

# **Artificially Recruited?**

## **Viability of Emerging Technologies in Recruitment**

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<p>Abstract</p> <p>Artificial intelligence in recruitment platforms is an emerging technology that is swiftly gaining traction with the premise of removing unconscious biases and discrimination from at least, preliminary candidate screening.</p> <p>In this thesis you will find the answers to 2 main objectives presented, this first of which being "Demonstrate the feasibility of implementing this technology in large or medium size companies" and the second was "How this technology helps to eliminate biases in recruitment". These 2 main objectives were formed to discover whether or not these technologies will become commonplace in the next 10 years.</p> <p>The data was gathered from a survey population of 81, most respondents were from either South America or Europe which provided a comparison of the technology between the 2 continents. In addition to this, 5 interviews were conducted, 3 of which were either general managers or recruiters. 2 of which were employees in junior or entry level positions. These interviews were semi-structured with some social interactions. The research was therefore a multi-method research containing both quantitative and qualitative data.</p> <p>The results of the study concluded the 2 main objectives by the answering of a supporting number of 4 subobjectives by drawing comparisons between the primary and secondary data collected. and were later discussed with suggestions for further research. The results of which were that, the technology is already demonstrated to be a useful preliminary tool for larger organizations and companies. As for medium sized companies, the technology in South America is almost a necessity to deal with the large volumes of applicants in low skills jobs and in Europe, the results showed that this technology lacks interest in comparison but has been successfully used for younger applicants as well as low skill positions.</p>		
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# 1 Introduction

Artificial intelligence is a broad term used to describe the simulation of human intelligence in the completion of tasks that would otherwise require human input, for example, complex decision making, visual perception and conversational analytical skills to name a few.

For the context of this thesis however, the type of artificial intelligence that will be relevant is the use of emotional AI in hiring platforms. This specific type of AI is capable of providing recruiters with the tools they need to take out the first steps of analyzing potential candidates in a much more time efficient manner that saves money and handles a high volume of applicants. At the same time the tech is supposed allow this while remaining bias free to create better team diversity (Hirevue, 2020). Following on from this, according to Aspan (2020), the technology is capable of handling high volumes of applications that no human team realistically could. For example, an account of Kraft Heinz mentioned that it helped to sort through a number of over 12000 applicants for some 40-50 openings through the use of behavioral and cognitive tests in a video game format. In this context, the technology can be looked at as a necessity in the modern world where large companies expect large volumes of applicants in the thousands.

The AI component in this case is able to achieve this with the ability of screening work portfolios, social media profiles, facial expressions, new articles, voice pitch and word choice in order to measure a candidate's competencies, empathy and potential dangers (Captain, 2016) In addition to this, the technology makes use of games in order to measure cognitive & emotional attributes, risk tolerance, decision making, attention & focus, learning ability as well as numerical and logical reasoning (Pymetrics, 2020).

The first chapter of this paper will consist of; the research background and motivation, scope of the research as well as the objectives and questions associated and finally the structure of the research.

## 1.1 Research background and motivation

The aim of this research is to determine the viability and usefulness of applying the use of artificial intelligence in hiring platforms to the hiring processes of medium to large size companies. This research topic came about through self-research & interests, interaction with smart systems in school projects and lectures received in school. This kind of technology is exciting and is quickly becoming widely utilized by at least the larger companies. The pitfalls and benefits of the technology have yet to be fully understood, however, the promises made in favor of the technology could change the standard methods of recruitment.

## 1.2 Research objectives

There are 8 objectives in the paper, 2 main objectives with 6 supporting objectives.

These main objectives are:

1. Demonstrate feasibility of implementing this technology in large or medium size companies
2. How this technology helps to eliminate biases in recruitment

To support the above findings, the supporting objectives will be to:

1. Discover if there is enough general interest in going through the processes of implementing this technology
2. Analyze the way this technology can improve the competitiveness of "x" company
3. How to ease the burden of adopting this technology into medium size companies
4. Investigate biases of employers on gender, geographical region, racially and culturally
5. Infer to what extent the amount of trust the applicants have in the ability of the technology to analyze them
6. Infer to what extent the amount of trust employers has in the ability of technology

## 1.3 Research structure

This thesis will be split up into 6 chapters, those being:

- Introduction
- Literature and knowledge base for the research
- Methodology and research implementation
- Research results
- Conclusion
- Discussion

The introduction provides some general knowledge of the topic and phenomena being investigated and will define the scope and limitations of the research. The second

chapter will be a review / summary of the existing knowledge collected, from which the reader can gain insight to what the research is based off of and further educate on the subject. The next chapter is about how exactly the data supporting the thesis was collected and what methods were used to do so. Afterwards, will be the chapter in which the results of said data collection will be displayed for the reader's viewing. Next, the conclusion for the objectives originally stated will be given an answer. Finally, to end the thesis, will be an open discussion on the understanding of the results.

## **2 Literature & knowledge base for the research**

The following chapter consists of knowledge of existing literature to support the research and further develop understanding to the reader on the topic.

### **2.1 Recruitment**

The process of recruitment begins when a firm requires personal to fill a function or role. Recruitment itself, however, has to be preceded by a process of workforce planning / forecasting. Initially, the recruitment part of the process will begin with a job analysis which is an analysis of all the tasks and skill requirements for the job as well as who is suitable for it and what equipment or software is required. Next a job description will be created to list all of those tasks and skill requirements after some filtering to be then posted towards job boards and social media (Dessler, 2017).

### **2.2 Recruitment platforms**

The recruitment platforms in general aim to increase efficiency at screening candidates and to assist in interviewing large amounts of prospective employees. This came about into popularity once paper resumes became more obsolete in the 90's. This type of software is often referred to as ATS, or "Applicant tracking software" (Ideal, 2020).

For the context of this thesis, the recruitment platforms in question take this a step further with the involvement of AI in the selection process. Each of these platforms

offers something unique but their basic functions aim to reach the same goals. One of these platforms for example, is Mya (2020). This platform engages the applicant through a chatbot or “conversational AI” which aims to keep quality candidates from disappearing into the recruitment “black hole”. This conversational AI is capable of interacting with candidates through job board sites, social media and SMS in many different languages. Additionally, Mya can take care of data gathering on the candidate for the recruiters to view and use as well as interview scheduling.

Following on from this, another unique platform is Pymetrics (2020) which aims to quantify candidate’s eligibility through the use of games to measure numerical, logical and emotional traits. This come along with a packaged digital interview platform for the recruiter to hold video interviews on.

The final example is of HireVue (2020). This platform provides users with the ability to measure candidates with the same kind of games and opportunity to have video interviews, however, this platform is unique in a way that it offers coding assignments to measure one’s ability to problem solve and communicate.

### 2.3 Departments in which the technology affects

This type of technology has the ability to make an impact in several functions in a company. Firstly, the best place to start being the HR department. The platforms and tools in question are developed specifically to assist with several functions surrounding recruitment. The department would have to devote resources implementing and integrating systems to work with the new software as well as provide training for the software (HR Payroll Systems, 2020).

Secondly, a purchase requisition order will have to be created and approved, after which the purchasing and accounting & finance departments will have to take on the usual tasks of negotiating pricing with vendors, any shipping and receiving orders, invoicing approval and payment and managing accounts. (DelVecchio, 2020).

Finally, the last department which could be affected by the change would be the IT department. This department would have to initially investigate the software requirements and operational feasibility with current hardware. Next the department would have to look into the integration of other systems with the new software and

draw up a plan to properly do so. Then the department would finally implement the software and be trained to know the ins and outs of the platform in order to be able to provide support and troubleshooting within the company as all as installing and updating the software across the company's devices (Head Channel, 2020).

### 2.3.1 Company Hierarchies

A company structure defines the way a company operates from the hierarchy, individual jobs and functions and the way the organization communicates between each entity and who they report to. There are 4 main types of company hierarchy, the first of which being what is called a functional organization. This type of organization is split into smaller groups fulfilling specific roles, for example, a marketing and finance division. The people these smaller groups report to is the heads of each department, such as the director of the marketing department who then answers to the vice president of the marketing department. This system works well when keeping the individual departments focused, however, it can be a nightmare for interdepartmental communication on tasks that may concern more than one as one group would have to go through management and have them communicate with the management of the other department (admin, 2018).

The second type of organizational hierarchy is called a divisional hierarchy. This type of organization is much like the functional organization in the way that the departments are separated, but it on a much more autonomous level. For instance, the company may have a logistics division and an aviation division in separate countries or sometimes in separate continents. In this way each division of the organization essentially acts independently as its own company controlling its own resources to achieve its goals. This kind of structure offers the divisions greater control over its divisions avoiding CEO's and upper management, the downside however, is that this makes interdivisional communication even more difficult to maintain. Furthermore, this kind of hierarchy can make the functions of the accounting department very difficult (admin, 2018).

The Matrix hierarchy is one that attempts to solve some of the issues with the above. In a matrix system, the company can "borrow" employees from different depart-

ments for joint projects while keeping some level of divisional autonomy. Some advantages of this are improved interdepartmental communication as well as employee opportunity to grow their understanding of different functions within the organization. The main pitfall of this strategy though is that the employees will have to report to multiple bosses and cause confusion (admin, 2018).

Finally, the flatarchy is a type of structure that allows room for universal decision making, a sort of flattening of the traditional company hierarchy. In this way, employees are encouraged to innovate and make suggestions that may benefit the organization. By default, this system helps to cut a lot of red tape providing opportunities for employees for contribution, the problem with this being however, that by doing so, the structure can run into roadblocks if every employee involved is in disagreement on how the structure should be organized (admin, 2018)

### 2.3.2 Company cultures

A company culture is a shared vision and practices by the company that develops overtime. There are 4 main classifications of company cultures, the first being a clan culture. These cultures have a culture based around human capital development in which the individual is highly valued and come along with a “doing things together” mindset. Typically, these cultures are associated with high rates of employee engagement and is highly adaptable to change, however, this culture in a company is vulnerable to falling apart as the company grows in size and can seem messy in daily operations (Heinz, 2020).

The adhocracy culture on the other hand is a culture built around the values of innovation. Typically, these types of companies are ones that take risks and encourage creativity amongst its employees. This type of company is associated with high rates of employee satisfaction with the focus on creativity allowing for many professional development opportunities, however, these companies can inadvertently foster competition between employees internally (Heinz, 2020).

Next up is a market culture which expresses focus in profitability. Every company decision is evaluated from the bottom line, as such, these companies foster a competi-

tive environment and are almost entirely results focused rather than on internal satisfaction. The benefits of this culture is that not only are they highly profitable, but they're very clear and focused, however, employee development is a more tricky matter as every decision is attached to numbers and success (Heinz, 2020).

Finally, the hierarchy culture is one that sets its objectives on keeping things "traditional". This includes the typical company structure of management tiers and policies right down to the dress code. They have a set way of doing things and are risk averse. The benefits of which are a very clear direction to achieving company goals, however, these companies suffer under slow reaction times to changing markets and little or no room for creativity and innovation, this is an environment in which the company comes before the employee (Heinz, 2020).

## 2.4 Types of bias

Unconscious biases are present in every decision we make. For recruitment these exist in several forms whether we realize it or not. Unfortunately, as AI continues to grow as a tool for recruiters to use, these very same biases can become part of the fabric of the AI and cause these biases to appear out of the initial programming.

To start, we have a confirmation bias. This means to favor information that confirms your own beliefs or understandings of the information that you're looking for (Noor, 2020). In the context of recruitment, this would be a bad thing as an interviewer, due to the fact that if a person preemptively makes a decision regarding candidate's fit for a position based on pre-existing information such as, where their education is from, they won't be given a fair chance and the company could lose out on excellent candidates (Alexandra, 2018).

Following on from this, there is the problem of affect heuristic bias. As explained by Cherry (2020) in psychology, it is explained as a mental shortcut to decision making based on our feelings or emotions about a particular thing at the time. This in recruitment, is when an interviewer bases a candidate's suitability for a position based on superficial features. For example, physical attributes like weight, beauty, body art or such features (Alexandra, 2018). Not only is this illegal in places like Europe (European Commission, 2017), but again, leaves many potentially great candidates out.

In addition to this, there exists an expectation: Anchor bias, this type of bias according to Cherry (2020), is when people make a decision based on an anchoring or focal point. In recruitment this means when an interviewer may base a candidate's eligibility by becoming "anchored" in the first piece of information you have access to. The interviewer can gloss over or ignore an investigation into the candidate under the assumption that they are better suited for the position (Alexandra, 2018).

The halo effect bias happens when our entire perception of a person is shaped around a particular piece of good information (Cherry, 2020). When hiring this type of bias is displayed when an interviewer develops tunnel vision for a particular piece of good information such as a place of education or a previous achievement or skill a candidate has (Alexandra, 2018).

