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AI in Placement Firms: Rekrute Morocco Case Study

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Abstract

The introduction of artificial intelligence (AI) in organizations is generating growing interest, particularly in the field of recruitment, where its use raises numerous considerations. With this in mind, we conducted a case study within Rekrute, a pioneering placement firm in Morocco in AI development, to explore how this technology is deployed across different recruitment phases. Through a qualitative approach, our research examines how AI tools are integrated, the benefits they offer, and the concerns and challenges recruiters face throughout the process. Our findings reveal that AI plays a crucial role in optimizing candidate identification and attraction while facilitating preselection through objective assessment. Furthermore, Rekrute implements AI-driven solutions to support candidates in their career paths, enhancing recruitment efficiency while fostering career development. However, challenges remain, including the risks of algorithmic bias and the need for human validation to ensure fairness. This study thus provides insights into the impact of AI on recruitment, prompting reflection on the balance between technological innovation and the humanization of processes. It also highlights the importance of control mechanisms to monitor automated decisions, ensuring the ethical and effective application of AI in recruitment.

Keywords: Artificial Intelligence, Recruitment, Candidate, Human Resources.

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1. INTRODUCTION

Artificial intelligence (AI) has emerged as a pivotal technology across various domains, and recruitment is no exception. Since its inception in the 1950s, when researchers like Alan Turing laid the groundwork for systems capable of simulating human intelligence, AI has evolved rapidly, incorporating machine learning, natural language processing, and computer vision techniques. Over the decades, its applications have expanded from research and development sectors to businesses, where it has become a valuable tool for optimizing operational processes. In recruitment, the introduction of AI has opened new possibilities, not only accelerating the selection process but also diversifying candidate evaluation criteria. In this context, innovative companies have begun adopting these technologies to transform their hiring practices, making the process more efficient.

AI is defined by Russell and Norvig (2016) as the study and design of systems capable of performing tasks that typically require human intelligence, such as natural language understanding, decision-making, and visual perception. The growing interest in integrating AI into recruitment processes stems from its potential benefits, such as enhancing hiring efficiency and reducing biases in candidate selection. Research by Hunter and Hunter (1984), as well as Dipboye and Johnson (2013), highlights the significance of AI in optimizing the selection process while emphasizing that final decisions should remain human-driven to ensure the quality and ethical integrity of hiring choices. However, concerns persist regarding the possibility that automated systems may replicate existing biases, as indicated by the work of Salgado (1997). Thus, while AI tools offer valuable support, human judgment remains crucial in the process to prevent the risks of excessive automation.

In this rapidly evolving technological landscape, companies are striving to adapt to the expectations of today's talent, making the integration of AI into the selection process a major concern. In particular, Rekrute has positioned itself at the forefront of this transformation, leveraging AI not only to assist recruiters but also to enhance candidates' skills. This study, therefore, examines how this placement firm deploys AI in its recruitment practices, providing both practical and theoretical insights into this evolving process.

The objective of this research is to explore the role of artificial intelligence within Rekrute's recruitment process. We aim to understand how this technology is utilized at different stages of hiring and its impact on the experience of both recruiters and candidates, highlighting the tools used, perceived benefits, and challenges encountered. This issue underscores the importance of studying the effects of AI in a field where human and ethical considerations are paramount and where the need for human interaction clashes with technological advancements.

Existing literature suggests a significant potential for exploration, often focusing on the technical dimensions of artificial intelligence without examining its practical application in specific contexts such as Rekrute. This lack of studies on the concrete and operational use of AI in recruitment highlights the need for an in-depth qualitative analysis of the company's practices. By considering the perspectives of various stakeholders involved, this research seeks to explore how artificial intelligence is integrated and leveraged at each stage of the recruitment process at Rekrute. The central question of this study is thus: How does artificial intelligence contribute to recruitment within this company while accounting for the human interactions that enrich this process?

To structure this research, we will first review the literature and theoretical foundations related to AI in recruitment. We will then outline the methodology adopted for our field study within Rekrute before analyzing the results obtained. Through this approach, we aim to contribute to a better understanding of AI deployment in recruitment processes and propose recommendations for its ethical and effective application.

1.1. Theoretical Framework of the Research

1.1.1 The Deployment of Artificial Intelligence in the Recruitment Process

a) AI in the Candidate Identification and Attraction Phase

The widespread use of the Internet, coupled with the increasing difficulty in attracting talent, has highlighted the importance of online sourcing. Among the different stages of recruitment, sourcing is one of the first areas to have extensively integrated AI to automate candidate search and yield better results compared to traditional sourcing methods (Hmoud & László, 2019).

