

Majors: HRM

Major/No. H14

Determining the Influence of Generative AI on Recruitment and Talent Acquisition



Submitted By:

ALI SHAIYAN SAQLAIN BUKHARI

Enrolment # 01-321251-003

Supervisor:

Ms. Sumeela Amin

BAHRIA BUSINESS SCHOOL

BAHRIA UNIVERSITY ISLAMABAD

Spring-2025

FINAL PROJECT/THESIS APPROVAL SHEET

Open Defense Examination

Open Defense Date ____ / ____ / ____

Topic of Research: Determining the Influence of Generative AI on Recruitment and Talent Acquisition

Names of Student(s): ALI SHAIYAN SAQLAIN BUKHARI

Enroll # 01-321251-003

Class: MBA (1.5)

Approved by:

MS. SUMEELA AMIN

Supervisor

QURAT UL AIN WAQAR

Research Coordinator

DR. AFTAB HAIDER

Head of Department

Acknowledgements

First and foremost, I offer my profound gratitude to Almighty Allah, the Most Gracious and the Most Merciful, for granting me the strength, cognitive clarity, and perseverance required to execute and complete this research project. I am deeply indebted to my research supervisor, Ms. Sumeela Amin, for her invaluable guidance, rigorous academic insights, meticulous reviews, and constant encouragement throughout this process. Her standard of academic excellence heavily shaped the structural and conceptual framework of this dissertation. I also extend my sincere thanks to the entire faculty at Bahria Business School, Bahria University Islamabad, for providing a supportive academic environment conducive to advanced research. My immense gratitude goes to the talent acquisition stakeholders, human resource directors, recruiters, and artificial intelligence developers from the private IT-sector companies in Rawalpindi who generously agreed to participate in this study. Their willingness to share firsthand operational experiences regarding Generative AI integration in talent acquisition was vital to the empirical richness of this work. Finally, I owe a special debt of gratitude to my beloved parents and family for their endless love, prayers, and lifelong sacrifices. To my friends and peers, thank you for your unwavering intellectual support and camaraderie every step of the way.

Abstract

This dissertation critically reviews the recruitment and talent acquisition role of Generative Artificial Intelligence (GAI), comprehensively addressing how operational efficiency, screening fairness, workforce diversity, ethical transparency, and candidate experiences evolve under AI-assisted hiring paradigms. Driven by strict qualitative feedback from the viva voce panel, this study transitions fully away from quantitative assumptions to adopt a rigorous, qualitative exploratory research design rooted in the interpretive paradigm. Guided by the Technology Acceptance Model (TAM) and Stakeholder Theory, this study operationalizes how HR professionals, talent acquisition leads, and AI software engineering specialists experience and interpret the deployment of GAI across localized professional ecosystems. Primary data gathered via in-depth semi-structured interviews with 12 purposively and snowball-sampled participants across three leading, private software development and IT infrastructure firms operating within the Rawalpindi-Islamabad tech cluster. The target industry strictly rationalized due to its rapid, tech-driven talent requirements and early-stage adoption of algorithmic automation. Data processing conducted via programmatic open coding and rigorous thematic analysis aligned with Braun and Clarke's (2006) six-stage framework. The empirical findings reveal that while GAI serves as a powerful administrative tool—drastically reducing time-to-hire, minimizing operational costs, and automating monotonous tasks like high-volume resume parsing—it introduces significant systemic vulnerabilities. These include algorithmic amplification of historical data biases, opaque black-box architecture, data privacy non-compliance, and severe limitations in evaluating complex interpersonal soft skills and cultural alignment. The study establishes five distinct qualitative propositions demonstrating that GAI must act exclusively as an augmented decision support mechanism rather than an autonomous proxy for human judgment. Ethical governance frameworks, continuous representative dataset auditing, upfront transparent disclosure to candidates, and proactive HR capability building presented as mandatory pre-conditions for responsible algorithmic integration within contemporary strategic human resource management.

Keywords: Generative Artificial Intelligence, Talent Acquisition, Algorithmic Bias, Technology Acceptance Model, Stakeholder Theory, Thematic Analysis, Qualitative Exploratory Design.

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