The horn effect, similarly, to the halo effect, is the same but in reverse. This means that an interviewer develops a tunnel vision for something negative in the interviewee. This prevents the interviewer from moving past it and properly taking in other information to make an informed hiring decision (Alexandra, 2018). Both of these effects are similar to the anchoring affect.

An overconfidence bias is a behavior that can lead to other types of biases creeping in to take over an interviewer hiring decision. This happens when an interviewer is so overly confident in their ability to hire the proper candidate, that their judgement gets clouded (Alexandra, 2018).

Similarity attraction is a bias that happens because, as humans, we want to surround ourselves, not just romantically but in friendships with people who are similar to us. When hiring, this can mean hiring people because the recruiter has some sort of rapport with the candidate and subconsciously, the recruiter wants to work with people they know that they will get along with (Alexandra, 2018)

Next, illusory correlation bias is when a person concentrates on a single event to describe a whole situation. In recruitment this bias can be shown in an example of asking questions that are irrelevant to a candidate's skillset, rather, questions that the recruiter believes will give them the insight they are looking for (Alexandra, 2018).

Affinity bias, according to Alexandra (2018), is commonplace in recruitment. This type of bias happens when a recruiter finds themselves feeling a sense of affinity through shared experiences. For example, growing up in the same town or visiting the same schools. By doing this, recruiters can end up selecting less appropriate candidates.

The beauty bias exists because of the fact that as humans, we tend to think of beautiful people are inherently more successful and as a result, they usually are. In recruitment, it can often be the case that subconsciously, recruiters may fill a position with someone they deem to look similar to the person leaving that role (Alexandra, 2018).

Conformity bias is essentially a peer pressure bias. Recruiters may find themselves not speaking out on behalf of someone they deem a better fit for a position because the people around them perhaps think someone else is best for it for the fear of being singled out by said peers (Alexandra, 2018)

following on from this is intuition bias. In the context of hiring, this bias in practice means to base hiring decision based on an interviewer's intuition. an example given by Alexandra (2018) gives the example of a recruiter not choosing to hire someone because of irrelevant factors such as emotion, intellect and their individual makeup instead of focusing on a person's actual capabilities.

Finally, for this subchapter is the topic of contrast effect / Judgement bias. This happens in recruitment because when dealing with a volume of candidates, the recruiter can engage in "goalpost moving" or the act of comparing the current resume for example that they happen to be looking at to the previous one rather than their own skills and merits (Alexandra, 2018).

#### 2.4.1 Recruitment bias

In Finland, we have an equality act or the "Yhdenvertaisuuslaki". Under Finnish law, the law states that;

*"No one shall be discriminated against on the grounds of age, nationality, language, religion, beliefs, opinion, political activities, trade union activities, family relation-*

*ships, health, disabilities, sexual orientation or any other personal reason. Discrimination is prohibited regardless of whether it is based on a fact or a presumption that concerns on person or another.” (Finlex, 2014).*

Additionally, under the EU charter of Fundamental Rights, the law is states;

*“Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited” (European Commission, 2017).*

#### 2.4.2 Methods for reducing recruitment bias

There are many unconscious biases that can affect candidate selection and to counter this, companies can take several steps to make the most out of their recruiting opportunities.

To start, companies can provide education and training on the topic of biases so that employees can themselves learn to recognize and identify them when they happen in addition to opening company-wide discussion on the topic (Knight, 2017). Secondly, companies need to pay attention to the way that job descriptions are designed. Using specifically gendered words such as “competitive” or “Cooperative” can inadvertently draw in more male or female candidates respectively. Instead it is advised to use a mix of the two and perhaps make use of existing software that can highlight the amount of gendered descriptive words in a job description. Following on from this, according to Knight (2017), it is commonly the case that a “Jamal” or “Latisha” will not get the same number of callbacks as a “Emily” or “Greg”. With this in mind, one should consider “blind interviewing” to avoid unintentional bias to find its way in. Another thing to consider is to provide candidates with a “work sample test”. This can provide candidates with the opportunity to show their skillset while allowing a recruiter to judge based on just that as oppose to race, gender or age etc. In addition to this, recruiters may want to consider standardized interviews as unstructured interviews in which information of interest to the recruiter are supposed to reveal itself organically has been proven to be ineffective. One strongly recurring unconscious bias is the affinity bias so it is especially important for recruiters to recognize

and document a candidate's likeability post interview for the recruiter to take into consideration when hiring. Finally, setting company diversity goals should be a consideration in an organization as the benefits of having a diverse team are well documented, however companies should also be aware of the potential backlash from traditionally advantaged groups (Knight, 2017).

To support diversity and non-bias in the company, employers may want to consider drafting a non-discrimination policy. There are many examples that can be found across the web to base a company's specific goals off of, however, as stated by Vulpen, just having a policy can help an organization appear more attractive to prospective candidates. Additionally, Vulpen states that the policy itself should reflect the law in the country in question. Some country's laws are laxer and others stricter. Aside from having the policy from candidates, a policy can help facilitate understanding amongst staff as not all employees will understand the law (Vulpen).

Finally, a company should consider software to aid bias aversion. As mentioned by Knight (2017), some software can aid with providing recruiters with blind interviews and more inclusive job descriptions. Additionally, the AI in recruitment platforms are an obvious choice here to avoid the all too common human bias. With relation to best places to work and taking the top 2 examples, Hilton goes from application to hiring at an incredible speed. The company achieves this by making use of HireVue (McLaren, S. 2018) which paired with the use of the included AI aspect, may be assisting with achieving these results. Similarly, to Hilton, "Ultimate Software" has an excellent record in diversity amongst its employees (Fortune, 2020). Once again, the company application process begins with the process of screening applicants and video interviewing via HireVue (Ultimate Software, 2020).

## 2.5 Pains and gains in HR departments

Examples of boons mentioned in the article, aside from the general knowledge that this kind of technology assists with large volumes of applicant processing, are that firstly, AI can be helpful by monitoring emotional health of staff by recommending breaks for overworked or frustrated when dealing with clients. Additionally, AI can

help with an employee's development by suggesting options for training based on their goals.

Starting with pains however, one major drawback is that AI has the ability to learn from discriminatory data. An example given was that of Amazon in which, the company had to pull its AI due to the fact it was no longer choosing female candidates because the data indicated that most of their existing tech workers were male. Finally, smaller companies may have a hard time getting their use from the tech given that they may not have the necessary data to feed into the AI in order to make effective use (Mathews, 2020).

## 2.6 Staff performance differences

According to the article, the implementation of this technology has been linked to better business performance. Through bypassing biases associated with big name educations such as Cambridge, the AI can suggest employees the algorithm deems most fit for the training. Additionally, the AI, according to the same article, is able to produce a more mixed-gendered / multi-ethnic working environment which has also been known to improve overall business performance. Likewise, however, the same article brings up the argument that the AI can only be as unbiased in these matters as the information it is given (Aspan, 2020).

## 2.7 Projected adoption and industries with easier adoption

Considering that this type of AI uses emotion AI in its mechanisms, according to the Gartner curve, we could be seeing these types of platforms such as Pymetrics and HireVue having sharp increase in widespread and confident use in companies as part of the recruitment process within the next 5-10 years (Gartner, 2019).

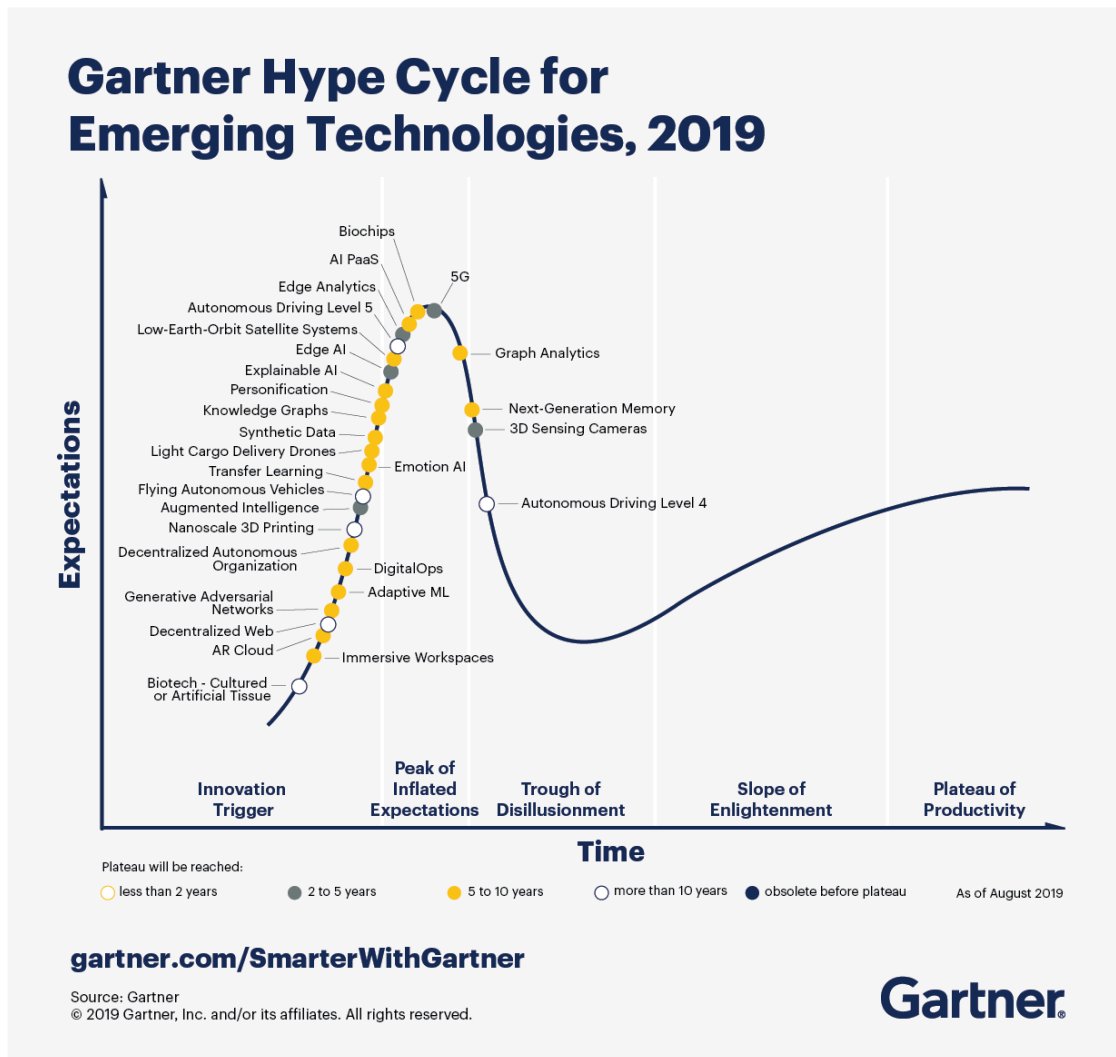


Figure 1 Gartner Hype Cycle (Gartner, 2019)

As mentioned by McLaren (2018), it seems that the technology can be used in pretty much every industry, however, in its current state, the technology seems better suited for initial screening.

With this in mind, it does seem however that even in the longer term, industries that require a face to face interviewing in order to evaluate interpersonal skills such as care givers, company representatives, some areas of the service sector or psychology to name a few should not utilize this technology for anything other than a pre-screening to make the filtering process more time efficient (McLaren, 2018). Therefore, the technology should be most suitable for sectors that do not require such a level of interpersonal skills.

## 2.8 Software package cost and implementation solutions

As is common practice for software sellers, when glancing at the product pages of these types of software, the pricing information is not immediately available. This is because the buyer must contact the company for individual, tailored pricing for the company size. However, as an example of what to expect to pay for, according to Lavi (2020), HireVue uses both a subscription as a service model as well as a perpetual license model. In addition to this, HireVue provides other services such as customization options for the software, data migration, training, hardware and support. The prices of all these services depend on the size of the company and frequency of use.

For HireVue, the solutions that it offers for companies include a dedicated company support contact for troubleshooting issues, webinars and a resource library for support (HireVue. 2020). Additionally, the company offers many tailored packages to assist in the integration of software including data migration, custom software integration with existing company software, as well as hardware solutions (Lavi, 2020).

Following on from this, an example of a more practical implementation solution is the coaching. This example from these platforms in HireVue's case comes in the form of webinars and whitepapers in addition to instructional guides in the company resource library on their main web page (HireVue, 2020).

## 2.9 Testimonials

### **Companies**

L'Oréal, according to Gasnier (2018), receives over 1 million applications annually, to deal with the increasing volume of applications during September of 2018, L'Oréal rolled out the Mya system in the US, UK and France to target candidate's seeking internships. They were happy to report that, as a result of the implementation, they had managed to achieve "a near 100% satisfaction rate". Additionally, comments from the vice president in human relations suggested that it allowed the recruiters to really focus in on the qualitative, human element.