Professional online recruitment platforms such as LinkedIn, Monster, Indeed, or Job-Builder leverage AI to match candidate qualifications with predefined job requirements (Allal-Chérif et al., 2021; Hmoud & László, 2019). These intelligent search engines can instantly identify potential passive candidates on social media or job platforms using data mining algorithms. These algorithms are also capable of predicting candidate performance and retention. Candidates identified through profile analysis are then notified of relevant job opportunities (Allal-Chérif et al., 2021; Hmoud & László, 2019).

Additionally, through filtering algorithms, the applicant tracking system continuously scans the company's database for suitable profiles. As a result, recruiters are alerted when a candidate's skills match an open position.

Additionally, AI tools update candidate data by extracting information from their social media profiles (Vardarlier & Zafer, 2020). According to Lacroux and Martin-Lacroux (2021), data collection that goes beyond the information voluntarily provided by candidates—particularly by retrieving data from social media—is considered a means of optimizing the match between job supply and demand.

Sometimes, the challenge is not just finding the right candidates but also persuading them to apply by crafting compelling job descriptions. AI software providers, such as Textio, use AI-powered text-mining techniques to predict the attractiveness of job postings based on recruitment outcomes from millions of job advertisements. The software analyzes job listings to identify key phrases that statistically impact their performance. Additionally, a tone analyzer can determine whether the overall wording is likely to attract more men or women and provide suggestions to enhance the inclusivity of the language used (Lewis, 2018; Yarger et al., 2020).

Thus, AI can help companies debias job descriptions, making them gender-neutral to attract a diverse pool of candidates or tailor them to a specific target group (Rąb-Kettler et al., 2019).

b) AI in the Candidate Preselection Phase

At the screening stage, automated techniques such as natural language processing (NLP) and machine learning (ML) algorithms can analyze CVs, extract relevant information such as skills and experience, and rank candidates based on their suitability for the position. These techniques have proven to be promising in enhancing the efficiency and effectiveness of preselection processes (Li et al., 2021).

Other tools go even further by using machine learning to predict a candidate's future job performance based on signals related to tenure or productivity, or the absence of signals such as punctuality issues or disciplinary actions (Bogen, 2019). From the initial screening, algorithms can also suggest the most suitable job opening for a given candidate (Rąb-Kettler et al., 2019). These screening tools are considered highly effective in streamlining the process, particularly for large employers who

receive a high volume of applications per job opening. However, concerns have been raised about the possibility of highly qualified candidates being overlooked (Persson, 2016).

Chatbots, also known as intelligent autonomous agents, can perform various tasks that support human work. They can conduct an initial screening by asking candidates questions. Specifically, chatbots can engage with potential candidates by sending messages via email, SMS, or social media platforms such as Messenger or WhatsApp. They are capable of holding real conversations with candidates to preselect them using simple criteria, asking questions about their professional experience, skills, and interests (Allal-Chérif et al., 2021; Nawaz & Gomes, 2020). This task is often considered by recruiters as the most time-consuming and tedious part of the process (Fraij & László, 2021; Hmoud & László, 2019; Nawaz & Gomes, 2020). On the other hand, recruiters can also respond to candidates' questions about the job description and the company using natural language processing (Allal-Chérif et al., 2021).

The advantage of using these conversational agents lies in the fact that they can engage with a large number of candidates simultaneously, without time constraints, allowing recruiters to focus on those who stand out. They can also be used to inform potential candidates about the stages of the recruitment process or to reach out to candidates who may have been overlooked during the process. According to Nawaz and Gomes (2020), 85% of candidates do not receive any feedback from the company after submitting their application, leading to a negative experience and a poor impression of the organization. Finally, while these chatbots do not perform the same tasks as recruiters, they complement their efforts (Allal-Chérif et al., 2021).

By automating the screening process, recruiters can save time and resources, ensuring that suitable candidates are not inadvertently overlooked (Li et al., 2021). Thus, the use of automated techniques in the screening process can be a valuable tool for efficiently managing a large volume of applications.

c) AI in the Candidate Evaluation and Selection Phase

The interview and selection process is a critical step in recruitment, where pre-screened candidates are evaluated based on several selection criteria to determine the final list of candidates for hire (Hunter and Hunter, 1984). Interviews assess the fit between the job, the person, and the organization by evaluating communication, teamwork, and subject knowledge (Salgado, 1997). Different types of assessments, such as cognitive ability tests, personality assessments, situational judgment tests, and behavioral interviews, are used for various jobs and selection criteria (Dipboye and Johnson, 2013).

