Attitudes of Various Professional Groups towards the Use of Artificial Intelligence in the Migrant Recruitment Procedure

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Abstract

Aim: This article analyzes the attitudes of various professional groups toward using artificial intelligence (AI) in migrant recruitment. It includes a theoretical section discussing the need to employ migrants, the role of AI in recruitment, and the concept of attitudes as drivers of human behavior, as well as an empirical section presenting workshop-based research findings.

Methodology: Interviews were conducted with three professional groups – academic teachers, HR specialists, and entrepreneurs (seven participants each) – to explore their views on AI's usefulness in migrant recruitment.

Results: The findings indicate generally positive attitudes across all groups toward using AI in this context.

Implications: While no major differences were found between the groups, each highlighted different practical challenges in implementing AI. The study reveals a general openness to AI and outlines practical considerations for its application in recruitment.

Originality/value: The article presents original research contributing to the development of knowledge on improving migrant recruitment processes through AI.

Keywords: AI, recruitment process, migrants

1. Introduction

Over the last two years an increasingly large, almost massive, inflow of migrants to Poland has been observed. At the beginning of 2021 there were almost 457.2 thousand foreign nationals in Poland (as of January 28, 2021), which constitutes slightly more than 1% of the total population. The largest group of immigrants were citizens of Ukraine, Belarus, Germany, Russia and Vietnam. The data did not include people currently staying in Poland or in Poland temporarily as part of foreign exchange travel or on the basis of valid visas.

The outbreak of the Russian-Ukrainian war contributed to the largest migration movement in the 21st century so far, and as a result, over 3.5 million refugees arrived in Poland in a short period of time, mainly women, children and the elderly. Among these migrants, over 60% were aged 18-40, and only about 4% were people over 60 most received temporary or permanent residence permits for work purposes.

Another significant factor shaping the situation of migrants in Poland is the ageing of the population and older workers leaving the labour market. In the near future there will be a significant shift in the proportions between the number of people of working age (up to 60 years for women and up to 65 years for men) and post-working age. The period after 2025 will be chartered by a rapid ageing of the population, with the number of those aged 85 and over increasing by 50% (reaching 0.5 million), and in 2030 up to almost 800,000 (currently, the number of people of this age is less than 320,000; in 2045, for the first time, the number of people over 60 years of age will be greater than those under 30 years of age (GUS, 2022)). Thus, forecasts show that over the next forty years there will be unprecedented growth in the elderly population – by 2030 71 million adults are expected to be 65 or older. By 2060, this number is expected to increase to 98 million, representing approximately 25% of the population (Centers for Desease Control and Prevention CDC, 2021). Europe, in particular, is facing major demographic changes characterized by a decline in the birth rate and an ageing population (López--Hernández et al., 2021; Spijker et al., 2020). For this reason, the number of people receiving pension benefits in relation to those predisposed to perform professional work and actively generate national income will increase sharply.

In this situation there is a need to recruit and prepare for work employees for whom Poland is not their country of origin, but who see migration as an opportunity for a better life (Andrejuk & Winiarska, 2020). Therefore, it can be expected that in the coming months and several years ahead more immigrants will come to Poland, enter the labour market and become members of the Polish community.

Current data indicate that immigrants with specialist IT training, doctors and other people with higher education can find well-paid jobs in Poland without any major problems. However, there is also a large group of immigrants who are not as well prepared in terms of professional competences, do not know the Polish language at a sufficient level and do not always speak English. At the same time, these migrants require help in finding a job, a place to live, in acquiring new or improving existing qualifications, in solving everyday problems, etc., not to mention further elements of social support. One of the possibilities of using the development of technology is the use of artificial intelligence in the procedure of recruiting candidates, the use of which may be beneficial both for the migrants themselves and the organization that wants to employ them. Artificial intelligence (AI) is a branch of computer science that deals with the construction of machines and algorithms whose operation has the hallmarks of intelligence, e.g. the ability to spontaneously adapt to changing conditions, make complex decisions, learn, abstract reasoning, etc.

