

RESEARCH ARTICLE

Applicant reactions to Artificial Intelligence-assisted selection: The moderating role of outcome favourability and job type

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Abstract

The present study investigates candidate perceptions on the use of AI-assisted selection interviews. It specifically explores the joint influence of the job type for which the applicant is evaluated (non-leadership role vs. leadership role) and the outcome favourability (rejected vs. accepted) on the relationship between trust in AI-assisted selection and perceived procedural justice of the selection method, on the one hand, and the intention to recommend the organization, on the other hand. The sample comprised 192 participants that were randomly assigned to one of the four alternative scenarios in an experimental design using vignettes. Each scenario simulated a specific AI-assisted selection interview. The four vignettes used resulted as a combination of job type (non-leadership role vs. leadership role) and outcome favourability (rejected vs. accepted) conditions. Data reveal that trust in AI positively related to the intention to recommend the organization under specific conditions defined by outcome favourability and the job type. Perceived procedural justice was positively associated with intention to recommend the organization. However, perceptions of procedural justice did not interact with outcome favourability or job type in explaining the examined outcome. These findings are consistent with prior research suggesting that procedural justice perceptions and trust in AI-related decisions play a different central role in shaping applicant intentions toward organizations.

Keywords

trust in AI-assisted selection; procedural justice of the AI-assisted selection, intention to recommend the organization; AI-assisted employment interview; applicant reactions

Introduction

In today's rapidly evolving economic and technological landscape, the adoption of

artificial intelligence (AI) in recruitment and personnel selection has become increasingly widespread. AI is actively used in tasks such as Curriculum Vitae screening, matching

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applicants to vacant positions, and conducting automated interviews, reflecting the global trend of digital transformation of human resource management (Randstad Canada, 2024). According to Society for Human Resources Management (2026), recruitment remains the most common Human Resources (HR) function in which AI is implemented, followed by HR technology and learning and development. Although this technology promises increased efficiency and a reduction in the subjective influences inherent to the human factor (Sivathanu & Pillai, 2018), its implementation has also raised concerns regarding the transparency and fairness of the personnel selection process (Babaei & Schank, 2025; Costa et al., 2025; Feldkamp et al., 2024; Langer & König, 2023; Malin et al., 2025). For instance, Gartner's (2025) survey of 2,918 job candidates found that only 26% trusted AI to evaluate them fairly, while 32% expressed concerns that AI could incorrectly reject their applications, highlighting the need to better understand applicants' perceptions of AI-assisted selection and their implications for organizational outcomes.

Understanding the interaction between applicants and AI technologies throughout selection process has become an important area of inquiry (Costa et al., 2025). AI-generated responses, particularly those conveying unfavourable selection outcomes, pose significant challenges regarding how they are perceived by applicants, as they can influence the perceived fairness in personnel selection (Hunkenschroer & Lütge, 2021). Applicants' reactions are an important consideration for organizations, particularly when designing and implementing selection processes (Bauer et al., 2024). These reactions influence not only the acceptance rates of job offers among successful candidates but also the organization's public image as an employer of choice (Wang et al., 2020). Organizational attractiveness is shaped to a large extent by applicants' word-of-mouth, making the promotion of positive applicant reactions throughout the selection process a strategic priority (Schinkel et al., 2016). Thus, organizations' ability to attract high-quality applicants depends not only on recruitment practices but also on applicants' willingness to

recommend the organization as a good employer (Kanwal & Van Hoye, 2026), both in traditional and electronic medium (Tsoni & Nikolaou (2026), particularly following unfavorable selection outcomes (Fijneman-Ghielen et al., 2026).

As one of the most widely used and extensively researched selection methods, the hiring interview enables organizations to obtain comprehensive and detailed information about applicants' competencies, experience, and fit with job requirements and organizational culture (Sackett et al., 2026; Wingate et al., 2025). Among the various interview formats, structured interviews emerged as the highest-ranking predictor of job performance, making them one of the most effective selection methods available (Sackett et al., 2022). Compared with traditional interviews, which facilitate dynamic interpersonal interaction between applicants and interviewers, AI-assisted interviews are often perceived as more impersonal and less flexible (Moon et al., 2026; Wang et al., 2025; Yu & Kim, 2026). These characteristics may reduce applicants' acceptance of AI technology in recruitment and selection processes (Acikgoz et al., 2020; Langer et al., 2019; Moon et al., 2026). Consistent with this view, the Greenhouse 2026 Candidate AI Interview Report, based on a survey of 2,950 active job seekers across the United States, the United Kingdom, Ireland, Germany, and Australia, found that 63% of respondents had already participated in an AI-conducted interview, representing a 13-percentage-point increase within six months. Despite this rapid adoption, the report also revealed substantial trust concerns, with 38% of candidates withdrawing from a recruitment process because it included an AI interview. Moreover, the lack of contextualized dialogue, applicants' feelings that they cannot adequately express their individual strengths and the limited opportunity to challenge algorithmic decisions may generate feelings of frustration and hesitation to accept the use of AI in selection processes (Hilliard & Guenole, 2022; Luo et al., 2025; Moon et al., 2026; Wang et al., 2025). Such concerns may be amplified in the context of recruitment and selection for strategic or senior-level

positions, where the perceived rigidity of AI systems and their limited capacity to perform qualitative evaluations of applicants may generate a low level of acceptance of this technology (Tambe et al., 2019). Empirical evidence further shows that AI is perceived as less appropriate for evaluating candidates for leadership positions or roles requiring a high level of interpersonal interaction, the AI are considered less capable of capturing the subtle nuances of leadership competencies and emotional intelligence (Biron et al., 2021). Regarding hiring interviews, Sackett et al. (2026) argue that this selection method remain indispensable for assessing leadership potential, interpersonal competencies, person–organization fit, contextual performance, which are more difficult to capture using automated assessments. By contrast, for technical or operational positions characterized by well-defined and standardized criteria, AI is perceived more favourable due to its ability to minimize subjective influences and ensure greater consistency in evaluation (Langer et al., 2019; Sackett et al., 2026; Wang et al., 2025). These differences in applicants' perceptions underscore the importance of the context in which AI is used and suggest that the effectiveness and appropriateness of AI depend on the characteristics and requirements of the positions being evaluated.

Positive experiences with the AI-assisted selection process can also strengthen organization's image and increase applicants' intention to recommend the organization to others (Fijneman-Ghielen et al., 2026; Kanwal & Van Hoyer, 2026; Köchling & Wehner, 2020). Consequently, favourable applicant experiences contribute to building organizational reputation and enhancing employer attractiveness. In contrast, unfavourable selection experiences characterized by rigidity, limited transparency, and perceptions of an unfair selection process, can substantially diminish an organization's attractiveness in the labour market (Babae & Shank, 2025; Binns et al., 2018; Luo et al., 2025). AI-based rejected decisions may elicit stress, frustration, and other negative affects among applicants (Kang, 2020; Luo et al., 2025). Together, these findings highlight the importance of

implementation AI responsible in recruitment and personnel selection to minimize adverse effects on applicants' perceptions and preserve organizations' employer reputation.