Although selection algorithms are not new in practice, there has been a recent trend towards analyzing video interviews in recruitment. In such structured video interviews, AI technology replaces a human interviewer and asks the candidate a set of predetermined questions (Chamorro-Premuzic et al., 2016; Fernández-Martínez and Fernández, 2020). Moreover, AI technology can not only evaluate the actual responses but also use audio and facial recognition software to analyze additional factors such as tone of voice, micro facial movements, and emotions to provide insights into certain personality traits and skills (Köchling et al., 2021; Tambe et al., 2019; van Esch and Black, 2019).

HireVue, a US-based startup, uses AI-assisted video interviews to record candidates' posture after they have completed the interview using facial recognition technology (Vardarlier and Zafer, 2020). The AI algorithms analyze word choice, gestures, tone shifts, and micro-expressions of the candidate to assess their ability to fit the role and the organization's culture, ultimately identifying the most suitable candidate for the position. For instance,

AI can determine if a candidate has lied about a particular topic during the interview, based on the movement or dilation of the interviewee's pupils at the moment of the question (Laurim et al., 2021; Vardarlier and Zafer, 2020). Some tools also subject the candidate to a rating system based on characteristics such as self-confidence, energy, and positive behavior (Vardarlier and Zafer, 2020).

Another AI tool used to evaluate candidates is serious games. These are real-life situation simulations that use AI to challenge candidates and analyze their behavior through emotions. This method is deployed by recruiters to verify if a candidate can analyze situations, make quick decisions, adapt to unforeseen circumstances, and propose original solutions. Furthermore, according to Lacroux and Martin-Lacroux (2021), psychometric tests, known for their strong predictive validity, can also be used to analyze a candidate's behavior in a given situation, thus objectifying the process.

1.2 AI Tools: Advantages and Limitations

According to the literature, there is a wide range of AI platforms that organizations can use. Some companies have also started developing their own AI products to integrate into their HR departments and recruitment processes (Zhang et al., 2021). This trend of developing internal AI products reflects the growing need for organizations to tailor their HR practices to their specific needs and contexts (Zhang et al., 2021).

The following table (No. 1) provides a summary

Table 1

Tools	Description of Use
Job Description Creation Tools"	Some AI-based tools assist in drafting job descriptions using neutral and unbiased language, which can help attract a more diverse pool of candidates. These tools can also target specific audiences by utilizing tailored language.
Applicant Tracking Systems (ATS)	ATS use AI algorithms to sort, filter, and rank applications based on predefined criteria, enabling recruiters to efficiently manage a large volume of applications. ATS can also analyze resumes to identify relevant skills and experience
Predictive analytics tools	Predictive analytics tools use AI algorithms to predict the performance of potential candidates based on historical data and predictive models. This helps recruiters identify the candidates most likely to succeed in a given role.
Recruitment chatbots	AI-based chatbots can interact with candidates to answer their questions, schedule interviews, collect information about their skills and qualifications, and provide feedback. Chatbots can automate part of the recruitment process and offer an enhanced user experience
Video analysis	Video analysis tools use AI to assess candidates' non-verbal skills during video interviews, such as body language, facial expressions, and non-verbal communication. This allows recruiters to gain additional insights into candidates beyond their resume.

of the most commonly used artificial intelligence tools in organizations, along with a description of their specific uses in various stages of the recruitment process. These tools highlight the diverse applications of AI in this field.

(Raveendra et al., 2020; Vedapradha et al., 2019) argue that AI assists and accelerates the recruitment process from sourcing to the final selection of the best candidates. By leveraging this intelligent technology capable of quickly analyzing large volumes of data and predicting the likelihood of a candidate's success, it is possible to save time, reduce costs, and better match the job with the desired talent (Allal-Chérif et al., 2021; Raveendra et al., 2020; Vedapradha et al., 2019).

While AI can be a groundbreaking technology for improving the recruitment process, concerns exist regarding the bias in AI outcomes. The way algorithms are developed, relying on tangible and available data from candidates previously hired, explains why AI, as used in recruitment processes, is not without bias (Lacroux and Martin-Lacroux, 2021; Soleimani et al., 2022). Algorithms are influenced by the data provided by humans. However, if these data are biased, AI will replicate and amplify decisions made in the past (Fraij and László, 2021; Soleimani et al., 2022).

