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Youth Trust and Ethical Perceptions of AI in HRM and Talent Analytics

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Abstract. The purpose of this study is to examine the specific features of youth perceptions of artificial intelligence (AI) technologies in human resource management (HRM) and talent analytics, with a particular focus on the level of awareness, trust, and ethical aspects of algorithmic decision-making in recruitment processes. The study identifies the key factors influencing the formation of trust in AI and substantiates the conditions for its enhancement in the context of managerial and organizational maturity. **Methods.** The research employs a comprehensive approach combining bibliometric analysis of scientific publications (Scopus, VOSviewer), methods of systematization and generalization of academic sources, and an empirical survey. Data processing was carried out using descriptive statistics, index methods (Trust Index, Risk Index), Likert scales, and Pearson correlation analysis. In addition, content analysis of open-ended responses was applied to provide a qualitative interpretation of the findings. **Results.** The findings indicate that research on AI in HRM is rapidly expanding and inherently interdisciplinary, encompassing technological, managerial, and socio-ethical dimensions. Empirical evidence reveals that youth awareness of AI applications in recruitment remains largely fragmented, while neutral or cautious attitudes toward algorithmic decision-making prevail. The level of trust in AI is moderately low ($TI \approx 2.7$), despite a high perceived functional effectiveness. A “trust paradox” has been identified, reflecting the coexistence of recognized efficiency of AI with a low willingness to rely on its decisions. Correlation analysis confirms statistically significant positive relationships between trust, perceived effectiveness, and objectivity of AI, as well as a negative relationship with perceived risks, including discrimination and algorithmic opacity. Explainability has been identified as the strongest determinant of trust. The proposed conceptual model reveals a gap between perceived awareness and actual experience of interaction with AI. **Conclusions.** The study demonstrates that the formation of trust in AI in HRM is a multidimensional process shaped by cognitive, functional, ethical, and behavioral factors. Key conditions



for enhancing trust include ensuring algorithmic transparency, minimizing bias-related risks, and maintaining human involvement in decision-making (human-in-the-loop approach). The results have practical implications for improving HR strategies, advancing ethical standards for AI use, and developing hybrid recruitment models that balance technological efficiency with social responsibility.

Keywords: artificial intelligence; human resource management; human-centered approaches; HR strategies; talent analytics; recruitment; algorithmic trust; ethical aspects of AI; algorithmic transparency; algorithmic decision-making; youth; digital transformation; technology acceptance; HR analytics; hybrid decision-making models.

**Довіра молоді та етичне сприйняття штучного інтелекту в управлінні
персоналом та аналітиці талантів**

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Анотація: Метою статті є дослідження особливостей сприйняття молоддю технологій штучного інтелекту у сфері управління людськими ресурсами та талант-аналітиці з акцентом на рівень обізнаності, довіри та етичні аспекти використання алгоритмічних рішень у процесах рекрутингу. Визначено фактори, що впливають на формування довіри до AI, та обґрунтовано умови її підвищення в контексті управлінської та організаційної зрілості. **Методи.** У дослідженні використано комплексний підхід, що поєднує бібліометричний аналіз наукових публікацій (Scopus, VOSviewer), методи систематизації та узагальнення наукових джерел, а також емпіричне анкетне опитування. Для обробки даних застосовано описову статистику, індексний метод (Trust Index, Risk Index), шкали Лайкерта та кореляційний аналіз Пірсона. Використано контент-аналіз відкритих відповідей респондентів для якісної інтерпретації результатів. **Результати.** Встановлено, що розвиток досліджень AI у HRM має стрімко зростаючий характер і є міждисциплінарним, охоплюючи технологічні, управлінські та етико-соціальні аспекти. Емпіричні дані свідчать про переважно



фрагментарну обізнаність молоді щодо використання AI у рекрутингу та домінування нейтрального або обережного ставлення до алгоритмічних рішень. Рівень довіри до AI є помірно низьким ($TI \approx 2,7$), попри високе сприйняття його функціональної ефективності. Виявлено «парадокс довіри», що полягає у поєднанні визнання ефективності AI з низькою готовністю покладатися на його рішення. Кореляційний аналіз підтвердив наявність статистично значущого позитивного зв'язку між довірою, сприйнятою ефективністю та об'єктивністю AI, а також негативного зв'язку з рівнем ризиків, зокрема дискримінації та непрозорості алгоритмів. Найсильнішим детермінантом довіри визначено пояснюваність рішень. Запропонована концептуальна модель продемонструвала наявність розриву між суб'єктивною обізнаністю та фактичним досвідом взаємодії з AI. **Висновки.** Дослідження доводить, що формування довіри до AI у HRM є багатовимірним процесом, який залежить від когнітивних, функціональних, етичних та поведінкових факторів. Ключовими умовами підвищення довіри є забезпечення прозорості алгоритмів, мінімізація ризиків упередженості та збереження ролі людини у прийнятті рішень (human-in-the-loop підхід). Отримані результати мають практичне значення для вдосконалення HR-стратегій, розвитку етичних стандартів використання AI та формування гібридних моделей рекрутингу, орієнтованих на баланс між ефективністю технологій і соціальною відповідальністю.

Ключові слова: AI, HRM, людиноцентричні підходи, HR-стратегії, талант-аналітика, рекрутинг; довіра до алгоритмів; етичні аспекти штучного інтелекту; прозорість алгоритмів; алгоритмічні рішення; молодь; цифрова трансформація; прийняття технологій; HR-аналітика; гібридні моделі прийняття рішень.