Prior research has preponderantly investigated separately the impact of AI-assisted selection procedures, particularly AI-assisted interviews, compared to human-assisted selection on various applicants' reactions, including procedural justice (Acikgoz et al., 2020; Costa et al., 2026; Hosain et al., 2025; Koch-Bayram et al., 2023; Köchling & Wehner, 2022; Low et al., 2026; Main et al., 2025; Luo et al., 2025; Wesche et al., 2024), trust in AI selection decision (Choung et al., 2024; Deriu et al., 2024; Feldkamp et al., 2024; Low et al., 2026), and various attitudes and behavioural intentions toward the organizations that used it (Babae & Shank, 2025; Low et al., 2026; Luo et al., 2025). Despite the growing body of research on AI-assisted recruitment and personnel selection, little is known about how perceived procedural justice and trust in AI jointly shape applicants' behavioural intentions. Moreover, existing research has largely overlooked that these relationships may vary as a function of on contextual characteristics of selection process, including outcome favourability, job type, and the combined effects of these conditions.

Existing literature underscores the need for further investigation of applicant reactions in non-Western, Educated, Industrialized, Rich, and Democratic contexts (Woznyj et al., 2024), highlighting the importance of extending this line of inquiry beyond traditionally studied settings.

Accordingly, our study investigates how applicants' perceptions of procedural justice in the AI-assisted selection process are related to their intention to recommend the organization as a good employer to others. Moreover, it focuses on the how the job type for which an applicant is evaluated (leadership vs. non-leadership position) interacts with the outcome favourability of the AI-assisted selection process (accepted vs. rejected) to moderate the relationships between trust in AI-assisted selection and perceived procedural justice, on the one hand, and the intention to recommend the organization to others, on the other hand. The research model proposed in presented in Figure 1.

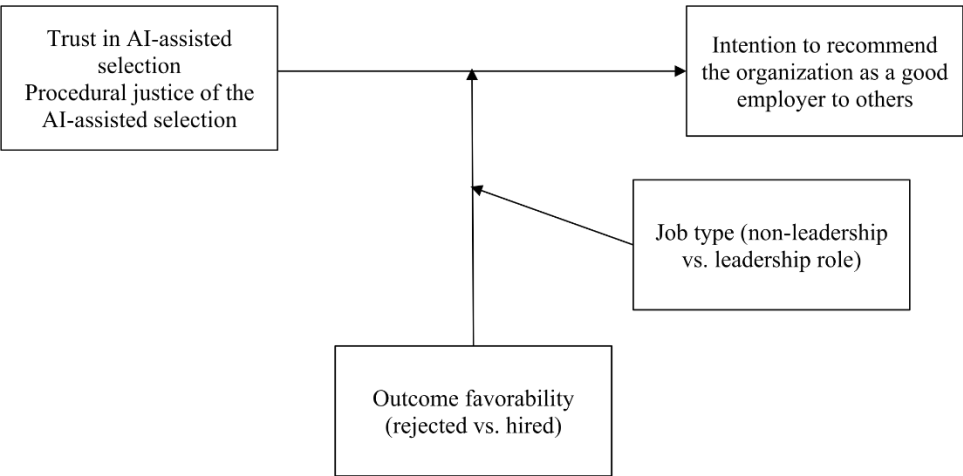


Figure 1. Research model with two interaction moderators

Theoretical framework

As technology has advanced, AI-assisted interviews have been increasingly integrated into selection procedures, offering the potential to improve evaluation efficiency and objectivity. These systems analyse applicants’ verbal content, voice tone, and facial expressions to determine their suitability for the position for which they are applying (Langer et al., 2019). As such, AI can help reduce human biases and contribute to a more equitable selection process (Acikgoz et al., 2020). At the same time, AI may also be perceived as lacking empathy and being difficult to contest (Li et al., 2024; Peng et al., 2022). These contrasting perceptions have stimulated growing scholarly interest in research in applicants’ perceptions of the social aspects of recruitment and selection (Fikrat-Wevers et al., 2023; Oostrom et al., 2023). Within this emerging literature, two related constructs have attracted particular attention: trust in AI and perceptions of procedural justice.

Trust in AI refers to users’ perceptions of the system’s ability to make accurate, ethical, and transparent decisions (Bryson, 2018; Höddinghaus et al., 2021). It reflects a willingness to rely on AI under uncertainty,

which develops from perceptions that the AI system is competent (accurate), fair, reliable, unbiased, and possesses integrity (Langer et al., 2023). Similarly, Everett et al. (2026) argued that trust in AI should be understood as a multidimensional construct involving beliefs about both performance (accuracy, competence, reliability), and morality (fairness, ethics, integrity) of the AI system. This from of trust is shaped by multiple factors, including characteristics of the user, characteristics of the AI system, and the context of human–AI interaction. Among these, AI-related attributes - particularly reliability, transparency, explainability, and perceived performance - were the strongest predictors of trust, while users’ prior experience and contextual characteristics also contributed to trust formation (Bigman & Gray, 2018; Kaplan et al., 2023).

Procedural justice, rooted in Greenberg’s (1990) Organizational Justice Theory and applied to personnel selection by Gilliland (1993), refers to individuals’ perceptions of the fairness of the procedures used to make decisions. In selection contexts, applicants judge fairness based on the equity of procedures (Dosilović et al., 2018). They evaluate not only the outcome of a decision but also the fairness of the process that led to

that decision. At the same time, applicants form rapid judgments about the fairness of events, such as selection procedure. The perceptions of fairness in a single episode can shape subsequent behaviours, attitudes, and intentions (Colquitt et al., 2013). Meta-analytic evidence indicates small to moderate positive relationships between perceived procedural justice of the selection process and outcomes such as perceived organizational attractiveness and applicants' intentions to recommend the organization (Hausknecht et al., 2004). In AI-assisted selection processes, perceptions of procedural justice are shaped by several factors including the consistent application of the selection criteria, the potential for providing fair justifications for the decision-making process, the opportunity of contesting the outcome (Gilliland, 1993), and the perceived use of AI in the hiring process (Hosain et al., 2025). Consequently, limited algorithmic transparency can significantly reduce applicants' perceptions of procedural justice, fostering skepticism toward AI-assisted selection and increasing perceptions that the selection process is unfair (Low et al., 2026; Niessen & Neumann, 2026).