Attitudes towards a specific phenomenon, object or people determine a person's behaviour in relation to it. They are the motive behind one's action, causing him/her to take or to refrain from doing so, and they have causative power when artificial intelligence is used in the migrant recruitment procedure.

The study aimed to identify the attitudes of various professional groups towards the use of artificial intelligence in the recruitment of migrants.

2. Literature Review

The subject of artificial intelligence is the study and determination of rules governing intelligent human behaviour and their use in algorithms and computer programs that can use these rules. Examples of such solutions are quite commonly used programs for recognising texts, images, sounds, translation, proving theorems of logic and mathematics, machine learning, simulation games, and recently even programs used in recruitment and selection processes (Jatoba et al., 2019; Ore & Sposato, 2021; Qamar et al., 2021; Rodney & Durana, 2019). The important role of humans in artificial intelligence does more than help increase trust and 'reciprocity' of human and machine intelligence, but also helps to allay fears and concerns related to the uncontrolled spread of artificial intelligence systems (Mohanty & Vyas, 2018).

Artificial intelligence is derived from intelligence theory to provide a deeper understanding of the symbiotic relationship between human intelligence and machine intelligence. Numerous researchers have proposed various theories about intelligence, which can be divided into four main types: psychometric theories, cognitive theories, cognitive-contextual theories, and biological theories (Bray & Kehle, 2011; Dweck & Henderson, 1989; Mackintosh, 2011; Norman, 2014).

Despite differing approaches to intelligence, scientists generally accept the idea that machines may have intelligence in specific areas, or even emotional intelligence, but may not have general intelligence. Theories of multiple intelligences (Gardner, 2011) help understand the strengths of human and machine intelligence – for example, humans generally outperform machines in terms of linguistic, interpersonal, creative (or experiential), and contextual (or practical) intelligence. On the other hand, machines can outperform humans in some areas of logical/mathematical and analytical intelligence. The strengths of humans and machines can explain their relations and lay the theoretical foundations for augmented intelligence (AI).

According to Zhou et al. (2021), augmentation refers to the act or process of making something bigger – adding to it in a way that makes it larger and/or better. Artificial intelligence is defined as enhancing human capabilities, intelligence and performance through the use of information technology. Augmented intelligence requires human-machine cooperation or human-machine symbiosis, in which machines do what they do best (e.g. profound discoveries about people and the world) and thus inspire humans. Augmenting intelligence refers to a partnership between human and machine in which both parties contribute their strengths. The belief that machines can enhance human abilities has been present for many years and has a long history.

Already in 1945, Bush (after Zhou et al., 2022) described how machines evolved and began to make people's lives easier, and then called on the science community to record information and share knowledge with others, and already in 1960 Licklider (1960, p. 4) proposed cooperation between people and computers.

Undoubtedly, computer programs are increasing their ability to do things that once only humans could perform (Fu & Hsiao, 2023; Demirkan et al., 2016). Nowadays, intelligent machines have become almost like humans, recognizing voices, processing natural language, learning and interacting with the physical world through sight, smell, touch and other senses, mobility and motor control. In some cases, they perform much faster and better than humans, and in particular excel at recognizing patterns,

performing rule-based analysis of very large amounts of data, and solving both structured and unstructured problems. Several decades ago, important publications appeared on the subject about how intelligent machines with artificial intelligence can take people's jobs and replace them. However, specialists do not now perceive AI as a threat because it does not replace people, but increases their capabilities (Gratch, 2021).

Automation (using artificial intelligence) in the context of increasing intelligence (developing it using artificial intelligence) are two aspects of the same phenomenon, although it covers many tasks, 100% routine, that artificial intelligence can completely automate. In the near future many tasks can be automated using artificial intelligence, which can generally serve humans, i.e. increase the competences of people who care about their development, and have a positive motivation to learn new things (Rouse & Spohrer, 2018). We can also view the automation-augmentation continuum as a combination of two different types of cognitive systems: biological and digital. Each cognitive system can play different roles: tool, assistant, collaborator, trainer and mediator. The transition from cognitive tool to cognitive mediator requires cognitive systems with increasingly sophisticated models of tasks, world, self, user, and institutional context (Siddike et al., 2018).