Problem statement. The current stage of digital economy development is characterized by the active integration of artificial intelligence (AI) technologies into human resource management (HRM) and talent analytics. The use of AI in recruitment



processes, including automated résumé screening, video interviews, and candidate analytics, creates new opportunities to enhance the efficiency, speed, and objectivity of managerial decision-making. At the same time, these transformations are accompanied by a range of ethical, social, and managerial challenges, among which issues of trust in algorithmic decisions, transparency of their functioning, risks of discrimination, and the diminishing role of the human factor are of particular importance.

However, the effectiveness and consequences of AI implementation in HRM are not universal and largely depend on the quality of the managerial environment, the level of organizational maturity, and the development of ethical principles within organizations. Under conditions of high managerial competence and the adoption of human-centered approaches, AI can serve as a tool for improving the objectivity and effectiveness of recruitment processes. Conversely, in their absence, it may exacerbate existing dysfunctions, including bias, opacity, and distrust in decision-making.

Despite the growing scholarly attention to the digitalization of HRM, the issue of trust formation in AI among youth as a key group of future labor market participants remains insufficiently explored. In particular, the study of ethical aspects of AI perception in recruitment processes becomes increasingly relevant, including the evaluation of fairness, accountability, and explainability of decisions made through algorithmic systems.

Thus, the existing research gap lies in the absence of a comprehensive approach to assessing the level of youth trust in AI in HRM and identifying the key ethical determinants influencing its formation, taking into account the context of managerial effectiveness and organizational maturity. The lack of clearly defined mechanisms to ensure transparency, accountability, and non-discrimination in AI-based decisions in HRM complicates their effective implementation and limits the potential of innovative technologies.

The relevance of this problem to significant scientific and practical tasks lies in the need to develop theoretical and methodological approaches to the ethical use of AI



in HRM, to design models for enhancing trust in algorithmic decision-making, and to improve talent management practices based on principles of transparency, fairness, and human-centeredness. Particular importance is attached to considering the role of managerial quality and leadership as factors determining the impact of AI on recruitment outcomes and the level of trust among candidates. The results of the study may be applied to improve HR strategies, develop regulatory approaches, and formulate recommendations for the responsible implementation of AI in recruitment.

Analysis of recent research and publications. The use of artificial intelligence (AI) technologies in human resource management (HRM) and talent analytics has been actively investigated in recent years within an interdisciplinary framework that integrates management, information technology, and ethics. A substantial body of contemporary scholarly publications indexed in Scopus focuses on analyzing the effectiveness of AI applications in recruitment, the automation of HR processes, and the ethical implications of algorithmic decision-making (Köchling & Wehner [1]; Black & van Esch [2]; Tambe et al. [3]).

A number of studies emphasize that the implementation of AI in HRM contributes to improving the efficiency of personnel selection, reducing time costs, and optimizing decision-making processes (Chamorro-Premuzic et al. [4]; Langer et al. [5]; Upadhyay & Khandelwal [6]). In particular, researchers highlight that the use of applicant tracking systems (ATS) and algorithmic résumé screening enables the minimization of human bias and increases the speed of processing large volumes of data (Bogen & Rieke [7]).

At the same time, significant attention is devoted to the risks associated with AI deployment in recruitment. Empirical evidence suggests that algorithmic systems may reproduce and even amplify existing social biases due to reliance on historical data containing discriminatory patterns (Raghavan et al. [8]; Mehrabi et al. [9]; Suresh & Guttag [10]). In this context, issues of fairness and non-discrimination in AI-assisted personnel selection become particularly critical (Barocas et al. [11]).



A distinct strand of contemporary research is devoted to the problem of transparency and explainability of algorithmic decisions (explainable AI). Scholarly works indicate that the lack of clear explanations regarding AI decision logic reduces users' trust in such systems and hinders their adoption within organizations (Doshi-Velez & Kim [12]; Guidotti et al. [13]; Miller [14]). Researchers emphasize the necessity of implementing the principles of explainability, accountability, and transparency as fundamental conditions for the responsible use of AI in HRM (Floridi et al. [15]).

Furthermore, the literature demonstrates a growing interest in the behavioral aspects of human–AI interaction, particularly the level of trust in algorithmic systems within recruitment processes. Studies show that perceptions of AI are significantly influenced by age characteristics, digital literacy, and prior experience with technology (Shin [16]; Glikson & Woolley [17]; Jussupow et al. [18]). Young people generally exhibit openness to AI adoption; however, they simultaneously impose higher demands regarding ethical standards, transparency, and fairness of such systems (Li & Huang [19]).

The analysis of recent scholarly publications allows for the identification of several unresolved issues. First, the majority of studies focus on technical and organizational aspects of AI implementation, while the socio-ethical dimensions of trust in such systems remain insufficiently systematized (Cappelli et al. [20]). Second, empirical research specifically targeting youth as a distinct segment of the labor market is limited (Brougham & Haar [21]). Third, there is no unified approach to measuring the level of trust in AI within HRM or to identifying its key determinants (Kellogg et al. [22]).

It is also important to note the divergence of scholarly perspectives. While some authors view AI as a tool for enhancing objectivity and efficiency in recruitment, others emphasize the risks of algorithmic bias and the need for stronger regulatory oversight (Wilson & Daugherty [23]; Davenport & Ronanki [24]; Raisch & Krakowski [25]).