Applicants' prior experiences with the selection process - both in terms of the fairness and transparency of the selection process and their overall relationship with the organization - shape their intention to recommend the organization to others. Applicant's intention to recommend the organization refers to their intention to recommend the organization either by speaking positively about its image or by encouraging others to apply for vacant positions (Feldman et al., 2006). When applicants perceive AI-assisted selection as fair, transparent, and adequately justified, they are more likely to recommend the organization to others (Köchling & Wehner, 2020). Such perceptions also foster greater accepting of AI-assisted selection and may even lead applicants to prefer AI-assisted selection over traditional interviews (Binns et al., 2018; Wang et al., 2025). In contrast, negative selection experiences, particularly those arising from the limited transparency in AI-driven decisions or the difficulty of contesting the selection outcomes - can considerably reduce an applicants' willingness to recommend the organization as an employer to

others (Babae & Shank, 2025; Luo et al. 2025; Rigotti et al., 2026).

Hypothesis development

Human-Computer Trust Theory (Madsen & Gregor, 2000) posits that people develop trust in computerized decision systems based on their perceptions of the system's technical competence, reliability, and understandability, complemented by affective dimensions such as faith and personal attachment. In the context of AI-assisted selection, this theory suggests that applicants who perceive the AI-assisted selection as reliable and fair are more likely to trust the technology and the technology-driven process. This trust, in turn, foster favourable applicant reactions including their intention to recommend the organization to others. Conversely, when AI-assisted selection is perceived as rigid indecision-making or incapable of accurately evaluating applicants' competencies and experience, trust in the system diminishes substantially (Arnestad et al., 2026; Lavanchy et al., 2023). Subsequently, reduced trust may negatively influence applicants' view of the organization. The negative views may, in turn, diminish the applicant's willingness to recommend the experience to prospective job seekers.

Furthermore, applicants' expectations play an essential role in shaping perceptions of the selection process. In line with Expectancy Theory (Vroom, 1964), individuals form expectations based on the benefits they anticipate and the extent to which a process meets their criteria for fairness and transparency. In the context of AI-assisted selection, when applicants perceive AI as a tool that enhances efficiency and eliminates the subjectivity associated with human counterparts, they are more likely to consider its use as an advantage for the organization and to develop a higher intention to recommend that organization to others. Alternatively, when AI technology in personnel selection fails to meet applicants' expectations of transparency and fairness inherent in the process, applicants are more likely to develop negative perceptions of the organization (Lavanchy et al., 2023), thereby reducing their intention to recommend the organization to others.

The relationship between applicants' trust in AI-assisted selection and their intention to recommend the organization may depend on contextual factors, including the favourability of the feedback received following the hiring interview and the characteristics of the position for which they are applying (Ahn et al., 2021). A favourable hiring decision that validates applicants' qualifications is likely to generate positive affective reactions, such as satisfaction, confidence, and gratitude toward the organization. The moderating role of outcome favourability can be explained by The Affective Events Theory (Weiss & Cropanzano, 1996), which posits that workplace events shape subsequent attitudes and behaviours through the affective responses they evoke. Accordingly, a favourable selection outcome acts is likely to evoke positive emotions that reinforce applicants' perceptions that AI can deliver fair and impartial evaluations. Consequently, favourable outcomes are likely to strengthen the positive relationship between trust in AI-assisted selection and applicants' willingness to recommend the organization to others. In contrast, unfavourable selection outcomes are likely to evoke negative emotions such as frustration and disappointment, particularly when applicants receive less transparent or inadequate explanations for AI-generated decisions. As a result, such experiences increase applicants' perceptions of the algorithmic opacity (Lee, 2018) and can weaken trust in AI-assisted selection. Ultimately, these may reduce favourable evaluations of the organization.

The type of position for which applicants are evaluated may shape both their perception of the selection process and their interpretation of selection outcomes in terms of favourability. Applicants for leadership positions are likely to hold higher expectations regarding the professionalism and transparency in the hiring process, reflecting the greater organizational responsibility and public visibility associated with these roles (Eagly & Karau, 2002). In this context, a favourable outcome may reinforce applicants' perceptions of both AI competence and organizational effectiveness, thereby strengthening the positive relationship

between trust in AI-assisted selection and their intention to recommend the organization to others (Lee, 2018). In contrast, unfavourable selection outcomes may be interpreted more critically by applicants for leadership positions. Applicant may react more negatively because they hold higher expectations regarding the ability of AI-assisted selection procedures to accurately assess complex leadership and interpersonal competencies. Such expectations make applicants more likely to question the appropriateness of AI-assisted selection for leadership roles, weakening the positive effects of trust in AI on their evaluations of the organization (Arnestad et al., 2025; Cheong et al., 2025; Lavanchy et al., 2023; Wang et al., 2025).

For non-leadership positions, applicants are expected to hold fewer demanding expectations regarding the use of AI in personnel selection, resulting in greater acceptance of AI-assisted hiring procedures (Langer et al., 2019). In line with Expectancy Theory (Vroom, 1964), when AI-assisted selection aligns with applicants' expectations for efficient, objective, and fair decision-making, they are more likely to evaluate the selection process favorably. Consequently, applicants for non-leadership roles may perceive AI-assisted selection as both more effective and fairer than conventional hiring methods, leading to more positive evaluations of the organization. Based on this reasoning, we advance the hypothesis that:

Hypothesis 1: The type of job for which an applicant is evaluated (leadership vs. non-leadership position) and the favourability of the selection outcome (accepted vs. rejected) received following an AI-conducted job interview moderate the relationship between applicants' trust in AI-assisted selection and their intention to recommend the organization as a good employer to other. Specifically, this positive relationship is expected to be strongest among applicants interviewed for non-leadership positions who received a favourable selection outcome following an AI-assisted job interview.

In line with Gilliland's (1993) model of perceived selection system fairness, applicants evaluate both the outcomes and the fairness of procedures and process used to reach those outcomes. Accordingly, applicants' reactions are shaped not only by what decision is communicated but also by how the selection process is conducted. Perceptions of procedural justice formed during AI-assisted selection directly shape applicants' post-interview reactions, including their trust in the organization and willingness to recommend it as an employer. Thus, in AI-assisted selection, applicants' perceptions of process fairness play a key role in shaping their willingness to recommend the employer, an important factor for organizational reputation (Langer et al., 2019).

This relationship between procedural justice and intention to recommend the organization is likely to depend on contextual characteristics of the selection process, particularly the outcome favourability of the selection process and the type of position for which applicants are evaluated (van Esch & Black, 2019). Applicants' perceptions of AI's ability to accurately assess their competencies, particularly in the light of the feedback they received following the selection process, play a central role in shaping post-selection reactions. Positive evaluations strengthen trust in the organization and enhance organizational attractiveness, whereas negative evaluations reduce willingness to recommend the organization to others (Lee, 2018).