However, artificial intelligence has been present in migration processes since the late 1990s in the form of systems related to the collection and processing of data regarding the flow of people. In relation to processes related to labour migration, these tools are already being used. One of the emerging areas of application of artificial intelligence in migration-related processes in the context of the labour market is the use of tools that enable matching the professional skills of migrants with locations with similar needs to determine their best employment prospects – Swiss and American examples can be mentioned here. The Swiss algorithm program of the Swiss Immigration Policy Lab (IPL) and the American program, Annie MOORE (Matching and Outcome Optimization for Refugee Empowerment), assess the competences of migrants (refugees) and enable officials to place them in those parts of the country that best fit their profile. The creators of this algorithm stress that it increases refugees' chances of finding employment. Artificial intelligence tools can also be used to assess the cultural compatibility of migrants from different parts of the world with the society of the destination country. The algorithm can decide whether a foreigner will culturally "fit" into the culture of the host country (Florczak, 2022). One of a few noteworthy examples of the use of artificial intelligence in employee research in Poland is an interdisciplinary experiment aimed at examining the subjective sense of work-life balance among employees.

Attitudes in the broad sense of the word mean "relatively stable inclinations to have a positive or negative attitude towards the attitude object" (Wojciszke, 2021, p. 200). The object of attitudes can be people, objects and phenomena.

Attitudes consist of three components: cognitive (referring to what knowledge the subject has regarding the attitude object), emotional (referring to what emotions an individual experiences in relations with the attitude object), and behavioural (allowing to observe how the person behaves towards the object of the attitude) (Mika, 1984; Mądrzycki, 1977). It is believed that attitudes, because they consist of different components, are not always coherent (Stasiuk & Maison, 2014, p. 331).

In social psychology, attitude means the assessment of an attitude object in cognitive, affective and behavioural aspects (e.g. Fiske & Taylor, 2017). From a psychological perspective, the cognitive component concerns the perceptual and intellectual aspect of the overall assessment of an object (e.g. way of thinking, knowledge about the object, attitude, information processing, etc.). The affective (emotional) component covers the level of emotional sensitivity, causing propulsive action (determining the attractiveness of the object and willingness to maintain contact with the attitude object) or repulsive (leading to avoidance) towards the attitude object (Bartkowiak, 2016, p. 270). The behavioural component constitutes specific, observable acts of behaviour towards the attitude object, undertaken in direct relations with this object. Attitudes are characterized by a direction, e.g. hostility or willingness to cooperate, and intensity, which can be strong or weak. Attitudes can be declared

(based on the cognitive component) and real (referring to the affective and behavioural component (Bartkowiak, 1988, p. 11)).

Although there are numerous studies in the literature regarding the application of artificial intelligence (AI), there is a lack of empirical research on its functioning in specific organizational conditions, such as recruitment and selection procedures. Therefore, the authors undertook the implementation of the research procedure described further.

The considerations related to the literature on the subject and experience from practice made it possible to formulate the following main and detailed research problems.

3. Methodology

The research conducted so far, most often of a survey nature, indicated diverse attitudes towards the use of artificial intelligence (e.g. Fehler, 2017; Lange, 2019; Gwieździński, 2017; Malczewski, 2019; Torczyńska, 2019), hence the following research problems were formulated in the research procedure.

This allows for the formulation of the following research problems:

1. What are the attitudes of selected representatives of academic teachers, HR specialists and entrepreneurs towards the use of artificial intelligence in the recruitment of migrants?
2. Are there any differences in the modalities of attitudes towards the use of artificial intelligence in the migrant recruitment procedure in particular groups of respondents?

The research carried out as part of the qualitative procedure used a diagnostic survey method and an interview technique consisting of two questions:

1. What is your opinion on the use of artificial intelligence in the recruitment of migrants?
2. Can AI be useful in the employment procedure, and in particular the recruitment of migrants to work?