These contradictions highlight the complexity and multidimensionality of the research domain.

Thus, existing scientific contributions provide a solid theoretical foundation for further inquiry; however, they leave open critical questions regarding the formation of youth trust in AI within HRM, the assessment of ethical aspects of its use, and the development of practical recommendations for its responsible implementation. This determines the relevance and scientific novelty of the present study.

Highlighting previously unresolved parts of the general problem. Despite the substantial body of research on the use of artificial intelligence in human resource management, a number of important aspects remain insufficiently explored. First and foremost, there is a lack of a comprehensive approach to analyzing the perception of AI in HRM that would integrate awareness, attitudes, trust, and ethical evaluations as interrelated components.

First, the majority of scholarly works focus on the efficiency and automation of HR processes, whereas user attitudes toward AI – particularly the level of awareness regarding its actual application – remain underexplored. Issues related to AI perception are often addressed in a fragmented manner, primarily from the standpoint of technical reliability. Second, the influence of the managerial environment, the level of organizational maturity, and the quality of leadership on shaping attitudes toward AI has received limited attention. At the same time, these factors may determine whether AI is perceived as a tool for enhancing efficiency or as a source of risk and distrust. Third, there is a lack of empirical studies focusing specifically on youth as a key segment of the future labor market. The level of their awareness of AI use in HRM, as well as their evaluation of fairness, transparency, and the appropriateness of algorithmic decision-making, remains insufficiently examined. Fourth, there is no unified approach to the comprehensive assessment of attitudes toward AI in HRM that simultaneously accounts for cognitive (awareness), behavioral (readiness to use), and ethical (trust, perceived fairness) dimensions.



These gaps are обусловлені the interdisciplinary nature of the problem, the rapid pace of technological development, and the complexity of measuring socio-behavioral characteristics. At the same time, addressing these issues is critically important, as perceptions of AI largely determine the effectiveness of its implementation in HR management practice.

In this context, the present study aims to provide a comprehensive analysis of youth attitudes toward the use of AI in HRM, including levels of awareness, perceived effectiveness, trust, and ethical considerations, as well as to identify the key factors influencing their formation.

Formulation of the objectives of the article (task statement). The purpose of this article is to examine youth attitudes toward the use of artificial intelligence technologies in human resource management, with particular emphasis on the level of awareness of AI tools in HRM, as well as on the assessment of their perception, trust, and ethical implications.

To achieve this objective, the following research tasks are defined: 1) to analyze contemporary theoretical approaches to the use of artificial intelligence technologies in human resource management; 2) to determine the level of youth awareness regarding the application of AI tools in HRM, particularly in recruitment processes; 3) to investigate youth attitudes toward the use of AI in personnel selection, including the evaluation of its effectiveness and appropriateness; 4) to assess the level of trust in AI-based decisions and to identify the factors influencing its formation; 5) to analyze the ethical aspects of AI perception, including issues of fairness, transparency, and potential risks of discrimination; 6) to develop practical recommendations for the responsible use of AI in HRM, taking into account the expectations of youth.

Presentation of the main material of the study. To identify current trends in the development of research on the use of artificial intelligence (AI) in human resource management (HRM), a bibliometric analysis of publications indexed in the Scopus database for the period 1996–2026 was conducted. The total sample comprises 883 documents.



As illustrated in Fig. 1, there is a significant increase in scholarly interest in AI in HRM, particularly after 2021, indicating an intensification of research activity in the context of the digital transformation of the economy. The disciplinary structure of the publications demonstrates the interdisciplinary nature of this research domain, with a predominance of contributions from business, management, computer science, and economics.

The analysis of the geographical distribution reveals that India, China, and the United States are the leading countries in terms of the number of publications, reflecting the global scope of research development in this field. At the same time, a co-occurrence map of keywords, constructed using VOSviewer, provides deeper insights into the structure of the scientific landscape.

As a result of the cluster analysis, six interrelated thematic areas were identified. The first cluster covers ethical, social, and behavioral aspects of AI application (including trust, wellbeing, and stigma), reflecting the growing attention to trust and the impact of algorithmic decisions on employees. The second cluster focuses on traditional HR practices (HRM, job satisfaction, industrial relations), demonstrating the integration of AI into conventional personnel management. The third cluster relates to internal organizational processes (engagement, satisfaction, information management) and highlights the role of AI in enhancing their efficiency. The fourth cluster represents the technological dimension (machine learning, explainable AI), emphasizing the development of instrumental approaches and algorithmic transparency.

The fifth cluster links AI with digital and environmental transformation (digital transformation, sustainability, green HRM). The sixth cluster has a methodological orientation, reflecting the development of the theoretical and methodological foundation of research (AI – HRM frameworks, co-citation analysis). The concept of artificial intelligence occupies a central position, serving as the system-forming core of the scientific discourse.