When applicants receive favourable feedback/outcome that validates their competencies, there are more likely to be perceive the selection process as fair. Such feedback can strengthen trust in the AI-assisted selection, particularly when the AI system is seen as an impartial assessor (Langer et al., 2019). In contrast, negative or unfavourable feedback that is perceived as less transparent or insufficiently justified may undermine perceptions of procedural justice. Under these circumstances, applicants may feel the evaluation was superficial or that the automated system failed to capture relevant competencies, reducing the willingness to recommend the organization to others (Lee et al., 2018).

This relationship is further influenced by the type of position for which applicants are evaluated. Applicants seeking leadership positions, where interpersonal skills, leadership abilities, and strategic capacity are critical - may perceive the AI-assisted selection as less capable of accurately assessing these complex attributes. Research shows that applicants remain skeptical about AI's ability to accurately evaluate emotional intelligence, the ability to inspire teams, or strategic decision-making (Chamorro-Premuzic et al., 2016). This skepticism is likely to intensify when applicants receive an unfavourable selection outcome. In such cases, applicants may interpret an unfavourable selection outcome not only as a personal failure but also as evidence of the limitations of AI-assisted evaluation. As a result, applicants may question both legitimacy of the selection decision and the fairness of process through it was reached. Consequently, these perceptions are likely to undermine procedural justice increase, ultimately reducing applicants' willingness to recommend the organization as an employer. Moreover, diminished perceptions of procedural justice in selection may weaken organizational commitment, particularly among applicants for managerial/ leadership positions, who generally expect more nuanced, tailored, and context-sensitive assessment processes in selection (Berkelaar, 2014).

In contrast, applicants for non-leadership positions are likely to view AI-assisted selection more favourably because these positions are typically evaluated using clearly defined and highly standardized criteria, such as technical competencies and job-specific skills. In these contexts, AI may be perceived as an objective evaluator, and its use may even be seen as beneficial because it reduces the risk of human bias during selection - an essential condition for procedural justice (Duggan et al., 2019). Under such conditions, favourable selection outcomes strongly shape applicants' perceptions of procedural fairness by reinforcing the validity and accuracy of the selection process. As applicants become more confident that decisions are based on objective, transparent and consistently applied criteria, they are more likely to evaluate the organization favorably and express a greater

willingness to recommend it as an employer (Langer et al., 2019).

Moreover, unfavourable selection outcomes for non-leadership positions are likely to have a less detrimental effect on perceptions of procedural justice than comparable outcomes for leadership roles, because applicants are more likely to attribute such outcomes to external factors, process-related factors, including the competitiveness of the applicant pool or the AI system's consistent application of standardized evaluation criteria (Lee et al., 2018). However, when unfavourable evaluations are perceived as lacking transparency or as arbitrary, applicants are more likely to respond less favourably toward the organization, resulting in a lower willingness to recommend the organization as an employer. Nevertheless, this negative effect is expected to be less pronounced for non-leadership positions than for leadership roles, where applicants place greater emphasis on individualized and context-sensitive evaluation processes (Langer et al., 2019). Considering this reasoning, we propose the following hypothesis:

Hypothesis 2: The type of job for which an applicant is evaluated (leadership vs. non-leadership role) and the favourability of the selection outcome (accepted vs. rejected) received following an AI-conducted job interview moderate the relationship between applicants' perception of procedural justice and their intention to recommend the organization as a good employer to others. Specifically, this positive relationship is expected to be strongest among applicants interviewed for non-leadership positions and received a favourable selection outcome following an AI-assisted job interview.

Contributions

Building on the increasing importance of applicant reactions in personnel selection (Bauer et al., 2024), the current study deepens the understanding of applicants' perceptions in the context of AI-assisted selection by developing a more context-dependent account of applicants' reactions to algorithmic decision making.

Although previous research has primarily examined AI-assisted recruitment and personnel selection from a technical perspective, emphasizing efficiency gains and algorithmic fairness (Binns et al., 2018), far less is known about the contextual factors that shape applicants' responses to AI-enabled selection decisions. The present study addresses this gap by exploring the joint moderating role of the job type for which an applicant is evaluated (leadership vs. non-leadership position) and the favourability of the selection outcome (accepted vs. rejected) on the relationship between trust in AI-assisted selection and perceived procedural justice, on one hand, and applicants' intent to recommend the organization to others, on the other hand. This research topic aligns with recent AI research priorities that emphasize understanding trust, perceived fairness, and how these factors shape applicants' subsequent behaviours (European Commission, 2025).

The study further extends relational models of trust in technology, an emerging area in organizational behaviour (Acikgoz et al., 2020), by demonstrating that trust in AI-assisted decision making is not uniformly translated into favorable applicant reactions but instead depends on the context in which AI is deployed. By identifying job type and outcome favorability as key boundary conditions, the findings will contribute to a more context-sensitive understanding of trust in organizational AI. Furthermore, our study provides inputs for future research to examine whether these contextualized effects generalize to other personnel decision contexts, such as promotions or performance appraisals, that are conducted partially or entirely by AI evaluators and decision-makers.

Our study can inform best practices in AI-assisted selection procedures design by highlighting the factors that shape applicants' reactions. Focusing on the relational aspects of AI, such as trust and procedural justice, findings of this study can encourage developers and researchers to prioritize fairness and applicant experience, promoting AI projects that mitigate the negative impact of automated feedback on applicants' reactions that have a relevance for organizations. AI-

generated favourable outcomes that build trust - particularly among applicants for non-leadership positions- can enhance organizational reputation. In this context, our findings offer valuable input for managing employer brands in the digital era, where applicants' perceptions of fairness increasingly shape public opinion (Köchling & Wehner, 2020). Subsequently, negative perceptions of AI in selection could fuel distrust and anxiety among job seekers, reducing their willingness to engage in AI-assisted selection processes. By identifying job type and selection outcome favorability as key boundary conditions of the relationship between applicant AI trust and procedural justice and their intention to recommend the organizations, our study offers practical guidance for organizations to implement AI systems into selection processes while considering the specific job type. Although AI-assisted selection may be perceived as particularly appropriate for non-leadership positions because of its standardization and objectivity, its use to leadership selection may be most effective when it complements, rather than replaces, human judgment. This approach is likely to mitigate the risk of negative perceptions and supports an ethical, human-centred strategy aligned with organizational values and applicant expectations (Babae & Schank, 2026; Leszczyński et al., 2026). As AI continues to reshape organizational practices, the challenge is not merely to improve algorithmic performance but to develop context-sensitive selection systems that foster trust and procedural justice by aligning technological capabilities with the demands of specific job types and applicants' expectations.

From a managerial perspective, understanding how job type and outcome favourability shape applicants' responses to AI-assisted selection, particularly their intentions, has important implications for organizational effectiveness. Favourable selection outcomes can motivate applicants to recommend the employer, strengthening the employer brand, increasing attractiveness, and reducing recruitment costs. Prior research shows that applicants who perceive AI-assisted selection as fair are more likely to reapply for future positions and to recommend the organization to other, thereby

strengthening employer attractiveness and contributing to more effective recruitment outcomes (Acikgoz et al., 2020).

