

Generation Z's Opinion About AI in Recruiting — First Empirical Evidence from Germany

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Abstract

Currently, there are hardly any studies that evaluate the topic of Artificial Intelligence (AI) in recruiting from the viewpoint of Generation Z (born between 1995 and 2010) as future employees. This article answers the question which are the opportunities and risks of using AI in recruiting from the perspective of Generation Z. To answer the question, the research uses primary data obtained among 20 Generation Z representatives in Germany in 2023. The interview partners were asked to share their opinion in focus groups. In summary, our study indicates that German Generation Z respondents see opportunities of AI in recruiting especially in regards to diversity and equal rights. Risks are seen concerning job loss in recruiting, especially for those employees who do not know how to perform complex tasks. Others are afraid of the security of their personal data due to a lack in AI or lack trust in the cyber security of companies.

Keywords: Generation Z, Artificial Intelligence, recruiting

1. Introduction

For years now, companies worldwide have been struggling with the procurement of suitable skilled personnel. The global pandemic in 2020 and demographic change in Germany are exacerbating the problem of the shortage of skilled workers worldwide (<https://www.wuv.de/Themen/People-Skills/Wie-KI-kuenftig-die-Talentsuche-unterstuetzt>. Accessed 10/02/2023). In order to identify suitable skilled workers, especially from the Generation Z, companies need to implement intelligent digital recruiting solutions (<https://www.wuv.de/Themen/People-Skills/Wie-KI-kuenftig-die-Talentsuche-unterstuetzt>. Accessed 10/02/2023). Since artificial intelligence (AI) is capable of analysing large amounts of data, recognising patterns in it and making future predictions, it can be beneficial in digital recruitment (<https://www.cloudmagazin.com/2023/03/27/wie-ki-das-moderne-recruiting-unterstuetzt/>. Accessed 10/02/2023).

The application of AI in recruiting is not news per se, but the harmony of ChatGPT has set new impulses not only in a private context, but also for the recruiting world. While AI technologies were previously only used in process automation, such as CV parsing or matching, generative AI has found its way into the recruiting world with the launch of ChatGPT. Especially the increased professionalism due to data-based decisions and the creation of high-quality content can be profitable here (<https://www.cio.de/a/was-fuer-chatgpt-im-recruiting-spricht,3614385>. Accessed 10/02/2023). The ongoing digitalisation will permanently change recruiting and the demands that today's applicants (Generation Z) place

on the application process can only be met through the use of digital technologies and data-based tools by implementing Big Data and AI into the recruiting processes (Petry & Jäger 2018).

Currently, there are hardly any studies that evaluate the topic of Artificial Intelligence (AI) in recruiting from the viewpoint of Generation Z (born between 1995 and 2010) as future employees. This article answers the question which are the opportunities and risks of using AI in recruiting from the perspective of Generation Z. To answer the question, the research uses primary data obtained among 20 Generation Z representatives in Germany in 2023.

Chapter 2 provides the background of the study by characterizing Generation Z and the particularities of recruiting this generation in a digital world. Furthermore, the chapter gives insights about AI in recruiting and discusses its advantages as well as disadvantages. Chapter 3 describes the research approach. Chapter 4 answers the research question by presenting the generated results from the conducted focus groups. Chapter 5 reviews the quality criteria of the conducted before chapter 6 draws a conclusion.

2. Background

Generation Z (born between 1995 and 2010)¹ is often referred to as Generation YouTube with regard to the generation concept. Generation Z was born into a world with the Internet and grew up with the social media hype (e.g., Instagram, TikTok). This can explain their high affinity for technology (Käufer & Pawlik 2020). Recruiting in a digital world must include the following characteristics from the viewpoint of Generation Z (<https://leantree.com/blog/gen-z-im-recruiting-wie-erreicht-man-diese-generation/>. Accessed 10/02/2023):

2.1 Social Media Presence, Job Portals and Career Sites

Due to the early imprint of Generation Z through social media, it is also imperative in the recruiting process for companies to be present on various social platforms in order to reach potential candidates. Even though this generation prefers social media, job portals and career sites are still an important tool within the recruiting process.