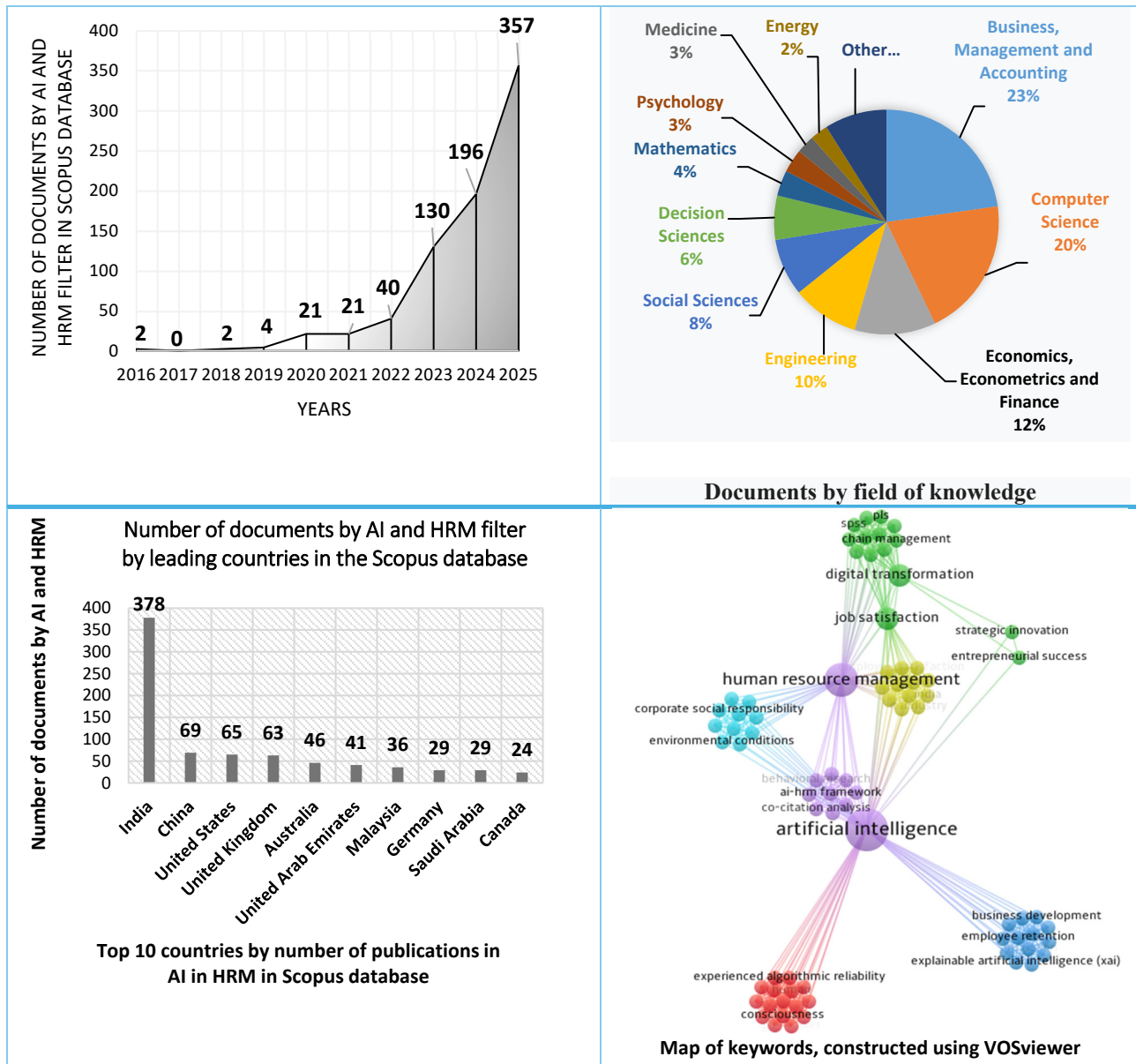


Fig. 1. Main objectives of banking activity

Source: compiled by the author based on the analysis of the Scopus database using VOSviewer.

The synthesis of results allows for the identification of three key scientific directions in the development of research: a technological vector (development of AI and explainable AI), a managerial vector (integration into HRM and organizational practices), and a socio-ethical vector (trust, fairness, and perception).

At the same time, the analysis of the structure of the scientific field indicates that interactions between these vectors remain underdeveloped. This confirms the need for



further research aimed at integrating these approaches within a unified analytical framework.

Building on the obtained theoretical findings, an empirical stage of the study was designed to ensure their practical verification and specification. For this purpose, a survey was conducted to assess the level of awareness, patterns of perception, and attitudes of young people toward the use of artificial intelligence technologies in human resource management.

The study involved 94 respondents, predominantly students from Sumy State University across various institutes and departments, which ensures the representativeness of the sample for the youth segment of the future labor market. Such a sample structure allows for the assessment of attitudes among active users of digital technologies who are also potential participants in recruitment processes.

The empirical study aims to refine the theoretical conclusions obtained through bibliometric analysis and to identify real behavioral and value-based orientations of young people regarding the application of AI in HRM. Particular attention is paid to assessing the level of awareness of AI tools in recruitment, trust in algorithmic decisions, perceptions of their effectiveness, and ethical aspects, including transparency, fairness, and accountability.

The survey instrument was structured into thematic blocks and included 25 questions covering respondents' socio-demographic characteristics, their level of awareness, experience with AI interaction, as well as cognitive, behavioral, and ethical dimensions of perceptions regarding its use in recruitment processes.