Our study will provide findings that suggest that organizations may benefit from investing in AI-assisted selection systems that are procedurally fair, particularly for non-leadership positions where favorable outcomes appear to have the strongest influence on applicants' organizational evaluations. Such practices may increase acceptance of AI in hiring, strengthen employer attractiveness, and improve recruitment effectiveness by encouraging favorable word-of-mouth and attracting a broader pool of potential candidates (Duggan et al., 2019). In the long term, organizations that adopt applicant-centered AI systems may benefit from more engaged employees, as trust in AI during hiring is linked to positive attitudes toward other technology-based organizational processes (Revillod, 2025).

Method

Research design

This study employed a quantitative, multifactorial experimental between-subjects design (Edmonds & Kennedy, 2017). Unlike classic experimental designs, which offer strong control and causal inference, a quasi-experimental between-subjects design provides distinct advantages. It allows greater methodological flexibility, enabling the study of variables that cannot be directly manipulated, such as trust in AI or perceived procedural justice. It also offers higher ecological validity, meaning results better reflect real organizational contexts rather than artificial experimental settings (Bärnighausen et al., 2017; Shadish et al., 2002). Additionally, this design supports the analysis of complex interactions between manipulated and measured variables (Rohrer & Arslan, 2021), yielding in our case a more nuanced understanding of how AI influences applicants' perceptions and reactions in selection processes.

Two predictor variables (measured only) were included: trust in AI-assisted selection (i.e., the applicant's perception of the AI system's competence, impartiality, and

transparency in making selection decisions) and perceived procedural justice of the AI-assisted selection (i.e., the extent to which participants view the AI-assisted selection process as fair, clear, and transparent).

The criterion variable was the intention to recommend the organization as a good employer to others (i.e., the applicant willingness to recommend the organization as a good employer to others).

The manipulated variables were treated as moderators: the outcome favourability of the AI-assisted selection and the job type for which an applicant is evaluated. Outcome favourability was manipulated in two experimental conditions representing the interview outcome: a favourable outcome condition (acceptance) and a non-favourable outcome condition (rejection). The job type for which an applicant is evaluated was presented as either a leadership position or a non-leadership position.

We conducted manipulation checks to verify that participants correctly perceived both the assigned job type (leadership vs. non-leadership) and the outcome favorability condition (accepted vs. rejected). Each participant responded to the following three questions: (1). I read the scenario carefully and understood the applicant role I was asked to assume – yes or no; (2). In the scenario above, I was interviewed by: My future supervisor, An Artificial Intelligence (AI) system or Someone else, and (3). In the scenario above, the organization's hiring decision was: I was offered the position, I was not offered the position, and Other. The results confirmed that participants accurately interpreted the experimental scenarios as intended, indicating that the manipulations were successful and that the experimental conditions were perceived consistently across participants.

Participants

The minimum sample size was determined using G*Power software (Faul et al., 2007), which indicated a minimum of 103 participants to ensure adequate statistical power for the tests. The input data included F test – Linear multiple regression, Fixed model,

R^2 deviation from zero, $f^2 = .15$, $\alpha = .05$, $(1 - \beta) = .80$, and 7 predictors.

Following convenience sampling, we obtained a total of 192 participants, of whom 164 were female and 28 were male. Respondents' ages ranged from 20 to 54 years ($M = 26.31$, $SD = 8.48$). Regarding previous experience with AI, 171 participants (89.06%) reported having used AI in various contexts, while 21 participants (10.94%) had no such experience. Only 8 participants (4.17%) stated that they had been evaluated by an AI system in a personnel selection process, and 2 respondents (1.04%) reported feeling discriminated against based on AI evaluations. A number of 47 participants (24.48%) attended a course on recruitment and selection, and 14 respondents (7.29%) had taken a course specifically about AI. The remaining participants had no formal training in these areas. Participants' status fell into two main categories: solely students (63.20%) and combined student with employment status (36.80%).

Instruments

This study employed an experimental vignette methodology (EVM) using instrumentally constructed scenarios. This experimental technique is well-established in literature and is valued for providing a balance between experimental control and ecological validity (Aguinis & Bradley, 2014). Participants were exposed to four structured scenarios designed to realistically simulate interaction with an AI-based recruitment system. The integrated vignettes reflected an authentic selection process in which participants received AI-generated feedback regarding the organization's hiring decision (accepted vs. rejected) and the type of position for which they were evaluated (leadership vs. non-leadership). This approach offers a significant advantage over simple self-report methods, as it simulates a real selection context and enables measurement of reactions and perceptions in a more authentic manner (Hughes & Huby, 2004). Participants were randomly assigned to one of four scenarios simulating an AI-assisted selection process

that involved structured interview as a selection method.

Participants were instructed to assume the role of a job applicant undergoing an AI-assisted selection process and to evaluate the experience based on the feedback generated from AI in what regards the hiring decision (accepted vs. rejected). Each vignette described the AI-enabled interview, including how the system conducted the interview and communicated the hiring decision. The scenario mirrors real AI interviews to create a realistic context that helps participants immerse themselves in the simulated situation. The vignettes were developed as narrative accounts depicting a participant's journey through an AI-assisted selection process (an example is provided in Appendix 1).

Following exposure to one of the four scenarios, participants completed a set of scales measuring the study variables. All variables were measured using seven-point Likert scales (1 = *Strongly disagree*, 7 = *Strongly agree*). The use of seven-point response format allows for greater response granularity and discrimination among participants' perceptions (Krosnick & Presser, 2010).

Trust in AI-assisted selection was measured using four items adapted from Höddinghaus et al. (2021). An example item is: "*I trust that the Artificial Intelligence evaluated my responses accurately and thoroughly*" ($\alpha = .90$, $r_{SB} = .82$).

Procedural justice was assessed using a two-item scale adapted from Bauer et al. (2001). An example item is: "*The process used by this selection method is fair in selecting candidates for this position*" ($\alpha = .90$, $r_S = .80$).

Intention to recommend the organization was measured using two items adapted from Feldman et al. (2006). An example item is: "*I would encourage others to apply for a job at this organization*" ($\alpha = .96$, $r_S = .92$).

Procedure

Participants were recruited through online platforms associated with their faculties. Data was collected via Google Forms in January 2025. All participants were informed about the study and completed informed consent and confidentiality agreements in accordance with

data protection regulations (GDPR, 2022). Participants were assured that their data would remain confidential and be used only for research purposes.

We randomly assigned participants to one of four experimental conditions resulting from the combination of two controlled factors: outcome favourability (accepted vs. rejected) and the job type for which the applicant is evaluated (leadership vs. non-leadership position). This procedure was implemented to prevent structural imbalances within the study groups and to minimize the risk of systematic biases that could compromise the accuracy of the findings and weaken inferential validity. By ensuring maximal comparability across conditions and maintaining a high control over extraneous factors, the study strengthens the robustness of the causal inferences derived from the analyses (Aguinis & Bradley, 2014).