Another risk associated with AI use is the creation of a homogeneous workforce. Several researchers mention the "cloning" effect induced by the use of learning algorithms. By relying on predictable and classical correlations, these algorithms may lead organizations to obtain similar profiles, with comparable skills and characteristics. Additionally, this could also result in targeting stereotyped candidates, offering limited added value. In doing so, data may lead to formatting phenomena that exclude atypical, unpredictable, and potentially more interesting profiles (Allal-Chérif et al., 2021; Lacroux and Martin-Lacroux, 2021).

2.Methodology

As part of our exploratory research on the integration of artificial intelligence (AI) in recruitment processes, we chose to conduct a case study on the company Rekrute. Pioneers in Morocco in the development of AI applied to recruitment, this agency specializes mainly in supporting companies in their search for candidates. Rekrute facilitates the connection between over 3,000 recruiting companies and more than 1.5 million candidates registered in the agency's database. The Rekrute platform allows recruiters to post job offers and candidates to submit their CVs.

During this field study, Rekrute provided us with two main documentary sources: an internal document and semi-structured interviews with managers from different departments of Rekrute, including the technical, HR, communication, and general management departments. These two sources were cross-checked to better understand how AI is deployed within Rekrute.

Our study follows a qualitative method based on a constructivist epistemological approach and employs an abductive reasoning mode. The objective was to explore the role of AI in the recruitment process at Rekrute in order to understand how this technology is used, at which stage of the process, and

Table N°2: Interview Guide

The Candidate Identification and Attraction Phase	**Q1**/ What is the goal of sourcing for Rekrute?
	Q2/ Is AI used by Rekrute in this phase ? If yes: What AI tools are used, and how are they implemented?
	Q3/ Is online sourcing done solely by referring to your candidate database on your platform, or do you also source candidates through social media ?
	Q4/ Do you use filtering algorithms?
	Q5/ How do you proceed with prospecting and exploring passive candidate profiles ?
The Candidate Pre-selection Phase	**Q1**/ What AI tools do you use in this stage ?
	Q2/ Do you use machine learning (ML) or natural language processing (NLP) to analyze CVs, identify relevant information, and then classify candidates based on their suitability for the position ?
	Q3/ Do you use chatbots to inform potential candidates about the stages of the recruitment process, or to reach out to candidates who may have been overlooked during the process ?
	Q4/ What are the risks associated with the use of AI ?
	Q5/ To what extent does human expertise play a role in the decisions made by AI, and why?
The Interview and Candidate Selection Phase	**Q1**: Is the face-to-face interview with the candidate organized by Rekrute or by the company?
	Q2: Do you conduct AI-assisted video interviews in this stage?
	Q3: How do you evaluate candidates in this phase?
	Q4: Do you use "Serious Games" and Psychometric tests?
	Q5: Do you have periodic updates on the status of applications or follow-up with candidates through AI?

what its impact is on the latter.

Based on the literature review we conducted, we focused on the three stages of recruitment in our data collection: candidate identification and attraction, the pre-selection phase, and finally, the candidate evaluation and selection phase. More practically, we structured our interview guide around these three recruitment phases to provide a coherent framework for the discussion with the interviewed managers. We then enriched the guide with open-ended questions to allow the participants to freely share their experiences regarding the use of AI in each of these phases, as presented in Table N°2 below.

Regarding the coding of the data collected during our semi-structured interviews, we adopted the Gioia and Corley (2013) model to structure our analysis. This three-phase approach allowed us to transform raw responses into meaningful insights. Initially, we identified raw codes, representing elements of discourse directly derived from participants, in order to capture the richness and diversity of their experiences. Then, these raw codes were grouped into aggregated codes, facilitating the emergence of recurring themes and patterns in the recruiters' perceptions of AI. Finally, we synthesized these aggregated codes into theoretical dimensions, which enabled us to prepare a structured presentation of the results, as shown in Table N°3 below.

3.Analysis of the Empirical Study

Rekrute is primarily dedicated to assisting companies in their search for candidates. Its central mission focuses on recruitment, although AI is not yet deployed at all stages of the process or across all related tasks.