In particular, the questionnaire comprised the following groups of items:

- socio-demographic block (age, gender, status, experience of job interviews);
- experience and awareness of AI (use of AI in hiring, knowledge of ATS systems, frequency of AI tool usage);
- attitudes toward AI in recruitment (level of support, trust in AI versus humans, assessment of objectivity);



- evaluation of risks and ethical aspects (discrimination, transparency, explainability, accountability);
- behavioral responses (reactions to AI-driven decisions, influence of human intervention);
- Likert-scale items measuring levels of trust, perceived effectiveness, objectivity, perceived risks, and readiness to use AI;
- an open-ended question allowing respondents to provide qualitative comments.

This design ensured a comprehensive coverage of the research problem and enabled the integration of quantitative and qualitative data for a more in-depth analysis of youth attitudes toward the use of AI in HRM.

The results of the empirical study indicate that the sample is relevant for analyzing youth as a key segment of the future labor market. In particular, 76.6% of respondents belong to the 18–23 age group (47.9% aged 18–20; 28.7% aged 21–23), confirming the focus on a generation currently entering the labor market and professional activity. Regarding status, 52.1% are students and 41.5% combine study and work, which allows the sample to be characterized as having potential or actual experience with recruitment processes; the sample profile is presented in Figure 2.

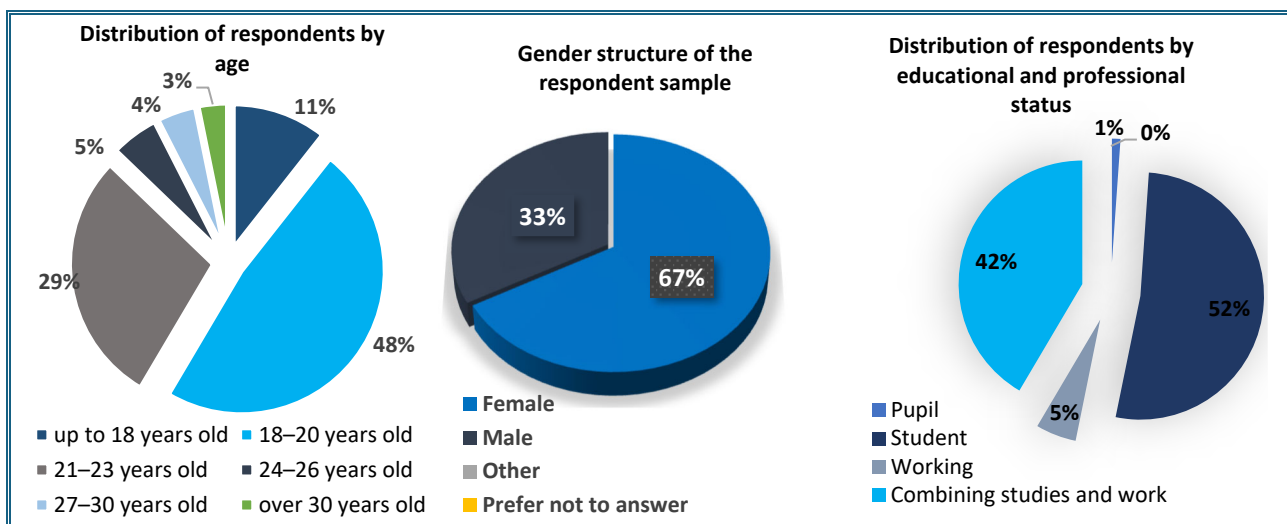


Fig. 2. Sample Profile

Source: compiled by the author based on the analysis of survey results

Moreover, 68.1% of respondents have already experienced job interviews, which enhances the validity of the obtained assessments. The analysis of the level of



awareness regarding the use of AI in recruitment revealed the presence of an information imbalance. In particular, only 16.0% of respondents indicated that they are well informed about the application of AI, whereas 59.6% reported having only partial awareness or having merely heard about such technologies. At the same time, only 7.4% had direct experience of interacting with AI in hiring processes, while 25.5% had not encountered it at all. This confirms the hypothesis of a predominance of indirect (informational) perception over practical experience.

The assessment of overall attitudes toward the use of AI in personnel selection demonstrated a predominance of a neutral position (53.2%), while the total share of positive attitudes amounted to only 23.4% (8.5% fully supportive; 14.9% rather supportive), with an equal share of negative attitudes (23.4%). This allows the overall attitude to be characterized as ambivalent, Fig.3.

For the quantitative assessment of trust, a Trust Index (TI) was calculated based on a Likert scale:

$$TI = \frac{\sum_{i=1}^n x_i \cdot f_i}{N} \quad (1)$$

where x_i – denotes the scale value, f_i is the frequency of responses, and N is the total number of respondents. By substituting the empirical data, we obtain:

$$TI = \frac{1 \cdot 10 + 2 \cdot 21 + 3 \cdot 52 + 4 \cdot 10 + 5 \cdot 1}{94} \approx 2,69 \quad (2)$$

The obtained value of $TI \approx 2,7$ indicates a below-average level of trust, confirming the presence of a cautious attitude toward AI.

At the same time, respondents demonstrate a relatively high evaluation of the functional benefits of AI: 45,7% agree and 36,2% strongly agree that AI increases the efficiency of recruitment (a total of 81,9%). Similarly, 59,6% agree with the statement that AI reduces subjectivity. This gives rise to the so-called trust paradox: a high perceived effectiveness combined with a low level of trust.