Data analysis

The data was analyzed using IBM SPSS Statistics v 24 (IBM Corp., 2016). Initially, univariate descriptive statistics were computed, including measures of central tendency (i.e., mean) and variability (i.e., standard deviation).

Hypothesis testing was conducted using the PROCESS macro-Model 3 (Hayes, 2025). This model permits to identify both main effects and interaction effects among variables. Specifically, each regression analysis examined the direct and conditional effects of the predictors (i.e., trust in AI - assisted selection and perceived procedural justice) on the outcome variables (i.e., intention to recommend the organization). Outcome favourability (accepted vs. rejected) and the job type (non-leadership vs. leadership role) were included as moderators. Controls were age, gender, AI use, and previous experience with AI-assisted selection.

Following the identification of significant global interaction effects, we examined how the relationships between the predictor and criterion variables varied across specific combinations of the moderator levels (i.e., outcome favourability and job type) by estimating conditional effects using simple slope analyses.

Results

Results of the univariate data analysis are included in Table 1.

Table 1. Mean, standard deviation, minimum, and maximum of the main variables (N = 192)

Variables	Minimum	Maximum	Mean	Standard deviation
1. Trust in AI-assisted selection	1.00	6.25	3.16	1.43
2. Procedural justice of the AI-assisted selection	1.00	7.00	3.59	1.46
3. Intention to recommend the organization	1.00	7.00	3.46	1.63
4. Outcome favourability (rejected vs. accepted)	.00	1.00	-	-
5. Job type (non-leadership vs. leadership)	.00	1.00	-	-
6. AI usage experience (0 = yes, 1 = no)	.00	1.00	-	-
7. Previous experience with AI-assisted selection (0 = yes, 1 = no)	.00	1.00	-	-
8. Age	20.00	54.00	25.33	7.71
9. Gender (0 = female, 1 = male)	.00	1.00	-	-

Hypothesis testing

Results of the regression analyses conducted with PROCESS macro v.5 - Model 3 (Hayes, 2025) are included in Table 2-4.

Hypothesis 1

The full regression model, including the three-way interaction between trust in AI-assisted selection, outcome favourability, and job type, explained a significant proportion of variance in intention to recommend the

organization, $R^2 = .32$, $F(11, 180) = 7.80$, $p < .001$. The main effect of trust in AI-assisted selection on intention to recommend was not significant, $b = -.13$, $p > .05$. However, the three-way interaction term accounted for a significant incremental increase in explained variance, $\Delta R^2 = .05$, $F(1, 180) = 13.10$, $b = -1.06$, $p < .001$, indicating that the relationship between trust in AI and intention to recommend the organization depends on outcome favourability and job type.

Table 2. Results of the regression analysis having trust in AI-assisted selection as predictor (N = 192)

Model	B	se	95%CI
1. Trust in AI-assisted selection	-.13	.13	[-.38; .13]
2. Outcome favourability	-2.68***	.65	[-3.95; -1.40]
3. Trust in AI-assisted selection x outcome favourability	.90	.19	[.53; 1.27]

Model	B	se	95%CI
4. Job type	-3.11***	.69	[-4.47; -1.75]
5. Trust in AI-assisted selection x Job type	.89***	.20	[.49; 1.29]
6. Outcome favourability X Job type	3.50***	1.03	[1.47; 5.53]
7. Trust in AI-assisted selection x Outcome favourability x Job type	-1.06***	.29	[-1.64; -.48]
8. Previous experience with AI-assisted selection (0 = yes, 1 = no)	.49	.50	[-.49; 1.47]
9. AI usage experience (0 = yes, 1 = no)	.41	.30	[-.19, 1.00]
10. Age	.02	.01	[-.01; .04]
11. Gender (0 = female, 1 = male)	.05	.28	[-.50; .61]

Specifically, under conditions of unfavourable outcome and evaluation for a non-leadership position, the effect of trust in AI-assisted selection on intention to recommend the organization was not statistically significant ($b = -.13$, $p > .05$). In contrast, when the outcome was unfavourable and the evaluation was conducted for a leadership position, higher trust in AI-assisted selection was associated with a stronger

intention to recommend the organization ($b = .76$, $p < .001$). Under favourable outcome conditions, this pattern was similar. Specifically, trust in AI-assisted selection positively predicted intention to recommend the organization both for evaluations targeting non-leadership positions ($b = .77$, $p < .001$) and leadership positions ($b = .60$, $p < .001$). These findings support Hypothesis 1.

Table 3. *Conditional effects for the model with the three-way interaction between trust in AI-assisted selection, outcome favourability (0 = rejected, 1 = accepted), and job type (leadership vs. non-leadership).*

Outcome favourability	Job type	B	SE	95%CI
0	0	-.13	.13	[-.38, .13]
0	1	.76***	.16	[.45, 1.06]
1	0	.77***	.14	[.50, 1.03]
1	1	.60***	.17	[.27, .92]

Hypothesis 2

The full regression model including the three-way interaction between procedural justice of AI-assisted selection, outcome favourability, and job type explained a significant proportion of variance in intention to recommend the organization, $R^2 = .41$, $F(11, 180) = 11.37$, $p < .001$. Procedural justice of AI-assisted selection exhibited a strong positive main effect on intention to recommend the organization, $b = .74$, $p < .001$.

However, this relationship did not vary significantly as a function of the outcome favourability, job type or their interaction. The three-way interaction term was not statistically significant, $\Delta R^2 = .00$, $F(1, 180) = .01$, $b = .02$, $p > .05$ (see Table 5). Given the lack of significant higher-order interaction, conditional effects were not probed. Accordingly, these results do not support Hypothesis 2.

Table 4. Results of the regression analysis having procedural justice of the AI-assisted selection process as predictor (N = 192)

Model	b	Se	95%CI
1. Procedural justice of the AI-assisted selection	.74***	.12	[.51; .98]
2. Outcome favourability	.92	.64	[-.34; 2.18]
3. Procedural justice of the AI-assisted selection x outcome favorability	-.16	.16	[-.48; .17]
4. Job type	-.26	.71	[-1.65; 1.14]
5. Procedural justice of the AI-assisted selection x Job type	.02	.18	[-.34; .37]
6. Outcome favourability X Job type	.08	1.07	[-2.02; 2.19]
7. Procedural justice of the AI-assisted selection x Outcome favourability x Job type	.02	.28	[-.52; .57]
8. Previous experience with AI-assisted selection (0 = yes, 1 = no)	.20	.46	[-.60; 1.29]
9. AI usage experience (0 = yes, 1 = no)	.28	.28	[-.28; .84]
10. Age	.02	.01	[-.004; .05]
11. Gender (0 = female, 1 = male)	.06	.26	[-.83; .57]

Discussion

The present study investigated the extent to which outcome favourability of the AI-assisted selection process and the job type for which an applicant is evaluated (non-leadership vs. leadership role) moderated the relationship between trust in AI-assisted selection and the procedural justice of the selection process, on the one hand, and, intentions to recommend the organization to others, on the other hand.