2.2 Fast Communication

Fast and direct communication within the application process or even the job interview is also necessary to meet the demands and expectations of potential candidates from this generation.

2.3 Transparency

Transparency and authenticity are further factors besides an honest employer brand, which are relevant for a positive perception of the company within the recruiting process and therefore also important factors for winning over Generation Z.

The aim of using AI in recruiting is to find even more “right” applicants. AI facilitates the selection of potential candidates and to objectify the selection process (Petry & Jäger 2021). Today the most important methods of AI in recruiting are:

2.3.1 Chatbots

Chatbots can be used in various Human Resource Management areas and thus also be useful within the recruiting processes, for example in answering applicant questions in the initial contact, through stopping interviews up to the allocation of appointments (Petry & Jäger 2021). Chatbots, which function as communication robots, help here by asking standardised questions. These can be used on career sites, for example, by providing a chat window on the employer’s homepage for the applicant’s questions. Chatbots can thus provide an answer to the prospect within seconds by feeding him or her thousands of question and answer options in advance. In the meantime, these chatbots are already able to conduct initial interviews with the applicant on their own and thus support recruiters in the pre-selection of applicants (<https://www.apriori.de/blog/kuenstliche-intelligenz-im-personalwesen/>. Accessed 10/04/2023).

2.3.2 Job Ads

AI tools can be used to help recruiters optimise job ads so that candidates can find them without problems. By analysing existing job ads, job categories, job boards or keywords can be recommended for further job offers https://www.haufe.de/personal/hr-management/digitales-recruiting-vorteile-formen-anforderungen/robot-recruiting-und-kuenstliche-intelligenz-im-recruiting_80_539712.html. Accessed 10/04/2023).

2.3.3 CV Parsing

Curriculum Vitae (CV) parsing is the automated analysis of CVs, which eliminates the need to manually sift through individual applications. This applicant management software enables targeted information to be

¹ Different authors specify different birth cohorts. The transition appears to be fluid (<https://simon-schnetzler.com/generation-z/> Accessed 10/02/2023). For a further discussion of the transition of birth cohorts, see e.g., Scholz (2014).

searched for in texts and converted into the form desired by the recruiter. By means of CV parsing, language barriers are circumvented and through the use of OCR technologies, analogue application documents can also be analysed (<https://www.hrjournal.de/parsing-matching-tests-wie-personalberater-ki-einsetzen/>. Accessed 10/04/2023).

2.3.4 Matching

Matching algorithms are now used in various application management systems to simplify the recruitment process for recruiters. In recruiting, matching can be used in active sourcing, i.e., in the direct approach of applicants, or in the pre-selection of candidates. Active sourcing can be used to match the publicly accessible virtual footprints of the applicant, for example on business networks such as LinkedIn, with the requirements of the vacancy. The recruiter specifies in the AI tool which skills or competences he or she is looking for when filling the vacancy, and the software then actively searches for precisely these selected requirements. Once the software has found a suitable “match” for the vacant position, the recruiter can then actively approach the potential candidate (<https://www.hr-software-vergleich.de/aktuelle-nachrichten/matching/>. Accessed 10/04/2023).

2.3.5 AI-Based Video Analysis

Video interviews as part of an application process can also be AI-based. Synchronous or asynchronous video interviews are possible. In a synchronous AI-based video interview, the procedure is similar to a conventional interview. The two interview partners speak to each other in real time via video conferencing software. In an asynchronous video interview, the application questions are formulated in the form of video sequences and delivered to the candidates, who in turn also record their answers. Both forms offer the advantage of a location-independent interview. In addition, the recorded material can be analysed using AI-based methods. By analysing the videos, not only the content discussed but also the applicant’s response behaviour can be analysed and later developed into personality profiles. Criteria such as the choice of words, tone of voice. Mimicry or even the speed of speech also flow into the analysis (Wilke & Bendel, 2022).