The company places great importance on human contact in its interactions, whether with employers or candidates, which reflects its commitment to ethical AI. Although it does not directly participate in recruitment decisions, Rekrute offers analytical tools such as profile matching, based on criteria defined by recruiters. Additionally, the company provides a candidate follow-up service, allowing them to access information about their progress and chances of success, although this follow-up is mainly handled by

Table N°3: The Coding of Our Data According to the Gioia and Corley Model (Gioia, Corley, Hamilton, 2013)

Raw Codes (First-Order Codes)	Aggregated Codes Second-Order Codes)	Theoretical Dimensions (Aggregate Dimensions)
"Here, we use the AI's writing capability to draft a job offer in a few seconds."	Role of AI in the Recruitment Process	Recruitment Process Optimization
"AI can be useful and efficient... whenever you need to write an job advertisement."		
"Our AI can create CV summaries in no time."		
"AI could write an explanation of why this CV is interesting."		
"AI manage to organize the candidate's profile based on data in 30 seconds."		
"AI can handle thousands of CVs and highlight the best ones."		
"AI can compare candidates against each other based on criteria."		
"We use AI to analyze the matching 4k data and generate a score for each candidate."		
"AI can help make a decision, organize something for you.		
"AI was reproducing biases... by using past data to train AIs, we get past results."		
"There will never be women on a construction site... it's AI that reproduces that."	Risks and Limitations of AI: Bias and Ethics	Ethics in Algorithmic Recruitment
"We must be careful about the biases AI can introduce into the selection process."		
"Algorithms can reinforce existing stereotypes."		
"We need to be vigilant about how data is used to avoid biases."		
"Let's say we don't give it much room for maneuver."		
"AI can make mistakes, and we need to be aware of that."		
"We always need to keep a critical eye on the results provided by AI."		
"The human ultimately makes the decision."		
"It is your human intelligence that is at play here."		
"We shouldn't let the AI take the wheel."		
"AI is here to assist, not to replace humans."	The Intervention of Humans	Augmented Intelligence in Recruitment"
"The final decision must always be made by a human being."		
"The validation and adjustment of job ads generated by our AI Kiara remain the responsibility of recruiters."		

the recruiting companies themselves.

Rekrute has implemented an integrated and strategic approach to optimize its recruitment process by using artificial intelligence (AI) in some areas while maintaining an essential human dimension : :

In the candidate identification and attraction phase, Rekrute uses AI to generate job ads through the "Kiara" tool, which allows ads to be created in just a few minutes, thus reducing the time spent on writing from several days to just minutes. This also ensures consistency in the presentation of job offers. However, the validation and adjustment of these ads remain the responsibility of recruiters, ensuring that the final content is appropriate and free from bias.

"AI developers must program specific guidelines to prevent the AI from reproducing stereotypes or biases. For instance, the "Kiara" AI has been trained not to base its recommendations on gender."

A project aimed at improving the recommendations of job ads is also underway. It seeks to refine suggestions by considering not only the characteristics of candidates but also their behavior, such as the ads they view or apply to. This project leverages machine learning and deep learning techniques to identify patterns in the interactions between candidates and recruiters. It will provide more personalized and relevant recommendations, thereby enhancing the matching between candidates and job positions.

In this phase, Rekrute primarily relies on its own candidate database for sourcing, but may also turn to other sources, such as social networks like LinkedIn, especially for rare or specific profiles. For candidates not registered in their database, recruiters can contact them directly to encourage them to create a profile on Rekrute. While AI can be useful in this phase, Rekrute emphasizes that AI should be a tool for assistance and not a substitute for human evaluation.

The use of traditional filtering algorithms is also a key element of the sourcing process. These algorithms select profiles based on specific criteria such as industry, job function, level of experience, and educational background. This helps refine the selection process by ensuring that only the most relevant candidates move forward to the next stages.

In the pre-selection phase, Rekrute uses AI to create CV summaries. This technology allows for the extraction, structuring, and presentation of information from CVs in an efficient and relevant manner, streamlining the recruitment process for recruiters while enhancing the quality of the information available on candidates.

"At Rekrute, AI can extract relevant information from a CV and structure it using XML tags, which quickly and effectively fills profiles on recruitment platforms, making them more accessible for companies."

Still in the pre-selection phase, the internal document provided by Rekrute mentions the use of AI in the "4K matching" process. This system evaluates candidates based on personality traits and values through psychometric tests, allowing for the assessment of cultural fit between candidates and the company. AI is therefore employed to analyze this data and generate a "cultural matching" score, comparing the values of the candidates with those of the company. Additionally, it also plays a role in evaluating candidates' skills by analyzing CVs and checking their alignment with the job requirements.