In an interview with Aspan (2020), at around the same time in fall of 2018, Kraft Heinz began using Pymetrics to assess candidates in a reaction to the hundreds globally that apply for any given position. The technology according to the interviewee Pieter Schalkwijk, had helped their HR department, not only manage the thousands of applicants they had for the 40 – 50 positions, but do so in a way that allowed them to look past the inherent biases' recruitment is associated with. Finally, however, Pieter had mentioned several times that they would not make all applicants interact with Pymetrics due to the fact that "For the generations that haven't grown up gaming, there's still a risk of age discrimination".

### **Interviewees**

Firstly, as mentioned previously by Pieter Schalkwijk in the article by Aspan (2020), he felt as though the Pymetrics platform would not bode well with older applicants and would only use it for more junior positions. This is reflected well when you look into the testimonials from interviewees on it. For starters, many people felt as though the application was "cheating" them out of jobs. An interviewee even mentioned that this type of screening was biased to people over 40 as they explained that they might not have the physical reaction times to properly keep up with the games when they would have otherwise been able to give plenty to give mentally. Additionally, one review in the page mentioned that the application doesn't take into account the different racial backgrounds. Finally, most of the negativity of this platform revolves around the sheer number of bugs people ran into whilst attempting to use it (AppGrooves, Pymetrics, 2020).

On a more positive note however, the interviewees generally expressed excitement of the niche platform with its ability to analyze them based on the games that they played as well as its uniqueness. Following on from this, many had explained that the technology had turned the ordeal into a learning experience about themselves. Finally, some interviewees were pleased with the function of the platform matching them up with other job opportunities had they not gotten the position (AppGrooves, Pymetrics, 2020).

For HireVue, discounting software bugs, interviewees mentioned experiencing feelings of alienation from the lack of in-person interviews, unable to show off their interpersonal skills for key roles as well as feelings of discomfort at having to have a one-way conversation with a “robot” for 30 minutes. Following on from this, users expressed concern over privacy issues. Finally, many users were quick to point out that the application doesn’t allow for certain disabilities to have a fair chance with the digital interviews due to time constraints in the case of speech impediments and blindness (GRIN tech, 2020).

Positives in favor of HireVue include mentions of the software providing opportunities for a redo for each question during the interview until the candidate is happy, however, it was also mentioned that this is entirely down to the individual company’s choice to allow so or not (GRIN tech, 2020). In addition to this, user reviews for the candidate app on the Google Play store suggested that it was a great feature being able to practice for interviews an unlimited amount of times as well as the ability to hide their own camera on demand (Google Play, HireVue, 2020). Finally, many candidates expressed happiness in how seamless and quick the whole process was (Google Play, 2020).

## 2.10 Product reviews

### **Employers**

The application HireVue overall has great reviews on average (GetApp, HireVue, 2020). Some gains of the software that have been mentioned include enhanced efficiency with screening for potential candidates, the ability to avoid wasting time and money travelling for interviews, the ability for both the interviewee to take the interview at any time of the day that the interview window remains valid and the interviewer the ability to assess the interview whenever fits them. In addition to this, the application has the ability to conduct practice interviews which can help to ease the customer into the environment before the real thing. The platform aids interviewers in the interview process by providing the ability to use templates for interview invites without a hitch.

However, the application is not without its pains, one of which is the loss of value to face to face interviews. The interviewer will be unable to accurately assess a candidate's body language and confidence for example. Furthermore, for those who have limited data plans, it was mentioned that it can be a bit much due to having to upload the videos to the app itself. One company in the past had had problems with their candidates having technical issues with the application, however, it was not blatantly obvious to the candidate on how to get in touch with support and another company mentioned that the rate at which candidates get support can be slow. Finally, the app lacks the ability to for interviewees to access their previous interviews so they will be unable to improve upon themselves (GetApp, HireVue, 2020).

### **Employees**

An example of how well the product is received can be obtained from (appgrooves, 2020) which is a product review website that uses a 1-5-star rating system. One of the more popular platforms of this kind named HireVue has a pool of around 14k reviews to provide the general consensus we're looking for on its reception. Currently 58% of people have rated it 5 stars and aside from the obvious comments regarding app functionality, most of the positive reviews claim that the platform can in some cases, accurately reflect a real interview. Aside from this, candidates have also expressed the appeal in the practice interviews and how they helped with building confidence for the real one, efficiency as well as mention about the fact that the interviews can be conducted in an equal opportunity playing field.

On the lower end of the spectrum, people tended to have some grievances with the technology. Once again, for the purpose of this paper, app functionality is not taken into account, with that being said, 23% of reviewers provided examples of how the platform was not right for them. Examples included displeasure in the fact that candidates were being withheld the human element from their interviews. In certain professions such as healthcare for example, the face-to-face element was deemed a necessity to pick out the right candidates. Another problem, the most common it seems, arises when people mention their discomfort with having to rely on an "algorithm" to provide them with a subjective score. Finally, another recurring issue is that people feel as though it is a lazy an unacceptable way for companies to conduct interviews (appgrooves, 2020).

### 2.11 How friendly was it?

According to reviews on Grin tech (2020), there is a strongly recurring theme that cannot be ignored and that is the fact that many candidates often feel as though the whole process is very impersonal and unprofessional. It has also been mentioned several times throughout the investigation from all sorts of reviews and testimonials that the applications are prone to having bugs with one mention by that the candidates themselves receive slower, second grade support as oppose to the company itself (GetApp, 2020). In addition to this, many users felt as though much of the decision in their interviews were based on their physical appearance as opposed to their actual skills (Google Play, HireVue, 2020). The same arguments are made regardless of platforms, some just have some features that other platforms do not have.

On the other hand, candidates do express that the ability to have an interview from the comfort of your own home or wherever you happen to be is a big plus and saves a lot of time and expenses in traveling (Google Play, HireVue, 2020). Additionally, some platforms provided users with more job opportunities that the platform felt they were suitable to apply for (AppGrooves, Pymetrics, 2020). Once again, the same arguments recur regardless of platform aside from some key features of each one.

### 2.12 Least discriminatory companies

Following on from biases, when looking into the “best” places in the world to work, one can see from the data that they are also the most diverse companies in their employee makeup with almost equal amounts of male and female coworkers as well as a great inclusion of minorities and employees across different generations (Fortune, 2020).

The top ten companies listed are (Fortune, 2020):

1. Hilton
2. Ultimate Software
3. Wegmans Food Markets
4. Cisco
5. Workday
6. Salesforce
7. Edward Jones
8. Stryker

9. American Express
10. Kimpton Hotels and Restaurants

To summarize, this is a technology that aims to assist in the hiring of skill without biases and the pre-existing literature indicates that these technologies are quickly becoming commonplace, especially in companies that handle larger volumes of applicants. The types of companies that this technology can work in could vary depending on the hierarchy and culture. These technologies, while they offer implementation solutions, it remains down to the company to train their staff how to use it. Finally, what cannot be ignored is the general distrust of this technology, particularly in the older population.

### **3 Methodology and research implementation**

The contents of this chapter are made to inform the reader of the planning behind and the methods of which data was collected. This chapter will highlight the details of the reasoning and methodologies behind each aspect of the data collection for this thesis.

#### **3.1 Research Design**

When beginning new research, one has to have a grasp on the different methods of conducting and analyzing data on a phenomenon. After choosing a topic of research, data will have to be collected from existing knowledge (secondary data) found from sources of choice. Following on from this, the researcher will have to collect their own primary data to improve upon the existing knowledge or to add new information to the topic. Finally, the analysis of the data and followed by the conclusions. There are a variety of methods and methodologies employed with this goal in mind and each has their own place depending on the nature of the research.

### 3.2 Purpose of the Research

The purpose of the research is exploratory, it is a new topic with little in the way of existing knowledge on this specific phenomenon. The research is a descriptive research in that, it is more about what rather than the why with some elements of predictive research.

### 3.3 Choice of Methodology

Method of data collection This research is a multi-method using both quantitative and qualitative research methods. Quantitative research is structured and follows a strict set of rules in order to gather reliable statistical data on a topic to be analyzed. Qualitative research on the other hand can involve a variety of methodological approaches from different theoretical principles. Qualitative data is employed to gather data on topics that cannot be quantified such as attitudes, behaviors and psychology (Adams, John, et al, 2014. p6-16).

### 3.4 Research method

This research will be using an inductive research method to form a theory based on the patterns presented inside the data using a method called descriptive statistics. To start, the primary data for this research was collected via questionnaires in both the English and Spanish language using google forms, the data from the surveys was then exported to spreadsheets and analyzed. In addition to this, telephone interviews from both the employee and employer side of this topic were conducted to answer the questions that could not be quantified. 2 separate presentations were created for the purpose of the interviews. On the other hand, the secondary data was collected through the EBSCO database, internet archives, news articles, blogs and books which are all part of the literature review. The details of the questionnaires and interviews are in the next 2 subchapters.

### 3.5 Questionnaire Building

The questionnaire was built and hosted online in Google Forms which allowed for the collection of data from different continents and age groups through the sharing of the link via the internet and as a final step, this platform correctly categorized and easily allowed the exportation of the data to an Excel spreadsheet. In order to properly categorize the survey population, respondents provided their continent of current employment, gender, age, field of study/employment and finally, their position in the company. The questionnaire consisted of 13 questions, from which, data regarding the viability of implementing this type of technology into different types of businesses and organizational cultures, reasons for unfeasibility and how often/which kinds of biases at multiple levels in the company were witnessed, were able to be extracted.

The research was extracted from a population of 81 respondents. There was no specific target group in mind, rather variety took precedence in order to get the best overall view on the phenomenon. The questionnaire was made in 3 separate sections. The first section lasted from questions 1-5 and had the purpose of gathering information on the demographics, area of employment and level within the company. The second section was from questions 6-7 and had the purpose of gathering data on the frequency of witnessed bias in addition to the category of bias. Finally, the last section of the questionnaire consisted of questions 8-13 and provided data on the feasibility or lack thereof, of implementing the technology into the company that the respondent was currently employed at.

### 3.6 Interview Building

The interviews were designed to answer questions that couldn't be quantified and were conducted via phone call. The interview questions were semi-structured interviewer administered questionnaire with some social interaction. Rather than being recorded, the interview was conducted over phone call and notes on the interviewee's answers were taken in a word document before being compiled and interpreted for the necessary data.

There was a total of 5 interviews, 3 of which were conducted with a recruiter and with general managers. The other 2 were from employees. The purpose of interviewing these specific people were to form opinions on company competitiveness, bad hire consequences, interviewee discrimination & unfair treatment as well as general opinions on the level of trust that each side puts in the technology to fairly analyze them or their candidates without bias or discrimination.

There was a total of 4 questions for the 2 employees, firstly, the topic of recruitment platforms had been brought up, after which, they were asked the following 3 questions:

1. Have you had any experience with this type of technology before?
2. During your interviews from the past, have you ever felt as though you were assessed unfairly? If so, then how?
3. Have you ever been the object of discrimination during the hiring process?

The interviewee would then have been given a presentation walkthrough of what the technology that is the subject of this research does, after which the interviewee was asked; "After learning about what the technology actually does, do you feel as though the technology will be more or less accurately and fairly assess you?".

As for the interview including the recruiter and the interview with the manager, the questions were more focused on the use of the technology during new hires and if the company had had many bad hires and what consequences there were. Initially, they were asked the following:

1. What experience do you have, if any, with recruitment platforms?
2. How many bad hires have had to be let go as a result of poor candidate assessment?
3. Did the bad hire significantly affect the company in terms of time and resources?

After this series of questions, the interviewee was given a presentation on how the AI technology actually works with the software and then were asked the following questions:

1. Considering what you now know about how this technology operates, do you trust this technology to accurately and fairly screen candidates?
2. Do you believe that the other functions of the technology in addition to the screening makes a company more competitive?
3. Your interest in the technology would depend on what? (Free? What resources would you need to pilot this?)

## 4 Research results

Following on from this, this chapter will contain the results of the data gathered from both interviews and the questionnaires only with no further in-depth analysis or interpretations.