2.3.6 Virtual Assessment Centres and Career Fairs

An assessment centre is a complex assessment procedure used by companies to find suitable candidates for a specific position in the company. The assessors test the candidates individually or in groups with the help of various tasks in order to determine the qualifications of the applicants (<https://www.hrworks.de/lexikon/assessment-center/>. Accessed 10/04/2023). In terms of content, there are no differences between an online and a ‘real’ assessment centre. Online assessment centres are considered innovative and flexible and are especially helpful for companies with a high number of applications ([https://www.agentur-jungesherz.de/hr-glossar/online-assessment/#:~:text=Das%20Assessment%20Center%20ist%20ein,pers%C3%B6nliche%20Eindr%C3%BCcke%20entstehen%2C%20minimieren%20helfen](https://www.agentur-jungesherz.de/hr-glossar/online-assessment/#:~:text=Das%20Assessment%20Center%20ist%20ein,pers%C3%B6nliche%20Eindr%C3%BCcke%20entstehen%2C%20minimieren%20helfen.). Accessed 10/04/2023). Virtual career fairs also have no difference in purpose from a conventional fair. However, every trade fair organiser has to consider for himself in which form a digitalisation can be sensible, realisable and also user-friendly. Accordingly, suitable software must be available to provide a corresponding platform for the participants (<https://www.event-partner.de/business/virtuelle-messeformate-chancen-grenzen/>. Accessed 10/04/2023).

The use of AI has several advantages and disadvantages in recruiting processes. The most important ones are examined in more detail below.

Advantages

One elementary advantage is the time saved by using AI in recruiting. Artificial intelligence can be used in particular to deal with standardised tasks, because robots can carry out standardised processes not only more quickly but also more efficiently, thus reducing the workload of Human Resource staff. This allows them to focus on more important and complex tasks. In addition to this time saving, there is also the cost saving. Recruitment through AI can be handled more cheaply and vacancies can be filled more quickly, thus preserving the productivity of the department. It also enables greater accuracy in the selection of suitable candidates, as AI, unlike humans, cannot overlook information. Furthermore, discrimination, which is often accused in job application processes, decreases as AI disregards factors such as origin, religion, skin colour, etc. and determines the most suitable candidate for the open position based on objective and rational factors. Consequently, the use of robots in recruiting promotes the chance of increased diversity in a company (<https://recruitee.com/de-artikel/robot-recruiting>. Accessed 10/04/2023). In contrast to pure data processing, AI has prognostic competences and thus enables a view into the future (<https://www.zukunftsinstitut.de/artikel/digitalisierung/6-thesen-zur-kuenstlichen-intelligenz/>. Accessed 10/04/2023). Thus, the use of AI can serve as a “digital personal assistant” for HR staff and increase overall productivity

(<https://www.businessinsider.de/wirtschaft/international-business/bill-gates-schreibt-eine-siebenseitige-analyse-ueber-die-zukunft-der-kuenstlichen-intelligenz-das-sind-seine-wichtigsten-aussagen/>. Accessed 10/04/2023). AI in the form of recruiting automation can generate a huge competitive advantage by providing help in processing the flood of information and thus filtering out the best candidates. Recruiting KPIs can also be improved through the associated automation of processes. In addition, the candidate experience is optimised by bypassing late or non-responses to applicants, thus preventing drop-off, especially among young candidates. This also improves the image of the employer brand, because an efficient and transparent candidate experience is a key factor in the attractiveness of an employer (<https://www.jobteaser.com/de/corporate/ressourcen/ki-im-gen-z-recruiting-wann-und-in-welcher-form-ist-hr-automatisierung-sinnvoll>. Accessed 10/04/2023).