The results of testing Hypothesis 1 indicate substantial variability in intention to recommend the organization, depending on the decision context defined by the specific combination of outcome favourability, job type, and participants' trust in AI-assisted selection. Although we did not identify a general positive linear association between trust in AI and intention to recommend the organization, as reported in prior research (e.g., Lee, 2018), our findings show that this relationship is highly context dependent. When outcomes were favourable, trust in AI-assisted selection was positively associated

with the intention to recommend the organization for both non-leadership and leadership roles. Similarly, under less favourable conditions, specifically when applicants received an unfavourable outcome for a leadership position, but not for a non-leadership role, higher trust in AI was associated with a stronger intention to recommend the organization. These findings are consistent with prior literature suggesting that positive feedback reinforces favourable organizational images and contributes to perceiving AI-based evaluators as fair and legitimate (Bigman & Gray, 2018; Köchling & Wehner, 2020; Van den Bos & Lind, 2002). Furthermore, they extend previous research by demonstrating that trust in AI does not operate independently of contextual cues but is interpreted through the lens of applicants' selection experiences.

The context-dependent effect of trust in AI-assisted selection on intention to recommend the organization are also consistent with by Expectancy Theory (Vroom, 1964). In line with this theory, individuals evaluate decision-making systems

more positively when outcomes align with their expectations. When AI-generated evaluations meet applicants' expectations, particularly in favourable outcome conditions, trust in AI is reinforced and translates into positive organizational advocacy.

These findings provide a nuanced understanding on the role of AI in the applicant–organization interactions during personnel context. Rather than functioning solely as a technological decision aid, AI appears to serve as an actor whose evaluations are interpreted through cognitive and social lenses. This interpretation aligns with prior research showing that individuals attribute intentionality and responsibility to algorithmic agents, particularly when such systems influence decisions intervene in processes with high personal stakes or high-impact domains such as healthcare and justice (Araujo et al., 2020; Lima, 2020). Consequently, applicants' evaluations of AI-assisted selection extend beyond assessment of algorithmic performance to encompass broader judgements about organizational norms, social interactions, and cultural expectations (Binns et al., 2018). These perceptions, in turn, shape organizational image and applicants' subsequent reactions to selection, such as intention to recommend the organization as a good employer. Together, these findings suggest that the effectiveness of AI-assisted selection depends not only on the technical quality of algorithmic decisions but also on how AI systems are embedded within the broader social and organizational context. This understanding highlights the inherent complexity of AI-based selection systems and underscores the importance of designing and implementing AI-selection systems that acknowledge applicants' social and cognitive reactions alongside technological performance (Shrestha et al., 2019).

Contrary to our expectations, the positive linear relationship between perceived procedural justice and intention to recommend the organization was not moderated by outcome favourability, job type or their interaction. These findings suggest that the relationship between perceived procedural justice and intention to recommend the organization is robust across AI-automated selection contexts and does not depend on the

specific decision circumstances experienced by applicants. One possible explanation is that procedural justice perceptions represent a relatively stable, overarching evaluation of the social treatment provided by the organization (Colquitt et al., 2001; Colquitt & Zipay, 2015), which develop over time, rather than a function of a particular decision-making system. Consequently, once applicants form judgments that the selection process is procedurally fair, these evaluations appear to shape organizational endorsement irrespective of whether the outcome is favorable or unfavorable or whether the position involves leadership or non-leadership responsibilities.

Our study contributes to the growing literature on the integration of emerging technologies, such as AI, into personnel decision-making, particularly within employee selection (Tambe et al., 2019). Although prior research has largely emphasized the operational benefits of AI such as greater efficiency, faster processing, and reduced costs, our findings highlight its broader organizational implications. Specifically, the adoption of AI-assisted selection systems transforms the nature of applicant–organization interactions by altering how applicants interpret organizational decisions, evaluate procedural fairness, and develop trust in organizational decision-making (van Esch & Black, 2019). Moreover, it realigns the roles of the parties involved in the selection process, and, at a more fundamental level, redefines the core principles that govern final hiring decisions (Shrestha et al., 2019).

Our findings also contribute to extending Gilliland's (1993) fairness in selection model to AI-assisted selection contexts by demonstrating that perceived procedural justice remains a central determinant of applicants' intention to recommend the organization. This suggests that the theoretical principles underlying applicant reactions to traditional selection procedures continue to apply when personnel decisions are supported by algorithmic systems. At the same time, these findings reinforce the emerging perspectives on "algorithmic fairness" by indicating that applicants evaluate AI-assisted selection not only in terms of technical accuracy but also through a holistic approach

centred on fair interface design and perceived control (Binns, 2018; Fenwick et al., 2024; Nørskov et al., 2022).

More broadly, our findings call for a fundamental reconfiguration of the role of Human Resource (HR) professionals in AI-assisted personnel selection. As organizations increasingly integrate AI into operational environment, HR professionals are likely to assume responsibilities that extend beyond traditional assessment and or interviewing functions and become essential mediators between algorithms and applicants by interpreting algorithmic recommendations, contextualizing AI-generated decision, and communicating these decisions effectively to applicants (Meijerink & Bondarouk, 2021; Tambe et al., 2019; van den Broeck et al., 2024; Wiblen & Marler, 2021). This transformation in HR professionals' responsibilities requires the development of specific competencies through continuous professional training focused on digital literacy, technology ethics, and empathetic communication (Cascio & Montealegre, 2016; Reicho et al., 2026; van den Broeck et al., 2024; Wiblen & Marler, 2021). HR practitioners should be able to interpret AI-generated decision, contextualize them appropriately, and communicate them in a manner that is sensitive to applicants' emotional and cultural needs. Rather than diminishing the importance of human involvement, the increasing adoption of AI appears to redefine the HR role toward facilitating transparent, legitimate, and applicant-centred interactions between organizations and AI-enabled decision systems (Meijerink et al., 2021; Strohmeier & Piazza, 2015). This evolving role is further supported by recent evidence from the HRxAI European Survey 2026 (European Association for People Management, 2026), which highlights that HR professionals across Europe view human accountability, AI literacy, transparent governance, and responsible implementation as essential prerequisites for the successful integration of AI into HR practices.