### 4.1 Respondent demography and occupational information

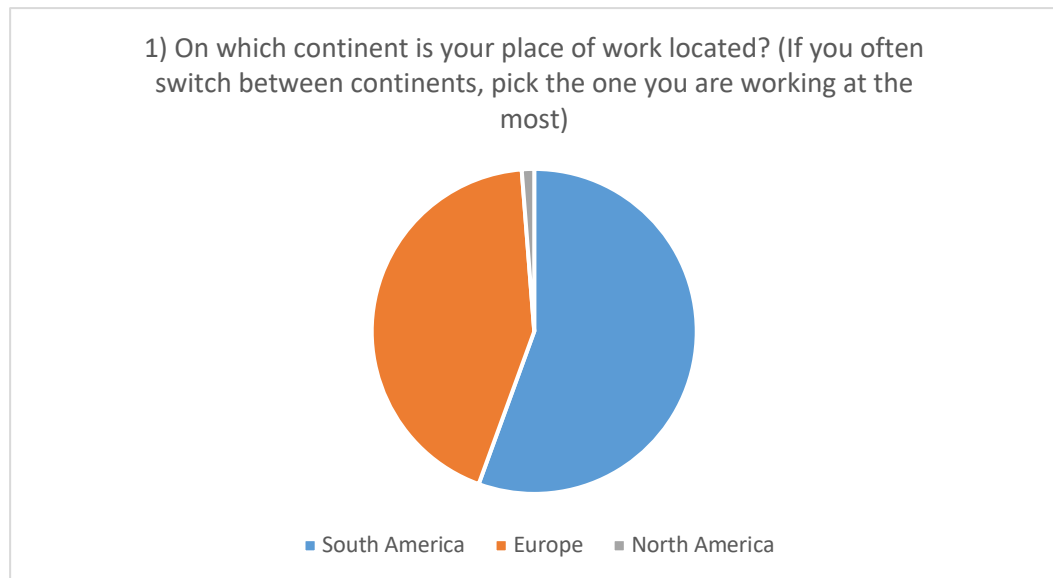


Figure 2 Respondent Workplace Continent

The first question of the survey was a mandatory question. There are 81 respondents in total, 45 of which were from South America and 35 from Europe with the exception of one respondent who was from North America.

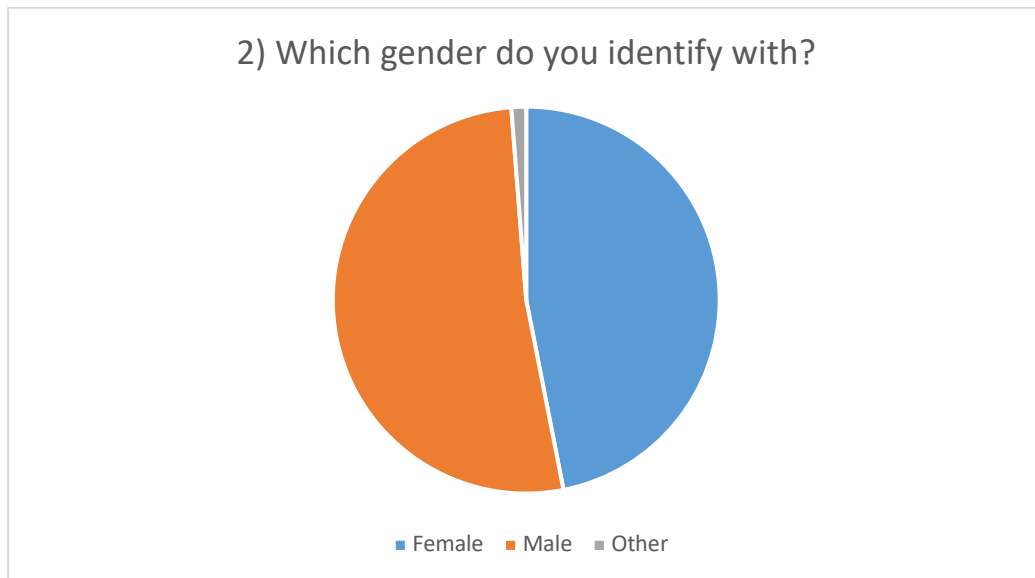


Figure 3 Respondent Gender

Once again a mandatory question, out of the 81 respondents, 38 were female, 42 were male and 1 respondent chose "other" as their option.

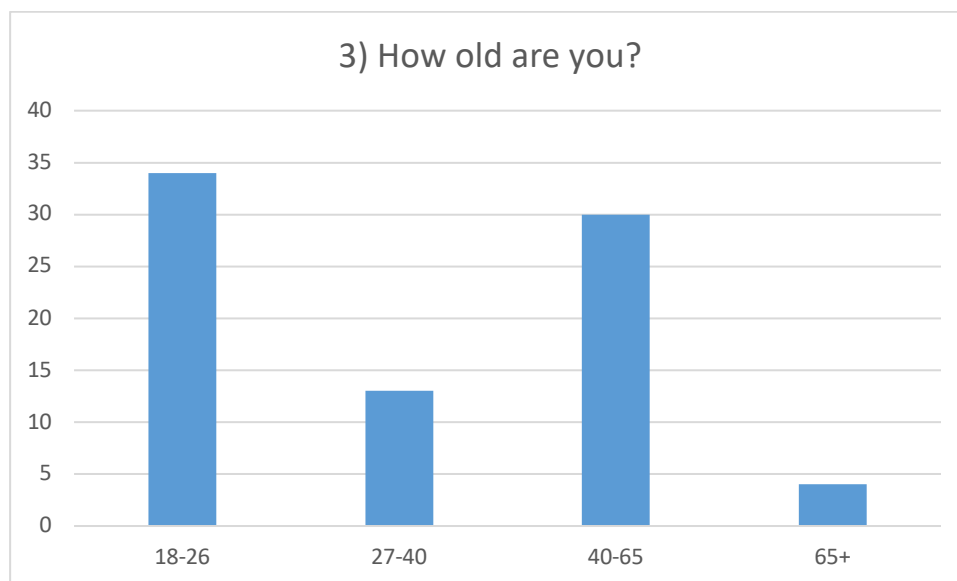


Figure 4 Respondent Age

The age range of the 81 respondents, most of which were between 18-26 and 40-65. 34 were in the youngest generation gap of 18-26, 13 were in the 27-40 bracket, 30 were in the 40-65 bracket and finally, 4 of the respondents were over the age of 65.

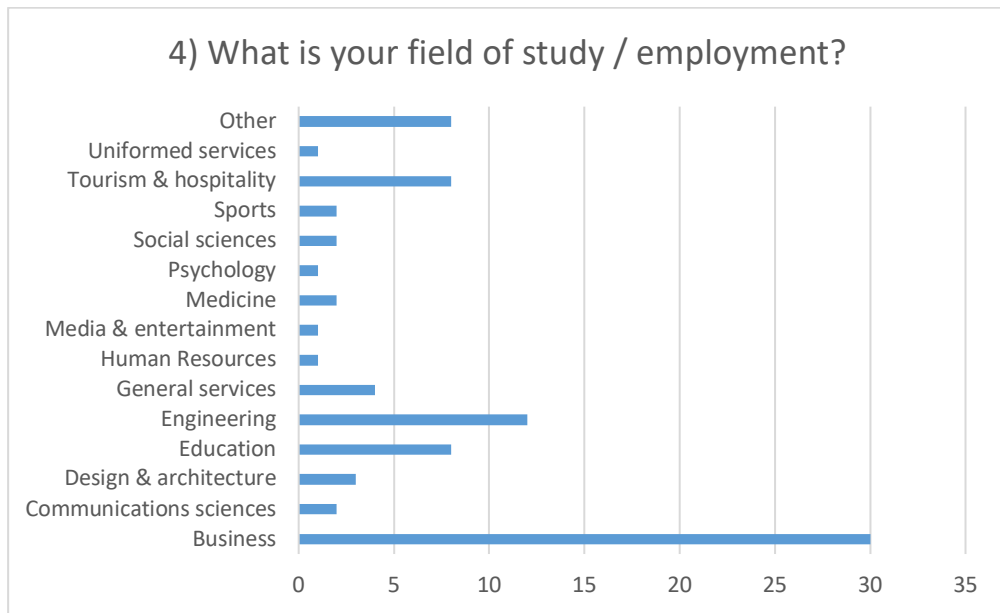


Figure 5 Respondent Occupational Field

Figure 5 shows the range of different occupational fields in which the respondents were working and/or studying in. Most of the respondents, 30 to be precise, were in some field of business barring HR. Of significance, other fields which were represented more strongly than others were from tourism & hospitality, engineering, education as well as 8 respondents which answered as “other” or were undefined.

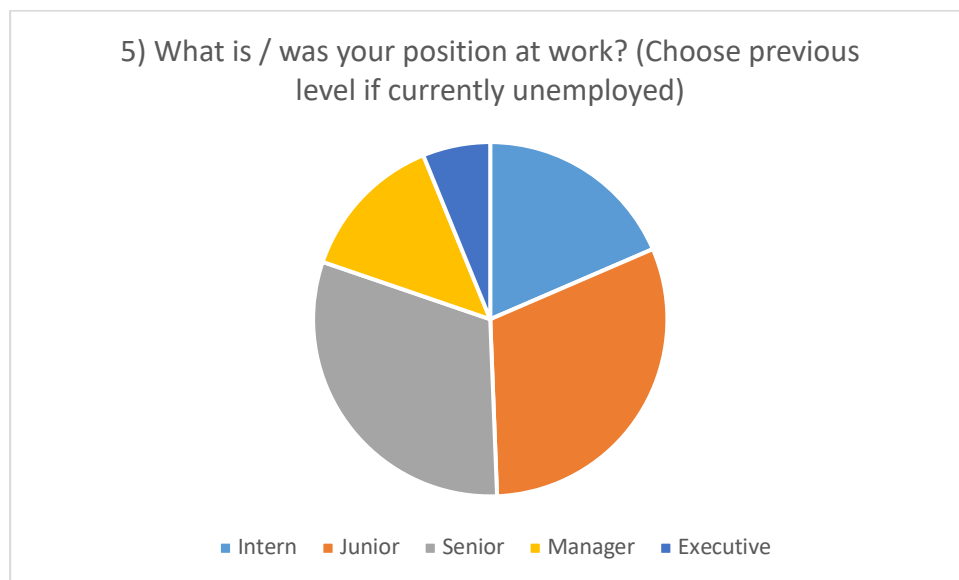


Figure 6 Respondent Working Level

The position at work question allowed for easier conclusion drawing from the overall survey. Most respondents, almost a third of which were Junior and almost a third

were senior making 50 of the 81 respondents one of the two. However, the survey did reach interns, managers and a few executives.

#### 4.2 Discrimination frequency and types witnessed by respondents

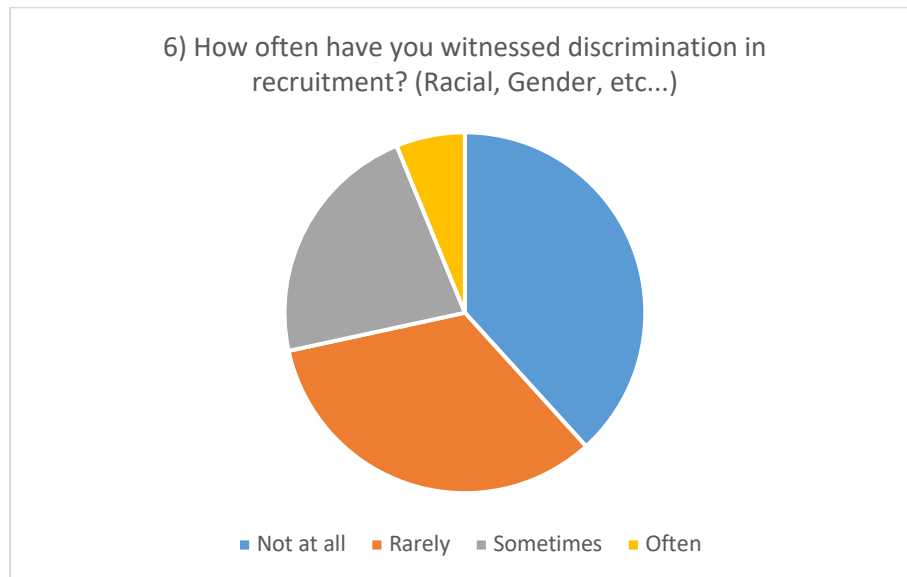


Figure 7 Frequency of Witnessed Discrimination

The second part of the survey was made to measure discrimination in recruitment. Most respondents had answered to the question claiming that they had either never witnessed or rarely witnessed discrimination with just 5 respondents claiming that they saw discrimination in recruitment often.