However, after further discussions with Rekrute's team members, we observed that AI plays a more qualitative role in interpreting the scores generated algorithmically. Once the results are obtained, AI performs data analysis, providing decision support by interpreting the results in a way that makes them easier for recruiters to use.

"AI is involved in transforming the matching results (job-candidate), first through coding, then we rely on AI for an understandable interpretation of the coding results. AI helps us present the data clearly and structured, which can facilitate decision-making by recruiters."

Moreover, AI is employed to draft comparative analyses between candidates, thereby facilitating recruiters' understanding of the differences between candidates based on specific criteria.

An important aspect of this phase is the use of human chats rather than chatbots to interact with candidates. While chatbots can optimize time and energy in screening applications, Rekrute prioritizes human interactions, emphasizing the importance of human judgment in the selection process.

Furthermore, to prepare for the candidate selection phase, Rekrute utilizes AI in the creation of interview guides. By analyzing job requirements, AI automatically generates relevant questions, which can be customized depending on the specifics of each role. This helps standardize the evaluation process, reducing biases and ensuring a fair approach for all candidates. Additionally, by analyzing the results of previous interviews, AI contributes to continuously improving these guides, thereby ensuring a more effective recruitment process. This approach highlights the importance of transparency and clarity in the selection process, values that Rekrute emphasizes by providing detailed information on selection criteria and the number of candidates, fostering mutual understanding between recruiters and candidates.

"When the recruiter asks the same questions to everyone, they assess the answers based on a uniform standard. This makes it easier to compare candidates' skills and experiences, as each answer is judged

according to the same criteria."

"By standardizing the process, we limit subjective influences that could affect the recruiter's judgment. For example, a recruiter might unconsciously favor a candidate who resembles them or shares their opinions, but a structured guide helps minimize these influences."

"By using our interview guide, the recruiter must justify their choices more transparently. This makes it more difficult for a recruiter to favor a candidate based on subjective criteria, such as gender or other personal characteristics. The process becomes more explicit, promoting inclusion."

In summary, artificial intelligence is used in a targeted way at Rekrute. It primarily serves as a decision-support tool, assisting recruiters in optimizing certain tasks. However, it does not replace human judgment; instead, it acts as a complement that enhances the precision and efficiency of the recruitment process. This approach reflects a commitment to using technology to enrich the recruitment process while preserving the importance of human interaction in decision-making.

Beyond this role for recruiters, our interviews revealed another equally significant aspect, namely the mobilization of AI in support of candidates. Indeed, Rekrute has implemented several initiatives using artificial intelligence to assist candidates in their professional journey. Among these initiatives is the creation of CV summaries, allowing candidates to present their skills and experiences concisely. With the help of AI, they can obtain a first draft that they can then personalize, ensuring that their profile is showcased in the best possible way.

Guidance for candidates is another essential facet of this approach. By relying on past data, Rekrute analyzes candidates' previous career paths to guide them toward future opportunities. For example, it may highlight trends that show how former employees in similar roles have evolved into specific careers, providing valuable insights for candidates seeking direction.

Rekrute has also developed psychometric tests to help candidates better understand their personalities. These tests, along with career management advice, ensure that a potential position aligns with their aspirations and temperament. By preventing candidates from ending up in unsuitable roles, this approach aims to improve their professional satisfaction and success.

Finally, the colleagues interviewed at Rekrute emphasize the importance of informed decision-making. According to them, AI is not intended to replace candidates' judgment but to provide them with relevant information they can analyze. This allows them to retain control over their career paths, which is crucial for those who may feel lost in the complex job market. Ultimately, this thoughtful use of artificial intelligence aims to offer valuable support to candidates by providing the tools they need to navigate their careers with confidence.

4. Discussion

In the candidate identification and attraction phase, the practices observed at Rekrute demonstrate a relevant integration of AI, notably through the tool "Kiara" to automate and accelerate the writing of job ads. This aligns with findings in the literature, which highlight the efficiency of algorithms in optimizing online sourcing and matching candidates' qualifications to job requirements (Hmoud and László, 2019). However, Rekrute distinguishes itself by emphasizing human validation, ensuring that job ads generated by AI are reviewed by recruiters to avoid any bias. This approach reflects a balanced collaboration between AI and human expertise, where the literature tends to advocate for more extensive automation (Allal-Chérif et al., 2021). Additionally, while Rekrute uses social networks such as LinkedIn to attract specific profiles, the company seems to prioritize its own database, whereas other AI tools leverage social media information more extensively to update candidates' profiles (Vardarlier and Zafer, 2020). This cautious approach to AI, relying on human verification processes, reflects a concern for ethics and control, which could explain the differences observed compared to more automated practices.