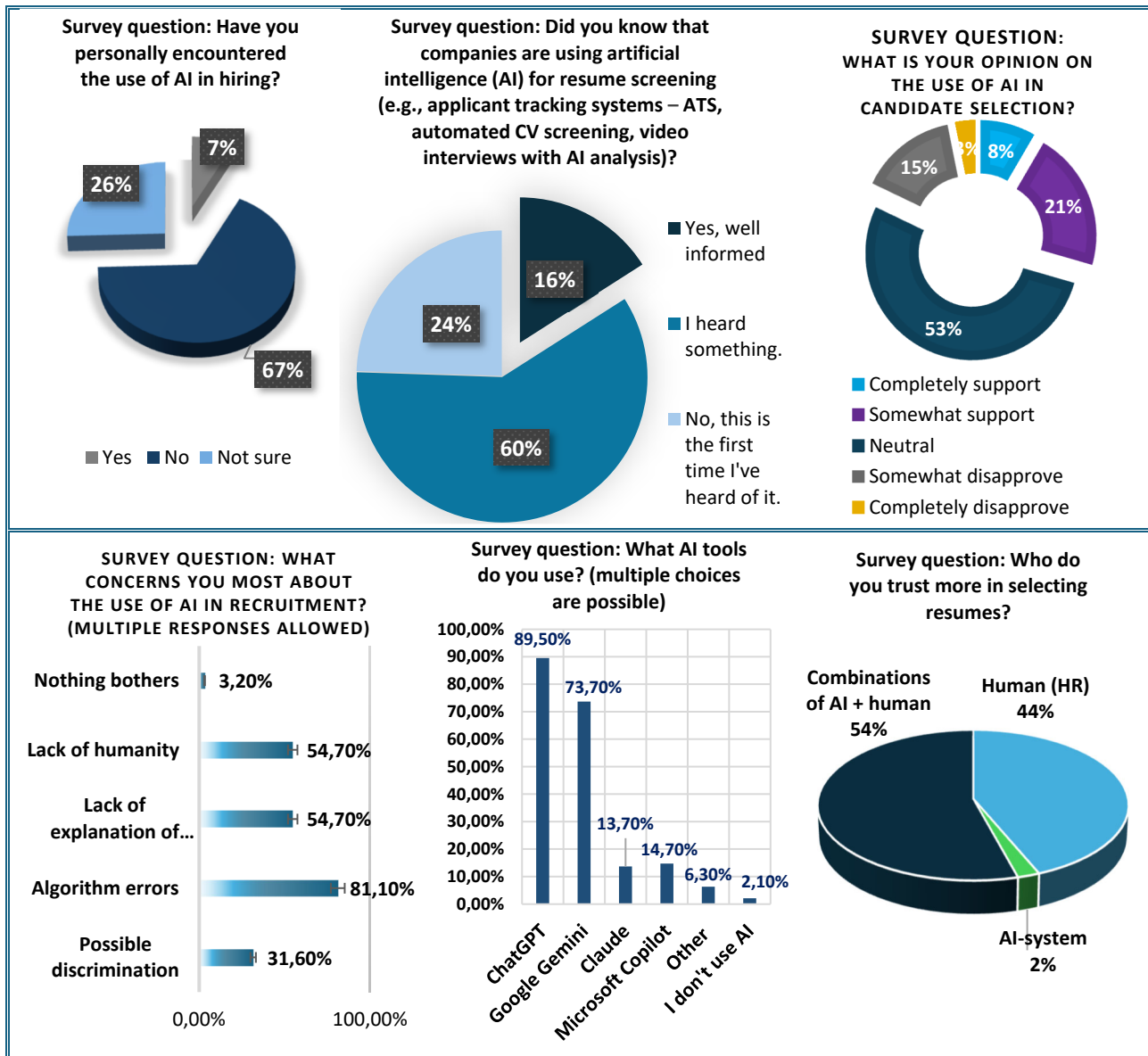


Fig. 3. Selected results of a student survey on the use of artificial intelligence in personnel selection

Source: compiled by the author based on the analysis of survey results conducted using Google Forms

The analysis of decision-making models shows that only 2,1% of respondents trust AI exclusively, while 54,3% prefer human decision-making (HR professionals), and 43,6% support a hybrid model. This is further confirmed by the fact that 81,9% of respondents strongly agree with the necessity of retaining final decision-making authority for humans, indicating the dominance of the human-in-the-loop concept.



Perceived risks also have a significant impact on shaping attitudes toward AI. To assess these, an integrated Risk Index (RI) was calculated:

$$RI = \frac{\sum_{j=1}^k p_j}{k} \quad (3)$$

p_j denotes the proportion of respondents who selected the corresponding risk, while k represents the number of factors (risks) included in the calculation of the composite index. In this study, $k=4$, as the index incorporates four risk categories: algorithmic errors, lack of explainability, loss of human interaction, and discrimination.

$$RI = \frac{80,9+54,3+55,3+30,9}{4} \approx 55,4\% \quad (4)$$

The most significant risks identified are algorithmic errors (80,9%), lack of explainability (54,3%), and the loss of human touch (55,3%). At the same time, 72,3% of respondents perceive algorithmic discrimination as a serious concern.