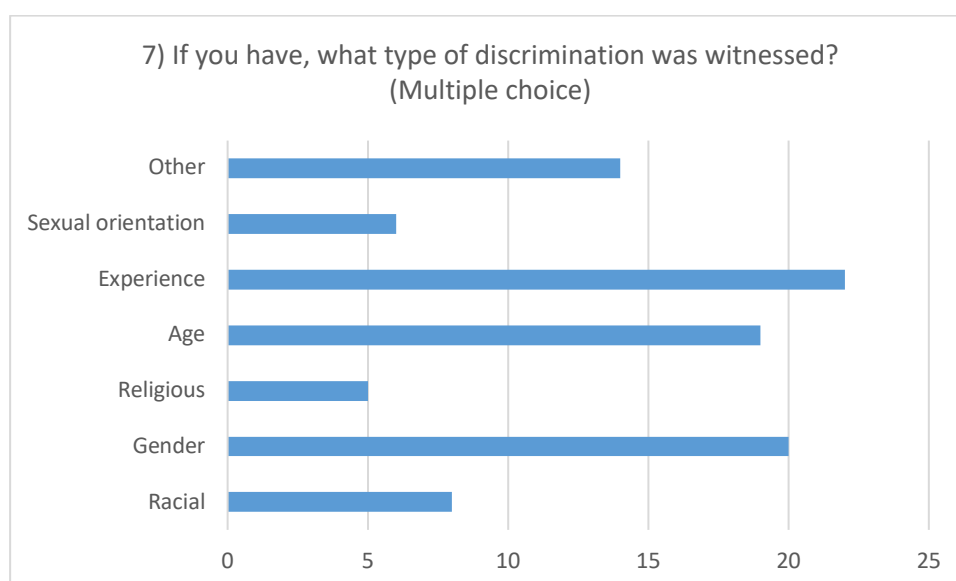


Figure 8 Types of Witnessed Discrimination

This question was a multiple choice and optional question in regard to the types of discrimination that respondents have witnessed, most of which came from experience racking up 22 counts followed closely by Gender and Age discrimination facing 20 and 19 respectively. 14 of the respondents reported an unlisted “other” type of discrimination.

### 4.3 Respondent company information

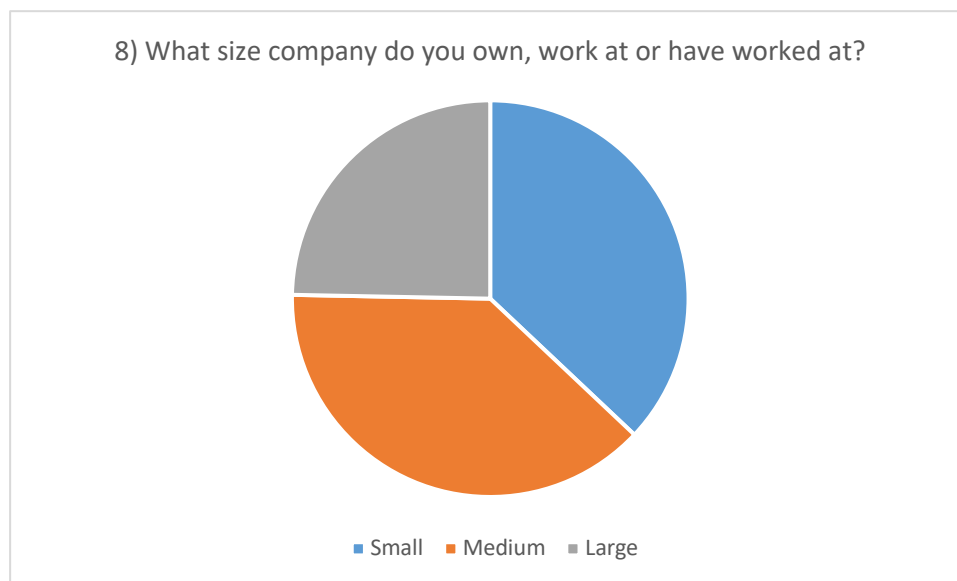


Figure 9 Company Size

The final part of the questionnaire had the aim of gathering information on company types, cultures and sizes as well as technology implementation feasibility. The survey population, 61 of which, consisted mostly of people from small and medium size companies with the remainder being part of large companies.

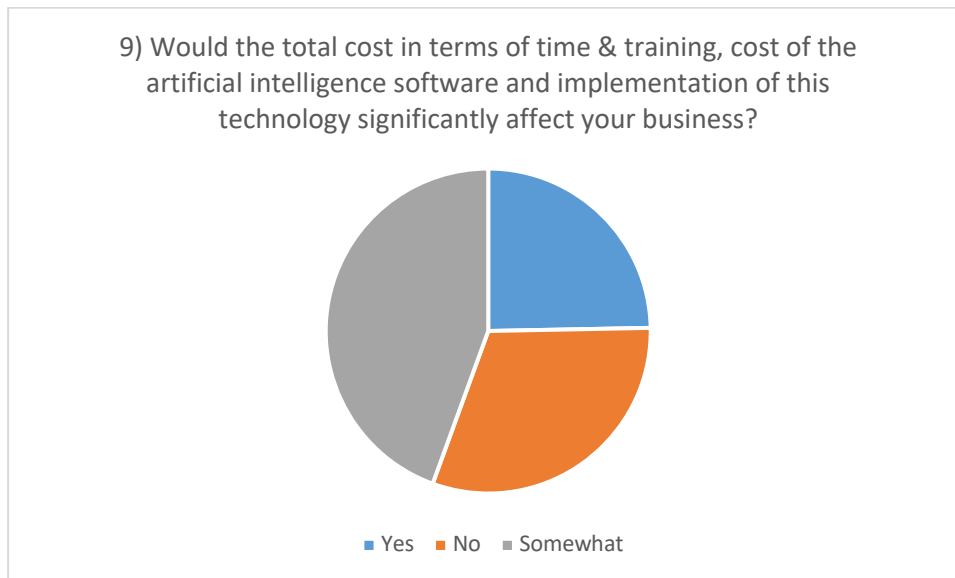


Figure 10 Implementation impact

The next question asked if the survey population if the implementation of AI assisted recruitment platforms would significantly affect the business. Approximately 25% of the respondents claimed that it would, 31% claimed that it wouldn't affect the company in any meaningful manner and the remaining 44% reported that their company would be somewhat affected significantly.

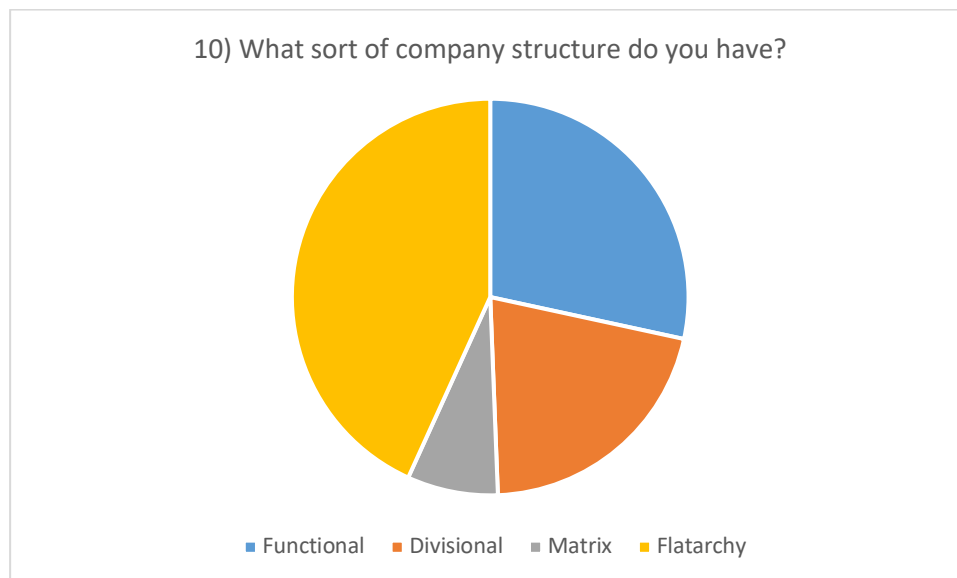


Figure 11 Respondent Company Structure

Of the 4 main types of company structures according to admin (2018), the vast majority of the companies were Flatarchies with 43% of the population. Functional hierarchy came in at 28%. Divisional at 21% and finally, the Matrix hierarchy made up just 7% of the survey population.

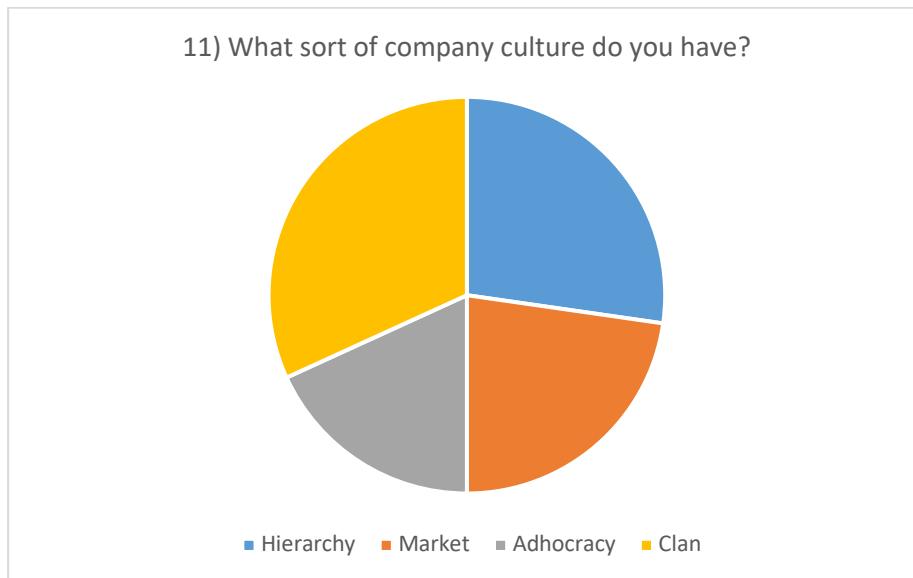


Figure 12 Respondent Company Culture

The results of this question were a pretty even spread between the different company cultures with the Clan culture (32%) being the most numerous closely followed by a Hierarchy (27%), then a market culture (23%) and lastly, an adhocracy (18%).

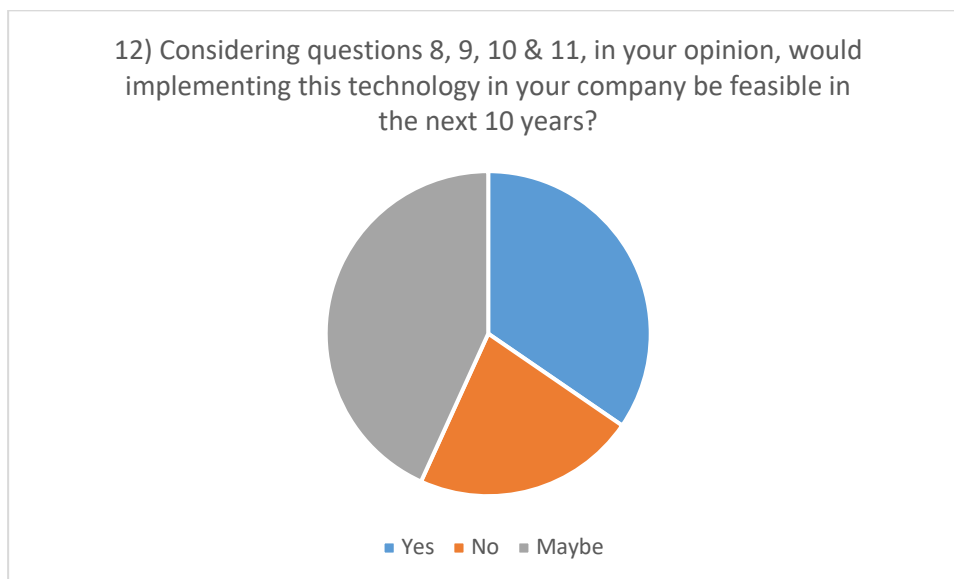


Figure 13 Feasibility of the Technology in the Next Decade

In regard to the feasibility with existing company cultures, hierarchies, sizes and purchasing power, most respondents saw the technology only maybe being a successful implementation within the next 10 years. 28 of the 81 respondents said that yes, the company could implement and fit the technology in their organization followed by 18 respondents who said that the technology is just not feasible.

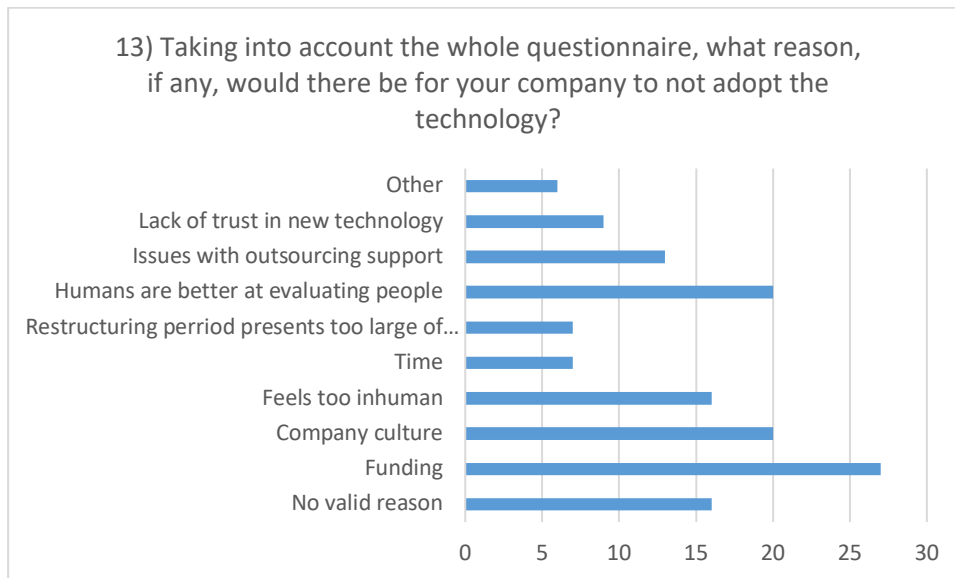


Figure 14 Reasons against Implementation of the Technology

The final question of the survey was a multiple-choice question that looked into the challenges of this technology’s adoption. The most common response was funding with over 27 counts. This answer was followed by concerns over company culture and 2 similar answers claiming that the technology was too inhuman or that humans were just better at evaluating candidates. Just 16 counts of the 141 stated that there was no valid reason as to why the technology couldn’t be adopted in their organization.

