For me, the company using AI in selection process would be a good place to work. | Lievens et al., 2005  |
|                               |    | The company using AI is attractive to me as a place for employment.              |                       |
|                               |    | A job in the company with AI selection process is very appealing to me.          |                       |

|  |  |                                                              |  |
|--|--|--------------------------------------------------------------|--|
|  |  | I want to work in the company using AI in selection process. |  |
|--|--|--------------------------------------------------------------|--|

### 3.4 Reliability of scale:

| Variable                          | No. of Items | Cronbach Alpha |
|-----------------------------------|--------------|----------------|
| Perception of AI User interaction | 4            | 0.950          |
| Procedural Justice                | 4            | 0.959          |
| Anxiety                           | 4            | 0.910          |
| Organizational Attractiveness     | 4            | 0.954          |

The above table indicates the Scale Reliabilities of the Variables with Cronbach Alpha where all the values of Alpha were greater than 0.7. There are three variables (Perception of AI User interaction, Procedural Justice, Anxiety and Organizational Attractiveness) The table indicates that the Cronbach Alpha of Perception of AI User interaction, Procedural Justice, Anxiety and Organizational Attractiveness was 0.950, 0.959, 0.910 and 0.954 respectively.

### 4. Data analysis, findings, and discussion

The analysis encompassed 207 samples, with participants representing diverse demographic and occupational categories. In terms of gender distribution, 56% of the respondents were male, while 44% were female. Age-wise, the majority (43%) fell within the 18-29 age bracket, followed by 36.7% in the 30-44 range, and 20.3% in the 45-59 group. Educational qualifications showed a dominance of post-graduates at 50.7%, with graduates constituting 32.4% and those with education up to the 12th standard accounting for 10.1%.

Participants were primarily from the service sector (40.6%), with significant representation from finance/marketing (24.6%) and manufacturing/automobile (15%). Department-wise, the service domain led with 37.7%, followed by human resources at 33.8%, and production at 14.5%. Notably, a vast majority (88.9%) of respondents reported prior interaction with AI in selection processes, indicating familiarity with AI-driven systems in recruitment contexts.

The reliability of the scales used in the analysis was assessed using Cronbach Alpha, a measure of internal consistency. The results demonstrated high reliability across all variables, with Perception of AI User Interaction scoring 0.950, Procedural Justice at 0.959, Anxiety at 0.910, and Organizational Attractiveness at 0.954. These scores, all exceeding the benchmark of 0.7, confirm the robustness and validity of the scales employed in the study.

The analysis of variables reveals several key insights into respondents' attitudes toward AI in selection processes. Regarding **Perception of AI User Interaction**, respondents demonstrated the highest agreement with AI's role in advising on resume content, with 67 agreeing and 51 strongly agreeing. However, there was noticeable variance in comfort levels for conversational interaction with AI, where 28 strongly disagreed. For **Procedural Justice**, which assessed perceptions of fairness, a majority of respondents felt that AI selection processes were fair, with 69 strongly agreeing and 45 agreeing. Similarly, opportunities for resume review were perceived positively, with notable agreement levels of 66 and 46 respondents strongly agreeing. The variable **Anxiety** explored

respondents' discomfort with AI in selection. The strongest agreement was observed for the statement "feeling worried" about AI's involvement in decision-making, with 82 strongly agreeing. Conversely, fewer respondents strongly agreed with feeling "depressed" during AI-based selection processes. Finally, **Organizational Attractiveness** focused on the appeal of companies using AI in their selection processes. A total of 78 respondents agreed that such companies were attractive places to work. Furthermore, AI-driven job roles were highly appealing, with 60 respondents strongly agreeing with this sentiment.

The analysis highlights the mediating effects of procedural justice and anxiety on the relationship between AI perception and organizational attractiveness. Procedural justice emerged as a significant mediator, with an R-Square value of 74.59%, indicating a substantial impact. Mediation analysis revealed that procedural justice significantly influenced the link between AI perception and organizational attractiveness, with a total effect of 66.90% attributed to AI interaction, mediated by procedural justice.

In contrast, anxiety acted as a negative mediator in this relationship, with an R-Square value of 70.47%. While anxiety demonstrated a weaker mediating influence compared to procedural justice, its impact remained statistically significant, emphasizing the importance of addressing user concerns and discomfort associated with AI-driven selection processes.