The respondents consisted of 21 individuals with higher education, including representatives of academic teachers, HR specialists, and entrepreneurs. The age of the respondents ranged from 33 to 57 years. The study included 11 women. Seven representatives of the group of entrepreneurs attending postgraduate studies at a higher education institution were invited to participate in the research. Their work experience ranged from 7 to 27 years. Similarly, the same number of HR specialists were recruited, with work experience ranging from 6 to 18 years. The group of academic teachers consisted of seven teachers employed at two public and one private higher education institutions, with diverse teaching profiles. In all cases, the respondents had higher education. This group included three PhDs and four habilitated doctors, with work experience at the university, and sometimes also in practice, ranging from 6 to 29 years. Participation in the research was based on voluntary consent to participate. The individuals were informed that they could withdraw from providing information at any time.

The interviews were conducted by telephone and, after obtaining consent, recorded. The duration of each interview was approximately 20 minutes.

4. Findings

The analysis of statements indicating the usefulness or partial usefulness of AI in the recruitment and selection procedure of migrants and job candidates (category A) showed a varying level of optimism regarding the possibility of using this tool, but in each case, it indicated a positive attitude towards it, free from any stereotypes. selected representatives of two different professional groups (academic teacher and HR specialist). It is worth emphasizing the benefits that can be enjoyed by both job-seeking migrants and the organization employing them.

Table 1. Categories of responses regarding the usefulness of AI in the migrant recruitment procedure
(HR specialists, entrepreneurs, academic teachers)

Category code and number of statements by research participants	Types of statement categories	Information about people participating in the study	Statements of research participants
1	2	3	4
A (4 people)	Statements of people emphasizing suitability of use AI for both migrants to indicate them the opportunity to take work in a given region as well as HR employees	Female, assistant professor, 38 years old	"It would be good if migrants themselves could use AI immediately after arriving in the country that hosts them, then they could find out, for example, what training they should undergo and what competences they should acquire in order to take up employment?"
		Male HR specialist, 44 years old	"I consider AI to be partially useful in the recruitment and selection procedure of migrants, treating AI rather as an 'opportunistic practice'. I am of the opinion that GPT can be a complement to collecting information about the candidate, but it will not completely replace the experience and intuition of the recruiter..."
			"However, from the point of view of the possibility of optimizing procedures and costs, it always makes sense for everyone enterprises..."
B (4 people)	Positive attitudes pointing at the usefulness of AI in HR and in especially at employing migrants	Female, prof. supervisor, 56 years old	"I'm glad because it actually makes sense to use AI in practice, especially when we need to employ migrants. Well, Europe is ageing, this problem was previously faced by our German neighbours who did not want to do certain, dirty jobs, and the economy cannot stand still. This can really make things easier for HR staff, although I'm not an expert here"
		Female, assistant professor, 39 years old	"I am extremely positive towards AI, but I believe that through GPT chat, especially the paid one, we open the way to cheating by intelligent but not very hard-working students and numerous cases of plagiarism, but this is typical of our times. Of course, it's a great idea to use AI in HR practice. Migrants will appear here as in other European countries, Poland is certainly not as attractive a country as Sweden or Germany, but not everyone will have such opportunities. Some migrants will settle here and work, so it's a good idea..."
C (5 people)	Statements that indicate that the use AI is an essential stage in the development of IT information technology	Male, entrepreneur, 43 years old	"We must get used to using the opportunities offered by AI, and specifically GPT, due to the need to employ migrants with varying levels of professional preparation and competences. GPT can certainly replace humans, it is an inevitable trend. This also matters in terms of lower costs of employing people. Currently, it is an expensive undertaking, but that will change"
		Female, HR specialist, 52 years old	"In many cases, AI is already replacing humans by doing more and more complicated work for them, and this is something normal. It can certainly be applied to the recruitment procedure of migrants as well. I don't understand what would be an obstacle. For now, there is enough work in our HR company, I am not afraid that I may be replaced by AI... or rather that I will not know how to use it"