Disadvantages

A clear disadvantage of the use of AI in recruiting is that AI systems can also make mistakes and thus draw incorrect conclusions through the use of artificial intelligence. This is due to the fact that an AI system can only deliver as good results as it is well programmed. For example, if mostly male CVs are used for training the AI, the AI may conclude that male applicants are advantageous and thus discriminate against female applicants (<https://persoblogger.de/2019/09/30/ethik-richtlinien-zum-einsatz-von-kuenstlicher-intelligenz-ki-im-recruiting-in-der-diskussion> (Accessed 10/04/2023)). A prerequisite for the implementation of AI in companies is the digital know-how of the employees, which can be a challenge (Lieske, 2018). Many critics, including Bill Gates, for example, express concerns about AI taking on a life of its own by setting its own goals over time. The misuse of artificial intelligence by humans themselves also often makes critics doubtful (<https://www.businessinsider.de/wirtschaft/international-business/bill-gates-schreibt-eine-siebenseitige-analyse-ueber-die-zukunft-der-kuenstlichen-intelligenz-das-sind-seine-wichtigsten-aussagen>. Accessed 10/04/2023). When using AI solutions that are not developed in-house, the company makes itself dependent on a provider for technical developments or the provision of the system. This can be a significant disadvantage with regard to competing companies, also for reputational reasons. The loss of interpersonal interaction through the use of chatbots or video bots is also often criticised, as the personal component of the job interview is lost. Thus, the possibility of a first impression of the company is lost and also the option of already getting to know some of the employees or premises. Furthermore, especially when video material is used, there is the concern of a violation of informational autonomy in the foreground. Especially since the candidate cannot verify the proper use of the data collected (Wilke & Bendel, 2022).

Literature does not provide a lot of insights about Generation Z's opinion about AI in recruiting. However, Generation Z's general view of AI also allows conclusions to be drawn about their opinion of the use of AI in recruiting. Generation Z is already used to having their needs met immediately in other areas, it can be concluded that in the future, AI in recruiting will also have to be efficient, fast and transparent in order to win them over. The use of digitalised options within the application process is desirable from the generation's point of view, as a quick response and processing of the application is expected (<https://www.aubi-plus.de/blog/kuenstliche-intelligenz-im-recruiting-5137/>. Accessed 10/04/2023).

3. Approach

A qualitative content analysis according to Mayring serves as the basis for the empirical research, which embodies a structured and qualitative procedure for the evaluation of text-based data. Here, a rule-guided and fixed procedure is the basis for the evaluation process. Based on the interest, the insight and the respective research question, a versatile evaluation of data material can be carried out through a variety of sub-forms of content analysis. This form of content analysis is a good choice when communicative content or documents are to be analysed in a rule-guided manner. In addition, the principle can be applied to large amounts of data and individual analysis steps can be carried out in a quantifying manner. Mayring designed a content analysis process model for the practical procedure, which structures and explains all the steps of a qualitative content analysis. Since qualitative research is conducted according to Mayring in this work, only these quality criteria are presented. Mayring has derived eight specific criteria for content analysis from the classical quality criteria of validity and reliability: Procedural documentation, rule-governance, argumentative interpretation hedging, proximity to the object, communicative validation, triangulation (Mayring, 2022).

Procedural documentation could be ensured by documenting all interviews conducted in writing during their execution. In addition, the research method of expert interviews was chosen, followed by qualitative content analysis, which ensures the traceability of the data collection. The rule-driven nature could be maintained by determining in advance that the data analysis would be carried out in the form of structured category formation using the coding rules. The precise analysis and determination of similarities and differences in the statements of the experts surveyed also ensure argumentative interpretation. The proximity to the subject was achieved by conducting the survey via Microsoft Teams and choosing authentic categories. The communicative validation

was maintained by informing the interviewees about the next steps at the end of the video and thus making them competent. After the transcript was transcribed, it was sent to the respondent by email in order to check the statements and was only then used to carry out the qualitative content analysis. The “triangulation” quality criterion was met because qualitative content analyzes according to Mayring (2022) were analyzed and compared beforehand and during the evaluation.

The aim of the expert interviews is to answer the research question “Which are the opportunities and risks of using AI in recruiting from the perspective of Generation Z.?” by asking sub-questions using a self-created interview guide.

The 20 expert interviews were carried out via Microsoft Teams and were scheduled between May 2nd, 2023 and May 10th, 2023. The interview time was set at 1 hour in the planning and varied in actual implementation between 61 and 70 minutes. The interview was carried out by sharing the laptop screen in order to give the interviewee the opportunity to follow what was being said. First, the experts were informed about all the formalities and introduced to the basics needed to answer the questions. The personal data was then recorded and the questions were then processed chronologically. After the interview, the interview form was transcribed. After the transcript was transcribed, it was sent to the respondent and only used for further content analysis after he had checked and approved it. At the beginning of the interview, the experts were informed that their names would only be recorded for their own use in order to be able to better mentally separate the individual arcs during interpretation. These were then anonymized for use in the work and the experts were given the numbers 1-20. The interview forms will be destroyed after completion of the work, about which the respondents were also informed. Thirteen of the interviewees were female, whereas seven were male. 16 of the interviewees are currently studying, whereas four of the interviewees are already working. The majority of respondents applied for a job within the last two years.