In the candidate preselection phase, Rekrute uses AI to create CV summaries and assess candidates' suitability through psychometric tests. This approach aligns with the literature, which highlights the effectiveness of machine learning (ML) techniques and natural language processing (NLP) for analyzing CVs and ranking candidates based on their relevance (Li et al., 2021). However, a notable discrepancy arises regarding the use of chatbots: while the literature values their ability to directly interact with candidates for initial screening (Allal-Chérif et al., 2021), Rekrute prioritizes human intervention for this task. This choice seems to stem from a desire to maintain human judgment in interactions with candidates, considering chatbots less suitable for managing the qualitative aspects of applications.

On the other hand, AI's ability to interpret the results of psychometric tests and generate "cultural matching" scores at Rekrute shows a complementarity with the algorithmic approach described in the literature, thereby facilitating decision-making for recruiters. This balanced approach, combining automation and human expertise, highlights Rekrute's careful adoption of AI while leveraging its potential to enhance the efficiency of the preselection process.

In the selection phase, the use of artificial

intelligence (AI) in the recruitment process reveals an interesting synergy between theory and practice. Literature, particularly the works of Hunter and Hunter (1984), emphasizes the importance of standardizing interview questions and uniform evaluation methods to ensure fair assessment of candidates and reduce biases. This approach is implemented at Rekrute, where AI generates personalized and standardized questions, allowing for an objective comparison of applications. Moreover, the focus is on continuous learning, supported by the analysis of past performance, which translates into constant improvements in interview guides, as noted by Dipboye and Johnson (2013).

The theory also emphasizes the role of AI as a decision-support tool, while acknowledging the need to maintain human judgment in the process (Salgado, 1997). This reality is confirmed at Rekrute, where recruiters must justify their choices, thus promoting crucial transparency. Finally, while the literature primarily addresses the impact of AI on recruiters, Rekrute stands out due to its nature as a placement company, interacting with both recruiters and candidates. This specificity justifies the extensive use of AI for both parties, aiming not only to optimize the selection process but also to support candidates in showcasing their skills and managing their career paths.

This discrepancy between theory, often focused on the effectiveness of tools for recruiters, and the practice at Rekrute highlights the importance of a holistic approach that enriches both the recruitment process and the candidate experience. This opens the door to future reflections on the balance to be struck between technology and human interaction in HR processes.

5. Conclusion

At the conclusion of our research, the results of our study highlight the essential role that artificial intelligence (AI) plays in the recruitment process, both for recruiters and candidates. For recruiters, AI optimizes candidate identification, attraction, and evaluation, while also helping to reduce biases in selection. At the same time, Rekrute provides candidates with AI tools that enhance their applications, guide them in choosing companies, and support their career development, thus strengthening their position in the job market.

In light of the existing literature, it is clear that the integration of AI enables more efficient management of applications and greater objectivity in recruitment decisions. Thus, we have been able to answer the central research question : AI contributes to the recruitment process at Rekrute by facilitating the pre-selection and evaluation of candidates, while also offering valuable resources to help candidates navigate their professional journey.

However, it is crucial to maintain ethical vigilance throughout this process, ensuring that algorithms do not reinforce existing stereotypes and that human judgment remains central in the final decisions. To ensure responsible use of AI in recruitment, it is recommended that companies adopt a balanced approach, combining the capabilities of AI with rigorous human oversight. This would not only improve the experience of recruiters and candidates but also help establish fairer and more equitable practices.

However, this study has certain limitations, particularly its focus on the application of AI within Rekrute, which may limit the generalizability of the findings to other contexts or industries. Additionally, while AI offers undeniable benefits, its reliance in the selection process raises concerns about the quality of human interactions, which are essential in recruitment.

For future research, deeper investigations into candidates' perceptions of AI usage could enhance our understanding of the dynamics at play. Lastly, analyzing best practices to balance technology and human interaction will be a promising avenue to ensure that AI primarily serves as a complementary tool to human expertise in the recruitment process.

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