#### 4.4 The Interview data

I asked both employees and employers several questions with the aim of answering the research objectives. As such, 2 separate interviews were conducted to achieve this goal, the first of which went out to employees and the second to recruiters/general managers.

Table 1 Employee interviews

Key information from Employee interviews	
Trust to be assessed by the technology prior to presentation	<p>“Overall trending towards yes rather than no”</p> <p>“More on trusting side than not”</p>

Experience with the technology	<p>“I’ve never come across this technology before”</p> <p>“I have applied through them before”</p>
Firsthand discrimination in hiring	<p>“I felt as though a female candidate was chosen over me because of her gender rather than her actual ability to do the job”</p>

Before the final question, both interviewees were provided with a small presentation on the capabilities and promises of the technology and its functions. The outcome of this was a resounding increase in the trust the interviewees have in the technology to assess them at least on an initial screening level but still not to interview and that as a concept the idea is promising.

Table 2 Employer interviews

<b>Key information from recruiter / general manager interviews</b>	
Trust in the technology to assess prior to presentation	<p>“I would have to see what sort of biases they have in their algorithm”</p> <p>“I wouldn’t trust a computer program; a human can determine more about a person”</p> <p>“I trust it for sorting through the volumes of applications we had but not for high skill jobs”</p>
Experience with hiring platforms	<p>“Facebook enterprise is the one we used”</p>
Bad hires and their effects on company resources	<p>“Not related to just poor candidate selection but a bad hire costs a lot to replace”</p> <p>“We’ve had one that had anger issues”</p> <p>“These kinds of bad hires are very costly in terms of time and resources as</p>

	around 7 months are dedicated to training staff”
Does the technology provide companies with a competitive edge?	<p>“Larger companies yes, medium and small size companies no due to the amount of applicants they get”</p> <p>“Bigger companies that are looking for quite high skill positions would be more efficiently able to sort through applications as oppose to those without it”</p> <p>“We saved so much time with recruiting for those low skill jobs”</p>
Needs for adoption	<p>“Security agreements between the company and local governments”</p> <p>“The cost to benefit ratio just isn’t there”</p> <p>“Management approval”</p>

Similarly, to the previous interviews, the final question came after a small presentation on the capabilities and promises of the technology and its functions. The interviewees in this section were more resistant to changing their opinions with one exception. Both Richard’s and Carola’s opinion on the matter remained fixed while Anemarie became much more receptive to the idea as “a great time saver”.

These particular themes were chosen to provide further insight to the opinions of management to answer res

## 5 Conclusions

The following chapter contains further analysis, comparisons and interpretations to form conclusions to the initial questions and objectives of the thesis using the data gathered from the questionnaires and interviews. These answers will draw comparisons between the different sets of data withholding personal opinions and views, rather just to explain and compare the data itself to itself.

## 5.1 Discover if there is enough general interest in going through the processes of implementing this technology

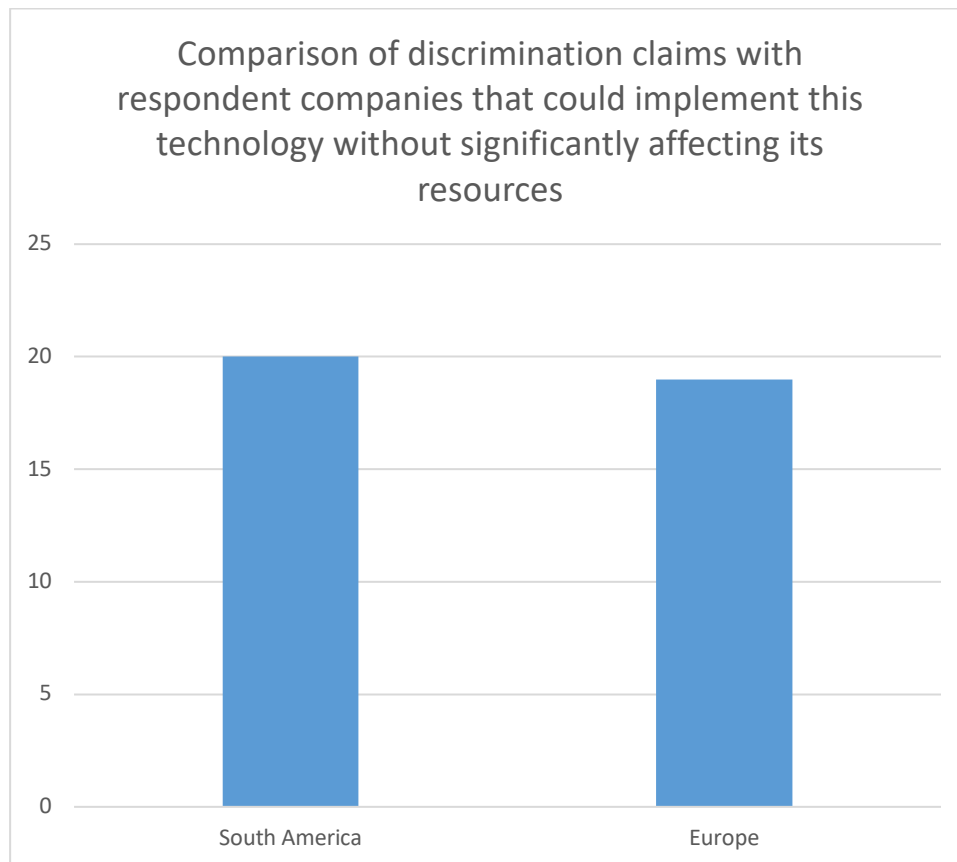


Figure 15 Comparison of discrimination claims with respondent company adoption potential

Firstly, for the purpose of answering this question, North America will not be taken into account. When comparing South America to Europe, considering the responses that included respondents that had faced discrimination in recruitment in the past with companies that could potentially implement this technology there is almost equal potential between the two continents (Figure 15). Secondly, during the interviews from Europe, an example in which a candidate was had missed out on a job seemingly because of his gender (Table 1). Finally, according to one interview with an employer (Table 3), the interest in the technology would be reliant on the amount of information and control they get over the application. Additionally, it was mentioned in the same interview that the local government have been trying to eliminate unconscious bias for years and that the technology could be really useful in that respect if the they were able to set their own parameters. The interview from South America however (Table 5), it was stated that these technologies are almost a necessity for at

least service businesses such as hotels or other businesses that employ low skill work because of the sheer volume of applications they receive. The general interest in this technology is also reflected well in the literature as while the numerous larger companies that have already taken on the technology such as McDonalds and L'Oréal, proving that the interest already exists in at least companies of that scale, however, medium sized companies and below have yet to present examples of themselves at least in Europe. On the contrary medium sized businesses have shown to be examples of using these algorithms.

## 5.2 Analyze the way this technology can improve the competitiveness of X company

The competitiveness improving potential of this technology according to the interviews relies on several factors, the first being that the conditions for landing an interview in the eyes of the interviewee were based in unbiased and fair parameters, in other words, if the interviewee felt as though they were being given a fair chance at an in person interview then they would be more likely to apply there. Additionally, on the same topic, Richard (Table 3) had suggested that the implementation of this type of technology may even be a necessity to stay ahead when a company gets large enough to have such high volumes of applicants to weed out the best. Additionally, Annemarie (Table 4) had suggested that the use of this technology would be a boon for larger companies to more efficiently sort through high skill job applicants than their competitors. In the south American interview (Table 5), it was stated that this allowed them to process a high volume of applicants and free up time and resources for positions that really mattered. Because of this, companies in South America that use this technology for low skill workers have an inherent advantage over those that don't. In comparison with the literature, companies that employ this technology have been proven to cultivate a more mixed-gendered / multi-ethnic working environment which has, according to Aspan (2018), improves overall business performance. The same article also stated though that this is conditional on the level of bias in the algorithm.

### 5.3 How to ease the burden of adopting this technology into medium size companies

1) On which continent is your place of work located? (If you often switch between continents, pick the one you are working at the most)	8) What size company do you own, work at or have worked at?	11) What sort of company culture do you have?	12) Considering questions 8, 9, 10 & 11, in your opinion, would implementing this technology in your company be feasible in the next 10 years?	13) Taking into account the whole questionnaire, what reason, if any, would there be for your company to not adopt the technology?
South America	Medium	A culture that values employee creativity, innovation and risk taking (Adhocracy)	Yes	Time
South America	Medium	A traditional rigid structure with tiers of management and slow to change (Hierarchy)	Maybe	Company culture
South America	Medium	A traditional rigid structure with tiers of management and slow to change (Hierarchy)	No	Company culture
South America	Medium	A traditional rigid structure with tiers of management and slow to change (Hierarchy)	No	Company culture, Lack of trust in new technology
South America	Medium	(Clan)	Maybe	Lack of trust in new technology
South America	Medium	(Clan)	Maybe	Company culture
South America	Medium	A culture that values employee creativity, innovation and risk taking (Adhocracy)	Maybe	Company culture
South America	Medium	A culture that values employee creativity, innovation and risk taking (Adhocracy)	No	Other
South America	Medium	A traditional rigid structure with tiers of management and slow to change (Hierarchy)	Maybe	Feels too inhuman (Distant, impersonal, confusing and unnecessary)
South America	Medium	A culture that values employee creativity, innovation and risk taking (Adhocracy)	Maybe	Feels too inhuman (Distant, impersonal, confusing and unnecessary), Restructuring period presents too large of a problem, Humans are better at evaluating people
South America	Medium	A traditional rigid structure with tiers of management and slow to change (Hierarchy)	Maybe	Company culture
South America	Medium	A culture that promotes professional development and achieving goals together (Clan)	Maybe	Feels too inhuman (Distant, impersonal, confusing and unnecessary)
1) On which continent is your place of work located? (If you often switch between continents, pick the one you are working at the most)	8) What size company do you own, work at or have worked at?	11) What sort of company culture do you have?	12) Considering questions 8, 9, 10 & 11, in your opinion, would implementing this technology in your company be feasible in the next 10 years?	13) Taking into account the whole questionnaire, what reason, if any, would there be for your company to not adopt the technology?
Europe	Medium	A traditional rigid structure with tiers of management and slow to change (Hierarchy)	Maybe	Funding, Company culture
Europe	Medium	A traditional rigid structure with tiers of management and slow to change (Hierarchy)	Maybe	Funding, Company culture
Europe	Medium	A culture that values employee creativity, innovation and risk taking (Adhocracy)	Yes	Funding, Company culture
Europe	Medium	A culture that promotes professional development and achieving goals together (Clan)	Yes	Feels too inhuman (Distant, impersonal, confusing and unnecessary), Humans are better at evaluating people
Europe	Medium	A culture where the focus is on profits and results rather than internal satisfaction (Market)	Yes	Other
Europe	Medium	A culture where the focus is on profits and results rather than internal satisfaction (Market)	Maybe	Funding, Feels too inhuman (Distant, impersonal, confusing and unnecessary), Humans are better at evaluating people, Issues with outsourcing support (First line of support comes from the software provider)

Figure 16 Challenges of company adoption between regions

When looking into what makes the technology a challenge to adopt inside x company, the most consistent responses from junior and above members in medium sized South American companies, was an incompatibility with the company’s culture. It is apparent that a hierarchy culture in this continent is the most incompatible with this technology. Conversely, in Europe, the main reason that the technology becomes a problem is funding with a recurring response about the issues with company culture and a lack of trust in computers doing a human’s job. The interviews from both Richard (Table 3) and Annemarie (Table 4) coincide with the finding of funding being the main issue inside of Europe. Therefore, to ease the burden inside of South American companies, it may require a company culture reform and inside European companies, a better cost to benefit ratio as well as more education on emerging and current technologies in recruitment. On the other hand, companies like HireVue are providing the companies with a “SaaS” or software as a service platform with several different payment plans and customizable packages for a very tailored pricing, so the

smaller companies can in fact find themselves with a more affordable option. Additionally, these services also provide training webinars and first line, 24/7 support to customers.