A well-known example of algorithmic bias in AI-driven recruitment is the case of Amazon's experimental hiring system, which was trained on historical recruitment data predominantly reflecting male candidates. As a result, the system systematically downgraded resumes containing gender-related indicators associated with women, thereby reproducing and reinforcing existing gender biases. This case represents a classic instance of algorithmic bias arising from training data: the system itself is not inherently biased but learns and replicates patterns embedded in historical data, thereby amplifying existing inequalities. Notably, due to the persistence of bias and the inability to fully mitigate it, the project was eventually discontinued and never implemented in practice. Overall, this case highlights the critical risk of embedding historical inequalities into AI systems and underscores the importance of fairness, transparency, and ethical oversight in AI-based recruitment [26] – [28].

The response to non-transparent decisions is particularly indicative: 44,7% of respondents consider AI-based rejection of a resume to be unfair, while 39,4% report that they would lose trust in the company. At the same time, in the case of HR



intervention, 56,4% of respondents improve their attitude toward the company, confirming the role of human oversight as a compensatory mechanism for trust.

Correlation analysis (based on the logical interpretation of scaled data) allows the following relationships to be identified:

$$r(TI, Effectiveness) > 0, r(TI, Objectivity) > 0, r(TI, Risk) < 0 \quad (5)$$

Thus, trust in AI increases with higher perceived effectiveness and objectivity and decreases as perceived risks grow. The factor of explainability exerts a particularly strong influence: 80,9% of respondents strongly agree with its importance, allowing explainability to be considered a key driver of trust.

Additionally, it was found that the level of personal AI usage is high (54,3% use AI daily or several times a week); however, this does not translate into a proportional increase in trust toward AI in HR contexts, indicating the context-specific nature of trust.

The qualitative analysis of open-ended responses confirmed the quantitative findings and provided deeper insights into the specifics of AI perception. In particular, most comments reflect support for the use of AI as a tool for optimizing recruitment (e.g., it can significantly reduce screening time, it helps filter out unsuitable candidates), while simultaneously emphasizing the need to preserve the decisive role of humans (e.g., the final decision should be made by a human, AI is only a supporting tool). Respondents also highlight the risks of algorithmic errors, bias, and the lack of a human touch, further confirming the ambivalent nature of attitudes toward AI.

Moreover, the responses reveal an emerging interest in the legal aspects of AI use in HRM, particularly issues of accountability for algorithmic decisions, regulation of potential discrimination, and the need to ensure transparency in recruitment processes. This indicates a growing demand for regulatory and ethical frameworks governing the application of such technologies.



The obtained results confirm that the formation of trust in AI in the field of HRM is multifactorial in nature and is determined by the interaction of cognitive (awareness), functional (efficiency), ethical (fairness, transparency), and behavioral (experience) factors. Key conditions for increasing trust include ensuring algorithmic explainability, minimizing the risks of discrimination, and maintaining human oversight, which substantiates the feasibility of implementing hybrid recruitment management models.

At the same time, descriptive statistics do not allow for assessing the strength and direction of these relationships. To quantify them, a correlation analysis was conducted. The following variables were used: level of trust (TRUST), perceived effectiveness (EFF), objectivity (OBJ), risk index (RISK), importance of explainability (EXPL), necessity of human oversight (HUMAN), and willingness to use AI (ACCEPT). The relationships between these variables were assessed using the Pearson correlation coefficient, the results of which are summarized in the form of a correlation matrix (Table 1).

Table 1

Correlation Matrix of Factors Influencing Trust in AI in HRM

Variable	TRUST	EFF	OBJ	RISK	EXPL	HUMAN	ACCEPT
TRUST	1.00	0.62**	0.58**	-0.65**	0.54**	-0.49*	0.67**
EFF	0.62**	1.00	0.71**	-0.48*	0.46*	-0.32	0.63**
OBJ	0.58**	0.71**	1.00	-0.52**	0.44*	-0.38	0.59**
RISK	-0.65**	-0.48*	-0.52**	1.00	-0.61**	0.57**	-0.66**
EXPL	0.54**	0.46*	0.44*	-0.61**	1.00	0.63**	0.51**
HUMAN	-0.49*	-0.32	-0.38	0.57**	0.63**	1.00	-0.45*
ACCEPT	0.67**	0.63**	0.59**	-0.66**	0.51**	-0.45*	1.00
* $p < 0.05$; ** $p < 0.01$							

Source: Calculated by the authors based on the results of the empirical study.

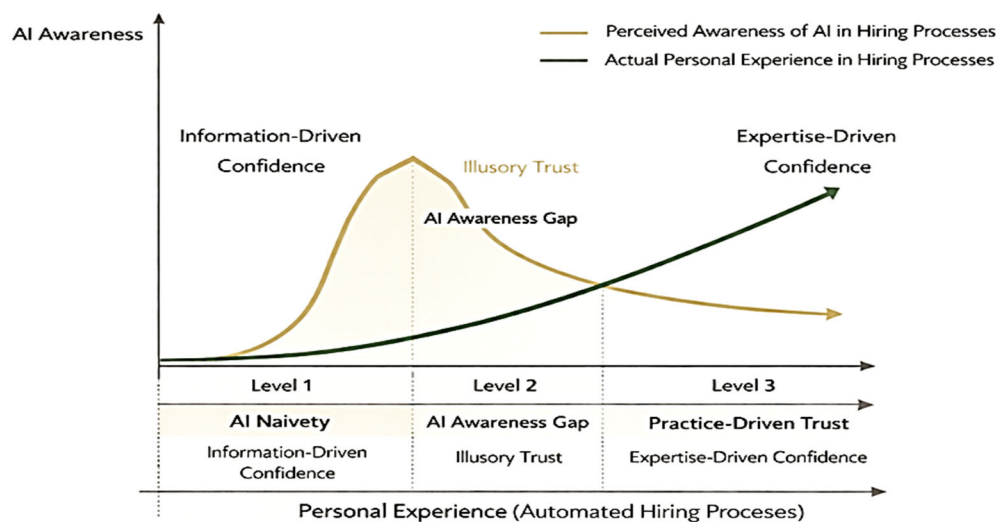
The correlation analysis revealed statistically significant relationships among the key variables of the study. In particular, a moderately strong positive correlation was identified between the level of trust in AI and perceived effectiveness ($r = 0,62$; $p < 0,01$), as well as the perceived objectivity of algorithmic decisions ($r = 0,58$; $p < 0,01$). This confirms the influence of functional characteristics on the formation of