A major implication of this investigation is that AI-assisted selection functions not only as a technological innovation but also as a

cultural signal communicated by organizations to prospective applicants (Binns et al., 2018; Langer et al., 2019; Ziewitz, 2016). Our findings that applicants evaluate the use of AI not solely in terms of its technical capabilities but also as an indicator of the organization's commitment to fairness, transparency, and responsible decision-making. Thus, the organizational consequences of AI adoption depend not only on algorithmic performance but also on the consistency between AI-assisted selection practices and the values the organization seeks to project (Leicht-Deobald et al., 2019). When AI is integrated as part of an organizational culture oriented toward responsible innovation, fairness, and transparency, its impact on employer branding may be significantly positive (van Esch & Black, 2019).

The present study has several limitations. First, the research design constrains the formulation of robust causal inferences. In this regard, future research could adopt experimental designs that allow for the manipulation of independent variables or longitudinal designs that enable the examination of the evolution and the temporal dynamics of variables/ perceptions over time.

Another limitation pertains to the operationalization of outcome favourability of the selection process which was manipulated dichotomously (accepted vs. rejected). Although this approach facilitated experimental control, it overlooks other characteristics of AI-generated decision that may shape applicants' reactions such as the perceived clarity, empathy, personalization, and transparency of the communication. Prior studies show that when negative feedback in selection is clearly formulated and accompanied by coherent and relevant justifications, it exerts a reduced influence on the applicants' willingness to recommend the organization to others (Binns et al., 2018; Gilliland, 1993). Thus, quality of feedback, regardless of its valence, can significantly shape the applicants' intention to recommend the organization to other (Lavanchy et al., 2023). Providing clear, structured and well-justified feedback may not only mitigate applicants' negative reactions but also

preserve favourable perception of the organization, thereby strengthening its employer image (Bauer et al., 2001; Fijneman-Ghielen et al., 2026; Truxillo et al., 2004). Hence, future research should examine these qualitative attributes of AI-assisted selection, as well as the role of cognitive and affective mediation processes in the relationship between AI system design and user or stakeholder reactions. Moreover, recent research on digital selection procedures suggests that applicants' reactions are shaped not only by the characteristics of the selection process but also by individual psychological differences (Costa et al., 2025). Specifically, personality traits, such as openness to experience, positively influence perceptions of procedural justice, whereas privacy concerns undermine procedural justice perceptions. These perceptions, in turn, affect organizational trust, person–organization fit, and behavioral intentions toward the organization. Accordingly, future research should further investigate how additional individual-level characteristics, such as need for control and other personality traits, contribute to interindividual variability in the acceptance of AI-assisted decisions and applicants' responses to automated selection processes.

In the present study, we examined a series of moderation relationships within the context of simulations involving an AI-conducted interview and the communication of the hiring decision by AI. Future research could extend this work by examining hybrid selection decisions that involve both AI systems and human agents (Coombs et al., 2021; Dellermann et al., 2019; Raisch & Krakowski, 2021; Shrestha et al., 2019), as collaboration between human and algorithmic decision-makers raises complex questions related to coordination, delegation, and the ethics of shared responsibility (Gomez et al., 2026; Mittelstadt et al., 2016). Accordingly, the present study opens a fertile avenue for inquiry at the human–technology interface, underscoring the need for an integrative paradigm that simultaneously addresses individual, contextual, and technological variables to fully understand the impact of AI on selection decisions, and personnel decisions more broadly.

We considered in our study only the intention to recommend the organization as a good employer to others. Future studies could expand the range of applicant reactions, including affective reactions. For instance, Kang (2020) highlighted that AI-based hiring rejections are experienced as socially evaluative events, not merely technical decisions. When AI decisions lack transparency and explanation, perceptions of procedural justice and trust in the system decline, amplifying negative emotional reactions. Conversely, fair and transparent AI processes can help preserve trust and mitigate adverse applicant responses.

The sample used in the present study limits the generalizability of the findings to other organizational and cultural contexts. Our sample consisted predominantly of only university students. Specifically, 63.20% of participants were students without employment, whereas 36.80% were simultaneously students and employees, indicating that most participants had relatively limited labor market experience and, according to their self-reports, minimal prior exposure to AI-assisted selection. Although this sample is appropriate for examining initial perceptions of AI-enabled personnel selection, it may not fully capture the experiences, expectations, and decision-making processes of applicants participating in actual organizational AI-assisted selection procedures. Individuals with more extensive work experience or previous exposure to AI-assisted selection may evaluate algorithmic decision making differently, particularly with respect to trust, procedural justice, and behavioral intentions and in high stake situations. Consequently, the generalizability of the present findings to broader applicant populations should be interpreted with caution. Future research should replicate these findings using more diverse samples of active job seekers and experienced professionals across industries and organizational contexts. Moreover, emerging evidence suggests that acceptance of AI is deeply culture-dependent, and cultural dimensions such as collectivist orientation may shape how individuals and groups perceive automated decisions, including personnel selection contexts (Gupta et al., 2022; Ma & Deng, 2022). Accordingly,

cross-cultural comparative investigations could further refine the proposed theoretical model and provide better understanding how cultural and contextual factors influence responses to automated selection decisions following a structured employment interview.

Conclusion

This study investigated the extent to which interaction between the outcome favourability of the selection process and the job type for which an applicant is evaluated (leadership vs. non-leadership role) moderated the relationship between, on the one hand, trust in AI-assisted selection and the procedural justice of the selection process and, on the other hand, intentions to recommend the organization to others.

The results indicate that trust in AI positively influences intention to recommend the organization under specific conditions defined by outcome favourability and the job type for which applicants are evaluated. Perceived procedural justice was positively associated with intention to recommend the organization to others. However, perceptions of procedural justice did not interact with outcome favourability or job type in explaining the examined outcomes. These findings are consistent with prior research suggesting that procedural justice perceptions and trust in AI-related decisions play a different central role in shaping applicant intentions toward organizations.

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Appendix 1

Example of scenario

Participants were asked to place themselves in the role of a candidate applying for a job position and to go through the following base scenario, designed to reflect in an authentic and detailed manner the dynamics of an automated interview:

"We invite you to go through a short scenario that describes the process of applying for a job position. As you read the text, we encourage you to imagine yourself in the position of the candidate and to reflect on how you would react in this situation. After you have finished reading, please answer a few questions regarding your perceptions and reactions to this experience.

Read the following scenario:

Imagine that you are applying for a job you are very interested in and that DOES involve a leadership role. Following your application, the automated recruitment system sends you an email inviting you to a virtual interview, conducted through an artificial intelligence program that uses your computer's webcam.

During the structured interview, the artificial intelligence program asks you a series of situational and behavioral questions, such as: «Describe a situation in which you had to adapt your work style to meet the requirements of a diverse team» or «Give an example of a difficult decision you had to make and explain the reasoning behind it». Your responses are recorded, and the artificial intelligence program analyzes both the verbal content and non-verbal elements, such as tone of voice, facial expressions, and response time.

At the end of the interview, the AI system thanks you for your participation and informs you that the organization will communicate its decision within two weeks, based on the recommendation generated by the artificial intelligence and validated by the Human Resources Department."