4. Results of the Expert Interviews

Based on the qualitative content analysis according to Mayring, six categories were formed for this work in accordance with the structured application of categories:

4.1 Category: General Opportunities of AI in Recruiting

In the first category the general opportunities that the respondents perceive are listed. These cover the fields of job security, equality, diversity, data protection and interpersonal interaction when using AI in recruiting.

4.1.1 Job Security

In the IT sector, many new jobs will be created through the use of AI in recruiting and recruiters can thus form the interface for this. The profile of a recruiter will change more towards a canvasser, but the recruiter’s job will not become superfluous through the use of AI, as AI is to be seen as an aid and not as a replacement.

4.1.2 Equality

Assuming that the AI is programmed accordingly, AI can increase equality, since it only looks at skills and not at migration background etc. Since AI only looks at facts and qualifications and leaves out, for example, a migration background, increased equality is seen as an advantage.

4.1.3 Diversity

The use of AI could promote diversity in the sense that it at least does not actively inhibit it, for example by a recruiter being biased or acting under prejudice to select applicants. Assuming the AI is completely objective data, this can increase diversity in the sense that “vitamin B” is excluded and the company can thus become more diverse and not consist of the relatives of former employees.

4.1.4 Data Protection

Since German guidelines regarding the legal framework for the use of AI are trustworthy, there are no concerns about data protection. An opportunity is not seen per se, but data protection within an application process is not so important to the experts, as it doesn’t involve any sensitive data for them, as this can also be seen on digital job portals.

4.1.5 Interpersonal Interaction

The use of AI in recruiting will reduce the interpersonal interaction within the application process and can negatively affect the whole social network of a company if applicants are hired who do not fit into the company culture.

Within a job interview, it should be all about people and this also lives from the interpersonal processes. If AI is used for this, the applicant cannot get to know the company in advance either.

In summary, it can be stated that the greatest opportunity is seen in the fact that religion, origin and other such

factors no longer play a role and therefore a fairer application process can be guaranteed through AI.

4.2 Category 2: General Risks of AI in Recruiting

Respondents fear the greatest risk of job loss in recruiting, especially for those employees who do not know how to perform complex tasks. Some respondents also fear their data when using AI in recruiting due to a lack of trust or cyber security. Another major fear among the majority of respondents was evident in the area of interpersonal interaction, as there is a fear that this will be reduced and various consequences will occur, such as effects on the social fabric and loss of human relevance. For the areas of diversity and equality, the experts only see risks if the data on which the AI is based is not optimally programmed or is deliberately created in such a way that these issues are not addressed objectively.

4.3 Category 3: Opportunities of AI Methods in Recruiting

The following methods were highlighted as opportunities: Chatbots, machine screening of CVs (CV parsing), virtual assessment centres, AI-based video interviews, AI analysis of social media accounts (matching) and virtual career fairs.

4.3.1 Chatbots

Chatbots can provide a quick response to simple questions at any time of the day or day of the week as part of the application process. The chances are that a chatbot is available around the clock and enables a quick answer, so there is no need to wait for a call back or an email.

4.3.2 Machine screening of the CV

One opportunity that arises from this is that applicants also get faster feedback due to the faster process.

Through the machine screening by the AI, applicants have the guarantee that every application will be sifted through and that applications will not be left out.

4.3.3 Virtual Assessment Centre

A positive aspect is that the use of virtual assessment centres means that applicants are not tied to a particular time or place and presumably receive feedback more quickly. Especially introverted participants have the chance to perform better, because participating from home reduces nervousness and there is no direct comparison with other participants.

4.3.4 AI Based Video Interviews

AI based video interviews provide more flexibility because applicants can participate from anywhere.