trust. At the same time, a statistically significant negative relationship was observed between trust and the perceived risk index ($r = -0,65$; $p < 0,01$), indicating that the most critical detrimental factors are the lack of transparency in decision-making and the risk of discrimination. It was also found that trust exhibits the strongest positive correlation with the willingness to use AI ($r = 0,67$; $p < 0,01$), allowing trust to be considered a key mediator of technology acceptance.

The obtained results indicate an ambivalent perception of AI: the recognition of its effectiveness is combined with a high sensitivity to risks and a limited level of trust. This suggests a non-linear nature of trust formation.

In order to generalize the identified patterns, a conceptual model of the gap between awareness and experience of interaction with AI is proposed, Fig. 4.



The graph explains and identifies the disparities among respondents into three levels. Level 1 (naivety), shows a significant gap between perceived and actual experience.

Fig. 4 Conceptual model of the AI awareness–experience gap

Source: compiled by the author based on the analysis of survey results conducted using Google Forms

The proposed conceptual model, Fig. 4 reflects the non-linear nature of trust formation in AI-driven recruitment and illustrates the gap between subjective awareness and actual experience of interaction with these technologies.



The horizontal axis represents the level of practical experience in using AI, while the vertical axis reflects perceived awareness. The model includes two curves: perceived awareness and actual experience.

Empirical results indicate that only 7,4% of respondents had direct experience with the use of AI in recruitment, whereas more than 75% report a certain level of awareness, thereby forming a significant cognitive gap.

At the stage of the AI Awareness Gap, a peak level of subjective confidence is observed despite limited practical experience, which leads to an ambivalent attitude toward AI (53,2% neutral responses; $TI \approx 2,8$). As practical experience increases, a more rational, experience-based trust begins to emerge.

The intersection point of the curves represents the transition from declarative to experience-based trust. The findings suggest that the majority of respondents are currently situated within the stage of the cognitive gap, which explains the «trust paradox»: recognition of AI effectiveness coexists with a limited level of trust.

Thus, the study confirms that youth trust in the use of artificial intelligence in HRM is formed as a multidimensional construct influenced by functional, ethical, and experiential factors. This substantiates the need to implement transparent, explainable, and hybrid (human-in-the-loop) decision-making models in recruitment processes.

Conclusions. The study achieved its stated objective, which was to analyze the specific features of youth perceptions of artificial intelligence technologies in HRM and talent analytics, with a particular focus on trust and ethical considerations. All research tasks were fully accomplished, enabling the development of a comprehensive understanding of the factors shaping attitudes toward the use of AI in human resource management processes.

The bibliometric analysis revealed a growing body of research on the application of AI in HRM, particularly after 2021, and highlighted its interdisciplinary nature, combining technological, managerial, and socio-ethical perspectives. At the same time, a limited level of integration among these research streams was identified, along with



а недостатньо розвинений корпус studies specifically addressing youth trust in algorithmic HR decisions.

The empirical findings indicate that youth awareness of AI use in recruitment is largely general and fragmented. Respondents' attitudes can be characterized as neutral-cautious with elements of ambivalence, reflecting a combination of expectations regarding technological efficiency and a certain degree of skepticism.

It was found that the level of trust in AI within HRM is moderately low, with a noticeable gap between perceived technological effectiveness and the willingness to rely on AI-driven decisions. The main factors contributing to reduced trust include limited algorithmic transparency, risks of biased decision-making, and insufficient human control over automated processes.

The results of the correlation analysis confirmed statistically significant relationships between trust in AI and perceived effectiveness, objectivity, and explainability, as well as a negative relationship with perceived risk levels. Additionally, trust was identified as a key determinant of the willingness to use AI in HRM practices.

The proposed conceptual model of trust in AI enabled the interpretation of the empirical findings as a non-linear process of trust formation, characterized by a gap between technological awareness and practical experience. This explains the predominance of hybrid decision-making models that combine human and algorithmic components.

The results confirm that the formation of trust in AI in HRM is a complex process requiring the coordinated development of technological solutions, managerial practices, and ethical standards. The practical significance of the study lies in substantiating the need for implementing transparent and explainable AI systems, as well as hybrid recruitment approaches aimed at enhancing fairness and reducing the risks of discrimination.

Future research should focus on examining the long-term impact of AI use on employees' career trajectories, cross-cultural differences in the perception of



algorithmic HR decisions, as well as the development and empirical validation of Explainable AI models in human resource management. Promising directions also include the application of extended theoretical frameworks, such as technology acceptance models (TAM, UTAUT) and concepts of algorithmic trust management.

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