A high perception of AI user interaction has a positive correlation with organizational attractiveness, indicating that individuals are more likely to find organizations using AI in selection processes appealing. The relationship between AI perception and organizational attractiveness is further strengthened by procedural justice, which ensures fairness in the AI-driven selection process. However, anxiety, despite its negative impact, underscores the significant concerns users have regarding AI's role in these processes. The models used in the analysis validate the theoretical framework, demonstrating robust R-Square values and significant coefficients, reinforcing the strength of these relationships.

## 5. Conclusions, limitations, and implications

There are various practical implications of the study. There is a significant increase in the evolution of human AI interaction at various aspects in the company. There is very little research that has found out the relation between AI and humans in the organization. This study investigates the impact of AI on one of the crucial stakeholders of the company which are employees. The study reveals that there is a significant positive impact of perception of AI user interaction on organizational attractiveness which can be used by the organization to automate their selection process which can change the perception of the job applicants towards the organization. In the previous literature there has been significant debate regarding whether procedural justice and anxiety have positive or negative impact on organizational attractiveness. The study by exploring the behavioral aspect of the employees and job applicants regarding the selection process provides various implications for the human resource department such as the organization can increase justice in their selection process as the job applicant believes that if AI is used in the selection process then it can provide fair selection of the job applicants in the company. The perception of justice in the selection process can also influence the organizational identity where if the job applicants found that the company is not providing justice to job applicants it can create a negative word of mouth which can have a significant negative impact on organizational attractiveness. The company can use the findings of the study and can create a transparent selection process where they can provide feedback to the job applicants who are not hired by the company. Another major finding of the study was that the perception of AI user interaction can reduce anxiety among job applicants as they believe that the selection process is more fair. It was also found out that anxiety has a significant negative impact on organizational attractiveness which provides insight to the company that if the company can reduce the amount of anxiety involved in the selection process they can increase the organizational attractiveness among job applicants because the study found out

that if there is increase in anxiety among job applicants it can significantly reduce organizational attractiveness. Hence, there are several implications of the study in the organization where they can enhance the fair selection process and can reduce anxiety by implication of AI in the selection process which can significantly increase organizational attractiveness. It will attract the right talent for the organization and can increase efficiency of the company.

One of the key limitations of the study is the small sample size, as it only includes 207 responses, of which only 184 were deemed valid. Additionally, the study focuses solely on two variables—procedural justice and anxiety—limiting the comprehensiveness of the analysis, including other variables that could have provided a more accurate and detailed understanding of the phenomena. Lastly, the study examines human-AI interaction only from the perspective of employees, and incorporating views from other stakeholders could have enhanced the practical implications of the findings for companies.

A key limitation of the study was the small sample size, which could be addressed in future research by including job applicants and employees from various regions of India, thereby enhancing the accuracy of the results. Future studies could also explore additional variables, such as personality traits, to examine how different personalities influence perceptions of AI in the selection process. This would allow organizations to tailor their recruitment methods to align with the personality traits of job applicants. Furthermore, the current study focuses only on employees; future research could include responses from other stakeholders, such as consumers, to help organizations develop policies that consider all parties involved. Additionally, conducting experimental research with a larger sample size could offer more precise insights into the behavioral aspects of job applicants, particularly by comparing responses to AI-driven versus human-driven selection processes.

The study was done to find out the human AI interaction in the relation with the employees and job applicants of the company where AI is used in the selection process in which the job applicants interact with AI to get the job in the company. There is very little research that has considered employees and job applicants while interacting directly with AI in the company. The implication of AI in marketing and finance has been significantly used by the company but human resources are not explored while interacting with AI in the company. Hence, the study explored the impact of perception of AI user interaction on organizational attractiveness. The study was also done to find out the variables that can have a significant impact on organizational attractiveness while interacting with AI in the selection process. In this study there were two variables: procedural justice and anxiety as a mediating variable to analyze the indirect impact through mediating variables on organizational attractiveness. The study found out that there is a direct impact of perception of AI user interaction on organizational attractiveness apart from this the study also found out that if the candidate perceives the process of selection is fair then it can have a significant positive impact on organizational attractiveness. Another major finding of the study was that perception of AI user interaction has a significant negative impact on anxiety and it was also found out that anxiety has a significant negative impact on organizational attractiveness. It provides insights to the company that if AI is implemented in the selection process then it can reduce the anxiety of the job applicants and if anxiety is reduced in the selection process it can increase the organizational attractiveness of job applicants towards the company. Hence, the study provides valuable insights to the organization that it is essential for the company to keep the selection process fair in order to attract and hire the right talent for the company. The company should also consider anxiety where the major emphasis should be given on reduction of anxiety which can lead to increase in organizational attractiveness. The study not only provides the impact of AI in the selection process but it also provides insights to attract the right candidate towards the company.

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