#### 5.4 Investigate biases of employers on gender, geographical region, racially and culturally

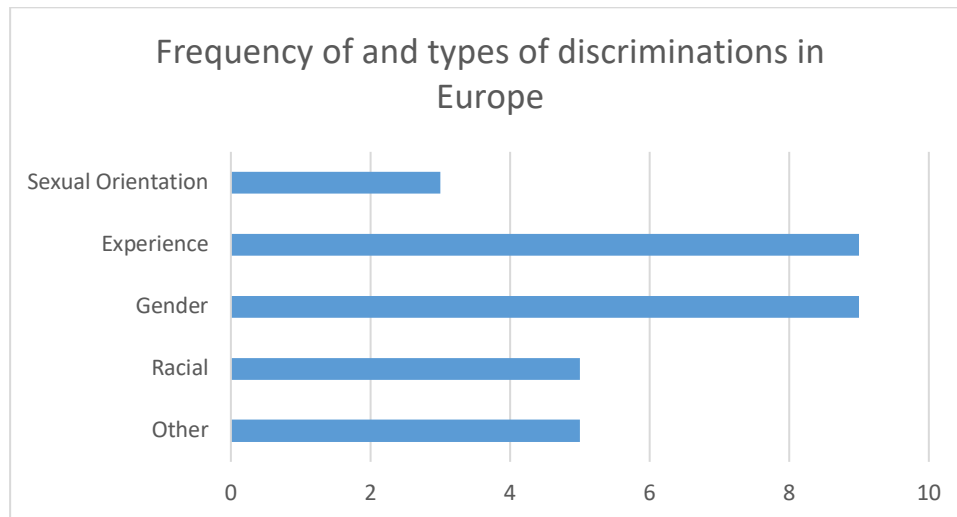


Figure 17 Frequency of and type of discriminations in Europe

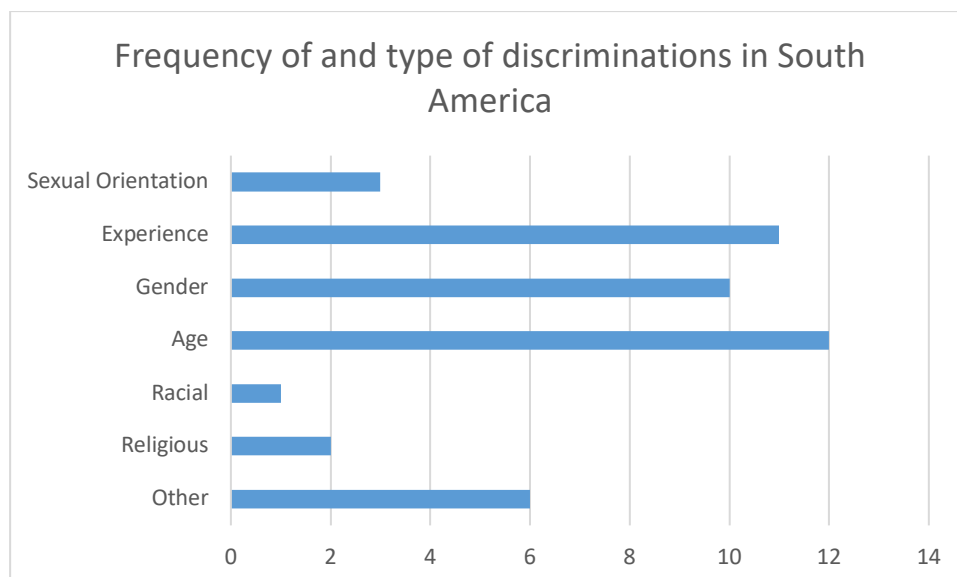


Figure 18 Frequency of and type of discriminations in South America

Both Europe and South America are similar in that the main recurring types of discrimination are based around experience, gender and age. When filtered to show the most common forms of discrimination for people over 40 in Europe however, the results lean to them more so experiencing racial and age discriminations and below

40's the most common types just become based on experience and gender. As for South America, the older generation over 40, the most common types of discrimination overwhelmingly became gender and for the under 40's age and experience. In addition to this, there are many unconscious biases that according to Alexandra (2018), are biases that present themselves even when we try to avoid them. They come in many different forms and are not always discriminatory in nature with a confirmation bias being an example.

### 5.5 Infer to what extent the amount of trust the applicants have in the ability of the technology to accurately and fairly analyze them

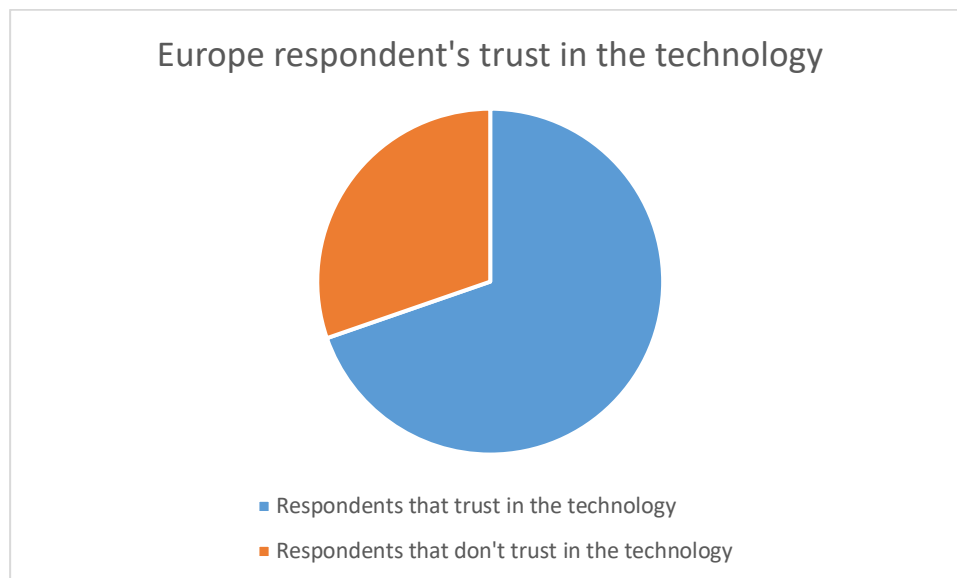


Figure 19 Europe respondent's trust in the technology

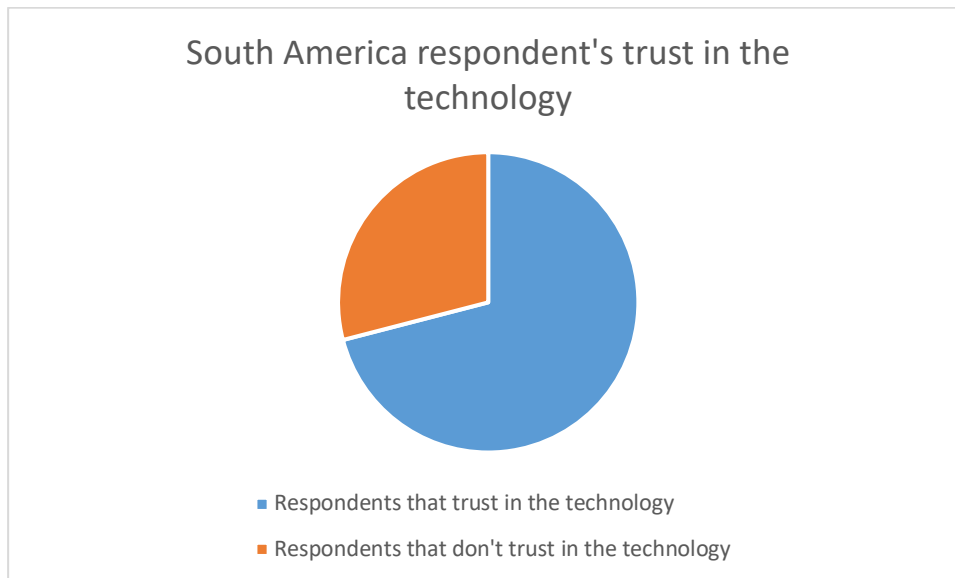


Figure 20 South America's trust in the technology

Taking the responses from intern up until senior position responses from the survey, the responses stated either one of, or multiple of the following responses:

1. Humans are better at evaluating people
2. Lack of trust in the technology
3. Feels too inhuman (Distant, impersonal, confusing and unnecessary)

Both Europe and South America shared a similar percentage of the survey population that either trusted or did not trust the technology's ability to accurately and fairly analyze them. This coincided with the interviews I had in which, after providing information about how the technology supposedly works, they seemed to be more often than not receptive to the idea of this way of recruitment. Additionally, the data suggests that, both inside of Europe and South America, the technology seems more prone to distrust from people who are currently employed under a "flatarchy" company structure. Finally, to corroborate this, companies in South America that had a "clan" style company culture inside of a "flatarchy" companies, were the most numerous of the distrustful population. On the contrary, without education on what the program does, much alike the interviews before information about the technology was presented to them, the testimonials of users greatly evoke an image of widespread misunderstanding and distrust of artificial intelligence in a way, replacing the human element in this matter.

## 5.6 Infer to what extent the amount of trust employers have in the ability of the technology to accurately assess prospective candidates

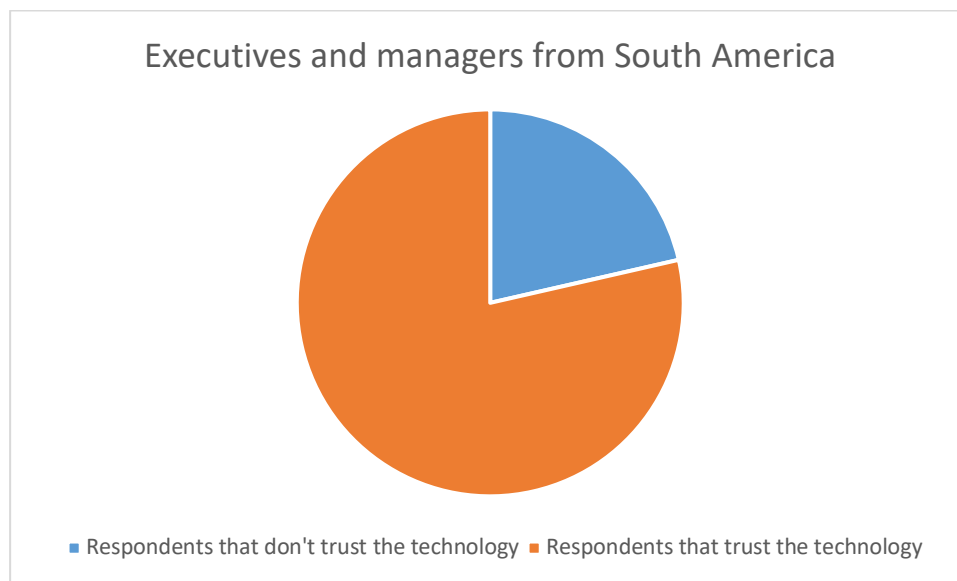


Figure 21 Executives and manager responses South America

The case of European survey data from managers and executive, the sample size of 2 is irrelevant for this question. That being said, according to survey data from South America, executives and managers, most trusted the technology for initial employee screening pre-interview. This is backed up by the statements from Table 5 from which, the interviewee states that the technology is a great boon for sorting through the volume of low skill applicants for screening. They also mentioned however, that the technology couldn't be trusted for high skill work. On the other hand, the interviews from European managers stated that they trust the technology to screen applicants accurately and fairly before human assessment and that the technology could be used for high skill jobs also. Company testimonials line up more with the South American point of view regarding how the technology can and should be used in recruitment. Essentially, even the larger companies and organizations are using this technology for low skill workers and interns. In the article by Aspan (2018), Pieter Schalkwijk mentioned that the technology would also not be great for the older generation as they're not as receptive to the idea as the younger ones.

## 6 Discussion

This thesis set out to find and create information to achieve 2 main objectives, the first was to demonstrate the feasibility of implementing this technology in large or medium size companies and the second was to explain how this technology helps to eliminate biases in recruitment. The entire process spanned over 3 months of ideation and data gathering.