1	2	3	4
D (2 people)	Statements about AI indicating the possibility of loss work by HR department employees	Male, HR specialist 58 years old	"AI poses a certain threat to HR employees because their employers will have an excuse to further reduce the cost of maintaining such specialists. Of course, this will be a "short-term" measure, but sometimes employers' awareness of appreciating the work of HR specialists' differs"
		Female, entrepreneur, 33 years old	"I believe that AI is synonymous with our times, but I am afraid that its development may contribute to the abandonment of the HR function, e.g. in corporations where some decision-makers will want to boast about how they implement technological innovations, replacing experienced HR specialists"
E (3 people)	Statements showing moderate enthusiasm regarding the usefulness of AI in employing migrants, pointing to organizational and technical problems	Female assistant professor, 40 years old	"AI can be used not only in the recruitment and selection of migrants, but, for example, in the preparation of reports. GPT chat as a program is overrated. Currently, we have commercial programs that provide us with all kinds of data, and other data that is not available in these programs can be easily obtained. Currently, the problem is their financing, i.e. purchasing licences"
		Female, HR specialist, 43 years old	"In order to prepare the GPT chat to provide meaningful answers regarding the employment of migrants, it must be prepared in advance, i.e., enter specific data, which is time-consuming to obtain. The question arises whether it would be easier to use the services of a recruiter... After all, we do not accept thousands of migrants at the same time..."
F (3 people)	Skeptical statements pointing only to cyclical interest in AI	Male, entrepreneur, 57 years old	"I don't believe AI can replace humans. I know that my position is not popular because artificial intelligence is fashionable (...) However, I am of the opinion that nothing can replace a human in direct contact with a job candidate, whether he is a migrant or not (…) Of course, a human can also make a mistake, let alone a computer..."
		Man, entrepreneur, 51 years old	"Artificial intelligence is nothing more than a manifestation of technology development. People associate it with robots that replace humans. It seems to me that it can only be used if it makes physical work easier. A person will not have to use the work of his muscles, because it is to some extent pointless, although necessary. However, humans are the most perfect being on the phylogenetic ladder and their intelligence is incomparable to any programs, which is why I am of the opinion that AI must be used "wisely" and the recruitment of migrants, especially when it comes to more responsible positions, cannot be left to AI. Moreover, we have to use more sophisticated selection tools when it comes to migrants, because those who come to us are more "entrepreneurial", unfortunately in the negative sense of the word. I have very negative personal experiences... I don't think we should employ them en masse (...) A person who has experience and intuition should decide about employing them and he can also be wrong..."

Source: own elaboration

The next category consisted of statements by people who are fairly enthusiastic about the use of AI (category B) in recruiting migrants for work. Considering the current situation (the war in Ukraine and mainly the ageing of our society), supporters of this position emphasized the need to employ migrants for the further development of the economy and, at the same time, the validity of using the development of technology, as demonstrated by AI. The use of artificial intelligence would make things easier for HR specialists. On the other hand, regardless of the positive attitude, the analysis of statements indicated some differences in positions depending on the person's profession.

A representative of the academic teaching community drew attention to undesirable aspects of the popularity of AI among students, which may lead to unfair practices of copying works using the GPT chat. According to the next group of research participants (category C), the emergence of AI is a natural stage of technology development, and the fact that it is useful in the matter of employing migrants seems to be a secondary issue due to the wide spectrum of its application. The attitude of the research participants related more to the achievements of technology than to their use in the process of recruiting migrants to work, and was generally positive.

Regarding the discussion of the next category (D), it can be assumed that the statements indicating the sense of threat of losing a job in the HR department as a pretext to reduce employment costs, presented by two research participants (an HR specialist and a person representing entrepreneurs) were caused by negative experiences from professional practice, which, as a manifestation of excessive generalization, were used by them to design their own vision regarding the future professional functioning of migrants.

Considering the next category, one can observe that the respondents focused on organizational and technical problems (category E) related to the use of the GPT chat program (both by a representative of academic teachers and an HR specialist). Although the attitudes of both women could be considered positive, they stressed the limitations that should be taken into account when introducing the program into practice. These statements indicated knowledge and perhaps also experience in using AI in relation to other programs they use (a specialist employed in a corporation) and some shortcomings resulting from the need to purchase a license.