Furthermore, AI based video interviews are saving time and applicants can participate from anywhere in the world. In addition, with AI-based conversations there can be no preferential treatment, but decisions are made rationally.

4.3.5 AI analysis of social media accounts (matching)

It's advantageous that applicants have the opportunity to become aware of a job that matches their interests.

If the AI analysis is limited to the professional social media accounts, it provides applicants the opportunity to discover new companies or job advertisements.

4.3.6 Virtual Career Fairs

Career fairs hold a lot of opportunities, since visitors can save time and can look at all the stands without having pushy staff around them. It is positive that at the virtual fair visitors have the opportunity to look at all the stands that interest them and do not have to wait due to long queues as at the real fair.

Out of all the methods, the opportunities of saving time and also not being tied to a specific location stand out in particular. In addition, some of the respondents also saw the opportunity to perform better and be less nervous due to AI in the process, with regard to virtual assessment centres and also in AI-based video interviews. The methods that were rated most promising were chatbots in terms of profitability for applicants.

4.4 Category 4: Risks of AI Methods in Recruiting

Risks of AI methods in recruiting include the risks which the interviewees fear. This category also includes chatbots, machine screening of CVs (CV parsing), virtual assessment centres, AI-based video interviews, AI analysis of social media accounts (matching) and virtual career fairs.

4.4.1 Chatbots

Interviewees see the risk that a chatbot does not always understand their questions and therefore it possibly passes on misinformation due to a misunderstanding.

Since chatbots can often only answer simple questions and users have to call for more complex questions

anyway, they prefer the direct call to the chatbot.

4.4.2 Machine Screening of the CV (CV Parsing)

The required criteria of CV parsing act as a knock-out criterion and applicants are immediately eliminated from the process, whereas a recruiter would be more likely to give you a chance despite missing criteria.

Interviewees do not think it is good if one is only reduced to a few criteria, because that also bears the risk that potentially good applicants are disregarded.

4.4.3 Virtual Assessment Centres

The interviewees see more risks here, because an assessment centre is also about the atmosphere and the mood and not just about solving the tasks. They doubt that an AI can capture this aspect.

Furthermore, the interpersonal aspect is neglected, so that participants do not have the opportunity to get to know the company and they don't have the opportunity to get to know them.

4.4.4 AI-Based Video Interviews

By using AI in a job interview, both parties do not get a true picture of each other, because the applicant could pretend to be emotionless. Interviewees assume that they could perform better in front of a human being and thus convince more of themselves than with an interview with the AI.

I would not feel valued by an AI-based video interview, because it gives the impression that the company does not take time for me. In addition, I lack human discretion and cannot convince in terms of character.

4.4.5 AI Analysis of Social Media Accounts (Matching)

The AI analysis of social media accounts is an absolute invasion of privacy and no longer allows any separation between work and private life.

If the AI analysis also affects private social media accounts, this is an intrusion into private lives. For the interview partners a strict separation of work and private life is very important, as their private life does not influence their quality of work.

4.4.6 Virtual Career Fairs

The opportunity to get to know the company is not available virtually. At a real stand, you can get an idea of the collegial environment, etc., but this is not possible virtually.

For the interview partners, a virtual trade fair misses the point. If one only wants to get information, she can gather it on the homepage. The purpose of a trade fair is to make contacts on site and to talk to people.

Even though opportunities emerged from the methods, the risks of their use outweighed the benefits for all respondents. AI-based video interviews and assessment centres were viewed particularly critically, but the risks also clearly outweighed the CV parsing and matching. The lack of human interaction and the reduction to mere facts instead of the assessment of character and qualities was reflected in all statements. Especially the misuse of privacy regarding matching stood out negatively in all interviews. In summary, it can be stated that the respondents fear a worse performance within the recruiting process with an AI and prefer the evaluation of a human recruiter by a large margin.

4.5 Category 5: Opportunities for Using AI in Recruiting in the Future

The category "Opportunities for the use of AI in recruiting in the future" provides an outlook into the future from the aspect of what opportunities the experts predict from their point of view.

One opportunity for the use of AI in recruiting in the future is that work can take place even more independently of time and place. If AI is used as a supporting factor in addition to the recruiters, but is still acted upon with common sense, then the opportunities of AI can be used. The biggest opportunity for me as an applicant is the time saved by AI in the process, allowing me to get feedback and apply faster.