### 6.1 Analysis of the research

Firstly, there is the first of the 2 main problems, “Demonstrate the feasibility of implementing this technology in large or medium sized companies”. To solve this we can compare the literature with the collected data to answer the relevant sub objectives. Firstly, the general interest has to be there and according to both the survey data and interview data, answered sub objectives 1, 2 & 3, we can deduce that the implementation of the technology into medium sized companies depends on the continent and rates of staff turnover. For instance, there is an almost equal amount of bias reported in both Europe and South America with ample support for the technology in terms of applicant attraction. However, according to the collected data, it indicates that the technology is already in use amongst medium sized companies in South America to deal with the large volume of low skill job applicants. On the contrary, in Europe, medium sized companies rarely seem to involve the technology. This could be a product of the medium sized companies in South America having a higher rate of seasonal workers. Additionally, when it comes to competitiveness when comparing the data between the two continents, medium sized European companies don’t necessarily need the technology until they get larger whereas in South America, the opposite seems to be true, as due to inflow and outflow of staff, it is a necessity to stay ahead with the competition. Finally, if a medium sized company was looking to integrate this technology, according to the data, if in Europe the main problem to tackle would be funding as well as issues with trust and company culture. Proving that the algorithms behind it don’t present bias or unfairness while being able to accurately assess candidates would be imperative to start this process. Additionally, these companies may require a company culture shift

towards a “clan” company culture. As for medium sized companies in South America, the technology is already proving to be a success. However, to further ease the burden of adoption, companies there can look towards shifting away from a traditional hierarchy style culture.

In conclusion, according to the primary data the feasibility is already being demonstrated inside South American medium sized companies European companies of the same size have the potential through means like creating agreements for tailored pricing, on the other hand Europe still has issues to work on around implementation but has high potential for removing unconscious biases from the initial stage of the recruitment process. Additionally, the technology which according to several interviews in both my primary and secondary data, indicates that its real use in the recruitment sector is more based on hiring for low skill positions and temporary or seasonal workers. Finally, in accordance with the English local governments visions of removing all unconscious biases from recruitment, if these services could make data security agreements with the governments, I believe it could be a good first step towards this goal, assuming of course that the algorithm of choice is as clear from these biases as possible.

The second objective was to “explain how this technology helps to eliminate biases in recruitment”. According to the primary data, the technology’s potential to remove unconscious bias from recruitment is down to how the algorithm is programmed and to what parameters are set. For instance, the most recurring types of biases across both Europe and South America suggest that by simply omitting the applicant’s age and gender and analyzing a CV on history and skillset can provide a much better chance of these biases being removed from the process. Additionally, according to both the survey and interview data, applicants more often than not after learning about what it is supposed to do have more trust and more of an interest in applying for a company that has this algorithm in place. Finally, employers in Europe would be able to solve the issue of unconscious bias that they have been trying to tackle for years by removing the human element from initial candidate screening and in South America, there is less of a chance of employers throwing out potentially great talent over a gender bias.

In conclusion, these algorithms help to eliminate biases by removing this “human element” and provides a recruiter some extra reassurance that these candidates, regardless of race, gender, ethnic background etc.. Are a good fit for consideration. On the other hand however, more education on the topic is perhaps necessary as without any information about the artificial intelligence, the general population are quick to dismiss the idea of a “computer program” having any ability to judge a person’s “worth”. I would like to agree with Pieter Schalkwijk in that, this technology is probably left better for the younger generation and for positions such as interns or low skill jobs, it did help KraftHeinz for example to look past previously biased decisions in their recruitment process like the fact that “educations from Cambridge” took precedence Aspan (2018).

On a final note, the primary data in this research is quite polarized and limited to just South America and Europe, the next step to further this research would be to gather data from other continents around the world and to update the data collected in the samples here as the sample size in this thesis is also lacking in scale. Furthermore, the technology is new in this sector and the information currently available, while rapidly growing, is still lacking. Additionally, the primary data gathered from managers were all above the age of 40, which is an age group proven in the secondary data, to be more distrustful of artificial intelligence in this sector.

This thesis contributes the theory that the technology may be much more difficult for small and medium sized European companies to include such a technology in the near future due to the lack of knowledge on the topic as well as trust. Furthermore, that the continent lacks the volume of low skill workers applying and the cost to benefit ratio as a consequence is not there. There are too many challenges both culturally and financially at this time to adopt the technology on a larger scale. On the other hand, the technology is well adopted in South America in these companies likely due to the volume of low skill workers and the amount of time saving as a result.

This thesis used triangulation and mixed method data collection to cross verify between different data sets in an effort to increase the validity of the relatively smaller data sets available in the primary data to the larger available secondary data. As for credibility, the questionnaire participants were kept anonymous to reduce the risk of

participant bias, research was conducted into the annoyances respondents typically have with completing questionnaires, as such, aside from facilitating greater readability, the questionnaire participants were kept anonymous as well as efforts made to provide as many answers to the questions as possible to facilitate the respondent. During the interviews however, even though efforts were made to provide a neutral as possible presentation during the interviews, the authors opinion being a positive one on the subject, may have to some extent influenced their answers post presentation when asking about opinions.

Suggestions for further research includes researching into new continents and a wider sample group from the already researched continents in this thesis is suggested to provide more reliable answers to the thesis questions and objectives as the sample size is relatively small and limiting in the variety of professions, seniority level and age groups especially in qualitative data collection

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## Appendices

### Questionnaire (English Version)

1. On which continent is your place of work located? (If you often switch between continents, pick the one you are working at the most)
2. Which gender do you identify with?
3. How old are you?
4. What is your field of study / employment?
5. What is / was your position at work? (Choose previous level if currently unemployed)
6. How often have you witnessed discrimination in recruitment? (Racial, Gender, etc...)
7. If you have, what type of discrimination was witnessed? (Multiple choice)
8. What size company do you own, work at or have worked at?
9. Would the total cost in terms of time & training, cost of the artificial intelligence software and implementation of this technology significantly affect your business?
10. What sort of company structure do you have?
11. What sort of company culture do you have?
12. Considering questions 8, 9, 10 & 11, in your opinion, would implementing this technology in your company be feasible in the next 10 years?
13. Taking into account the whole questionnaire, what reason, if any, would there be for your company to not adopt the technology?

### Questionnaire (Spanish Version)

1. ¿En qué continente se encuentra tu lugar de trabajo? (Si a menudo viajas entre continentes, elije en el que pases más tiempo)
2. ¿Con qué género te identificas?
3. ¿Cuántos años tienes?
4. ¿Cuál es tu sector de estudio / trabajo?
5. ¿Cuál es / era tu puesto de trabajo? (Elije tu último puesto si actualmente estás des-  
empleado)
6. ¿Con qué frecuencia has sido testigo de discriminación en contratación? (Racial, gé-  
nero, etc ...)
7. Si has sido testigo alguna vez, ¿qué tipo de discriminación fue? (Opción múltiple)
8. ¿Cuál es el tamaño de la empresa en la que trabajas / trabajabas o eres dueño?
9. El costo total en términos de tiempo y capacitación, el costo del software de inteli-  
gencia artificial y la implementación de esta tecnología, ¿afectaría significativamente  
a tu empresa?
10. ¿Qué tipo de estructura empresarial tienes en tu empresa?
11. ¿Qué tipo de cultura empresarial tienes?
12. Considerando las preguntas 8, 9, 10 y 11, en su opinión, ¿sería factible implementar  
esta tecnología en tu empresa en los próximos 10 años?
13. Teniendo en cuenta todo el cuestionario, ¿qué razón, si la hubiera, tendría tu em-  
presa para no adoptar esta tecnología? (Opción Múltiple)

### Interview data

Table 3 Erwin interview

Erwin 27 – Graphics Designer from The Netherlands (8 <sup>th</sup> October 2020)	
To what extent do you trust AI to accurately and fairly assess you?	Fairly less so than a human but accurately yes but overall trending towards yes rather than no
Have you ever had any experience with this technology before?	I've never come across this kind of technology before
During interviews in the past, have you ever felt as though you were assessed unfairly?	I've only been interviewed at small companies but I don't have any experiences with being treated unfairly
Have you ever been the object of discrimination during the hiring process?	I felt as though a female candidate was chosen over me because of her gender than her actual ability to do the job, she was fired soon thereafter
After learning about what the technology actually does, do you feel as though the technology will be more or less able to accurately and fairly assess you?	I trust the technology a lot more now that I have learned about it and I trust it for initial screening but for in-person interviews I think humans are just better at it
Extra notes:	Likes the new job opportunities presented by the AI chatbots, however, had initial feelings as though companies using this technology is insulting, annoying and don't take their recruitment seriously

Table 4 Veera interview

Veera 31 – Customer Service Representative from Finland	
To what extent do you trust AI to accurately and fairly assess you?	Overall I'd say I trust it a fair amount. More on the trusting side than not

Have you ever had any experience with this technology before?	I've applied through them before
During interviews in the past, have you ever felt as though you were assessed unfairly?	I don't think I've ever felt that way
Have you ever been the object of discrimination during the hiring process?	No I wouldn't say that I have
After learning about what the technology actually does, do you feel as though the technology will be more or less able to accurately and fairly assess you?	As a concept it sounds awesome! I personally wouldn't worry about it not assessing me fairly
Extra notes:	S-Ryhmä: They are using in their forms when you apply that they might ask it but they filter out age, gender, nationality or race. Would perhaps feel more comfortable applying to a company in unconscious biases were not a problem

Table 5 Richard interview

Richard 46 – Recruiter from The United Kingdom (9 <sup>th</sup> October 2020)	
To what extent do you trust AI to accurately assess prospective candidates?	It's not down to the AI but the company who made it so I would have to see what sort of biases they have had in their algorithm
What experience do you have with recruitment platforms?	Never used anything like that, I process electronic documents or paper forms

How many bad hires have had to be let go as a result of poor candidate assessment?	None that I can think of purely based on poor candidate selection
Did the bad hire significantly affect the company in terms of time and resources?	Not related to just poor candidate selection but a bad hire costs a lot in time to replace
Considering what you now know, do you trust this technology to accurately assess candidates?	I can see the great value of it but I couldn't trust it more or less without further information. I might be able to trust it more if I was able to set the parameters myself
Do you believe that the other functions of this technology in addition to the screening makes a company for competitive?	Larger companies yes, smaller and medium size companies no due to the amount of applicants they get, there's just no financial benefit to it. Companies with low retention rate depending of application volume
Your interest in the technology would depend on what? (Free? What resources would you need to pilot this?)	Local council cabinet member approval at very high level, run past IT, data use security agreements between the company and local government and a cost benefit analysis due to public money being at stake
Extra notes:	This technology could take out unconscious bias and properly apply "jobs on merit". Our hiring process is based in a numerical scale from 1-3 so I suppose it could work. It is a technology that would be a golden ticket to the council because biases are something they have been trying to tackle for years

Table 6 Annemarie interview

Annemarie 43 - General Manager from The United Kingdom	
To what extent do you trust AI to accurately assess prospective candidates?	I wouldn't trust a computer program, a human can determine more about a person from reading a resume than a computer doing it for you
What experience do you have with recruitment platforms?	We don't use recruitment platforms, we read through resumes manually from the job posts we make on "Indeed"
How many bad hires have had to be let go as a result of poor candidate assessment?	Yes, we've had a few bad hires because of selecting wrong candidates
Did the bad hire significantly affect the company in terms of time and resources?	We had one that had anger issues that started to cause disruptions. These kinds of bad hires are very costly in time and resources as around 7 months are dedicated to training staff
Considering what you now know, do you trust this technology to accurately assess candidates?	I'd trust it a lot more now, it cuts a lot of time down on applicant selection and the time saving is good
Do you believe that the other functions of this technology in addition to the screening makes a company for competitive?	It's good that these programs do things for the employee too with the chatbot. It also sounds like the bigger companies that are looking for quite high skill positions would be able to more efficiently sort through applications as oppose to those without it
Your interest in the technology would depend on what? (Free? What resources would you need to pilot this?)	It depends on mainly a money issue, we're not in a great financial position at the moment. We also right now don't have a lot of staff, we're changing at

	this rate only 1 to 2 staff a year, the cost to benefit ratio just isn't there
Extra notes:	

Table 7 Carola interview

Carola 52 - Former General Manager from Argentina	
To what extent do you trust AI to accurately assess prospective candidates?	I trust it for quickly sorting through the volumes of applications we had but not for high skill jobs
What experience do you have with recruitment platforms?	Facebook Enterprise is one that we used a lot
How many bad hires have had to be let go as a result of poor candidate assessment?	High skill workers are hard to find in Bariloche and we often had people lie in their cv's about their skills
Did the bad hire significantly affect the company in terms of time and resources?	Yes of course
Considering what you now know, do you trust this technology to accurately assess candidates?	I trust it for low skill workers, we get a lot of low skill applicants, for high skill workers I would still read it myself
Do you believe that the other functions of this technology in addition to the screening makes a company for competitive?	I believe so, we saved so much time with recruiting for those low skill jobs
Your interest in the technology would depend on what? (Free? What resources would you need to pilot this?)	It was free, we were able to try it, but to use the paid applications we would have to take it up with the hotel manager
Extra notes:	15% of their staff were seasonal workers, different spanish dialects were

	<p>not really an issue. Nobody really wants older workers because they ask for higher pay or younger workers without experience. Workers don't necessarily enjoy the facebook algorithm</p>
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