The shortening of the application process and the general time saving that the use of AI in recruiting entails was rated as the decisive opportunity by most interviewees. However, it was also clear that the benefits of AI can only be realised in combination with humans as the final screener, and that relying on AI alone will not create opportunities.

4.6 Category 6: Feared Risks of the Use of AI in Recruiting in the Future

In the last and seventh category, which runs under "feared risks of the use of AI in recruiting in the future", the interviewees show which risks they suspect and also fear in the future. Ethical dilemmas and challenges for employers and applicants are also highlighted in this category.

The literature research revealed that Generation Z, which is described as the technology-savvy generation par

excellence, does not seem so open to AI according to the expert interviews. The picture that emerged consistently from almost all of the interviews is that all of the interviewees already have interfaces with AI and consider AI to be an indispensable part of life in the future, but also of the recruiting world. Although there was a spectrum of knowledge and also tolerance towards the use of AI in recruiting among the interviewees, all interviewees were certain of one thing, that the final authority in a recruitment process should always be the human being. From the interviewees' point of view, a piecemeal implementation of AI in the recruiting processes is fine, profitable and also unavoidable as far as it concerns the standardised tasks, such as the screening of applications. However, from the interviewees' point of view, more in-depth steps of the recruiting process, such as job interviews, should definitely include a human margin of discretion and should therefore not be carried out by an AI, but by a recruiter. The greatest risks can be summarised as the loss of the importance of humans per se and the associated shrinking interpersonal contact within an application process. Whereas the greatest opportunity is seen in the fact that AI in recruiting will make things easier and save time for all parties involved and that a fairer application process can be guaranteed through the use of AI. Nevertheless, the respondents as a whole see the implementation of AI in the recruiting process as more risky than promising.

5. Review of the Quality Criteria

The procedural documentation could be ensured by documenting all conducted interviews in writing during their execution. In addition, the research method of the expert interview was chosen and then the qualitative content analysis, which guarantee the comprehensibility of the data collection. Rule-governedness was maintained by determining in advance that the data analysis would be carried out in the form of structured category formation using coding rules. The precise analysis and determination of commonalities and differences in the statements of the experts interviewed also guarantee the argumentative securing of the interpretation. Proximity to the subject matter was fulfilled by conducting the survey via Microsoft Teams and choosing authentic categories. Communicative validation was maintained by pointing out the further procedure to the interviewees at the end of the video and thus turning them into competence carriers. After the transcription of the transcript, it was sent to the interviewee by email in order to check the statements and only then were they used for further qualitative content analysis. The quality criterion "triangulation" was fulfilled because qualitative content analyses according to Mayring (2021) analysed and compared before and during the evaluation.

6. Conclusion

Since Generation Z is increasingly conquering the labour market, it is worthwhile to explore their view of recruiting using AI. In order to address the question on which this paper is based, secondary research in the form of a qualitative survey was conducted in addition to a literature review. Despite the many advantages of using artificial intelligence in recruiting, it can be concluded that the final authority from the perspective of Generation Z must always be the human being. Even if the use of AI in recruiting brings relief and error reduction for recruiters, it must still be kept in mind that artificial intelligence is not infallible and can make mistakes. Every company must therefore weigh up how and to what extent the use of AI in recruiting can make sense. The Ethics Advisory Board of HR-Tech always recommends the final review of the AI decisions by a human resources manager (<https://www.apriori.de/blog/kuenstliche-intelligenz-im-personalwesen/>. Last Access 23/10/23). It is undisputed that AI is already shaping the largely digitalised everyday life of Generation Z today, but that it will play an even greater role in the future, especially in professional life. Particularly striking in the survey of Generation Z via expert interviews was the fact that many were not aware that they had already been in contact with an AI. This suggests that it is often not openly communicated that people are talking to an AI or that there is not yet enough education about this topic. Especially the rapid rise of ChatGPT made AI accessible to millions of users worldwide overnight and could be a cornerstone for the acceptance and use of AI in the future professional life of recruiting.

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