Similarly, skeptical statements indicating the cyclical attitude of research participants towards AI (category F), and in one case a negative attitude towards employing migrants on a larger scale, resulted from negative personal experiences (which in each case constitute a partial reflection of reality) even if they were an artefact. On the other hand, they conveyed a certain narrative regarding the possibility of using AI, which can be verified by further practice, and they certainly made people aware of its possible weaknesses. The analysis of the data obtained did not lead to the creation of separate categories of attitudes towards the use of artificial intelligence in the recruitment procedure. In other words, the represented profession did not become the basis for distinguishing attitudes of a specific modality, only to a specific group of respondents, i.e. academic teachers, HR specialists and entrepreneurs.

5.   Discussion and Conclusions

The presented categories of statements, although they concern attitudes towards the use of artificial intelligence in the recruitment procedure of migrants, also refer to the following important issues: attitudes towards the use of artificial intelligence and, indirectly, the employment of migrants. In most cases, these attitudes can be considered positive, although the analysis of the narrative allowed to distinguish six categories, two of which can be considered slightly skeptical, emphasizing the opportunistic nature of interest in artificial intelligence and the threats to employees.

The analysis of the statements did not reveal any significant differences in the perception of the possibilities of using AI among the representatives of the three groups of professions participating in

the research, although they sometimes point out slightly different aspects of the difficulties related to its practical implementation (category B). With the availability of GPT chats, it seems important for academic teachers to create safeguards that will allow them to verify the copyright of studies and qualification theses. HR specialists, in turn, were interested in the possibility of streamlining the recruitment procedure in view of the prospect of employing migrants, whilst for entrepreneurs, especially those running medium-sized companies, the costs of using AI programs would be important.

The data obtained confirmed the generally positive attitude towards the use of artificial intelligence, present in relatively numerous studies on the subject (e.g. Lange, 2019; Malczewski, 2019; Torczyńska, 2019). The respondents' statements clearly indicated the use of AI as a natural phenomenon, which is a manifestation of the development of IT technology, also previously presented in some publications (e.g. Fehler, 2017; Gwieździński, 2019; Pawlicka et al., 2020).

Overall, the knowledge of GPT programs both by representatives of academic teachers and other professions was optimistic. It can be expected that some of them have already encountered the use of AI in practice and have had the opportunity to become more familiar with its advantages and shortcomings.

The analysis of the content of the statements also allowed to draw conclusions about the modality of attitudes towards employing migrants, regardless of the fact that this was not the main problem of this study, which were also mainly positive. The analysis of Poles' attitudes towards migrants showed that Poland is among the countries that are moderately favourable and quite favourable to migrants in light of the results of the European Social Survey of 2019-2020 (after Andrejuk & Winiarska, 2020). Positive attitudes were also observed in research conducted by Bartkowiak (2021) when they concerned attitudes towards educating migrant children.

Returning to the main topic of the research, the data obtained indicated positive attitudes of representatives of three professional groups towards the use of artificial intelligence in the recruitment process of migrants. Florczak (2022) reached similar conclusions in her research, emphasizing the importance of the emerging challenges facing artificial intelligence.

The data also allowed to reach a positive conclusion of an application nature, enabling to predict the wider use of AI in human resources procedures, in particular in the employment of migrants.

Considering the limitations of the research, it may be controversial that the conducted interviews referred to the study of declared attitudes (Bartkowiak, 1988) formulated in social situations, which may be accused of 'political correctness'.

The research carried out in accordance with the requirements of the qualitative procedure reflects only a certain fragment of reality and is subject to certain limitations: the conclusions drawn on their basis cannot be generalized, but rather they should be treated as a survey based on declared attitudes. However, they shed light on issues that have not only cognitive but also application value, they can help in the professional adaptation of migrants and optimize the recruitment procedure of people who come to Poland with the intention of finding a suitable job.

Considering the directions for further research, it would be beneficial to consider three types of research approaches: conducting studies according to the quantitative research paradigm using appropriately prepared techniques and research tools, increasing the sample size, conducting further extensive qualitative research, and/or repeating the studies in 2-3 years with the same group to track the dynamics of attitudes towards AI.

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Postawy różnych grup zawodowych wobec wykorzystania sztucznej inteligencji w procedurze rekrutacji migrantów

Streszczenie

Cel: Przedmiotem opracowania jest analiza postaw różnych grup zawodowych wobec wykorzystania sztucznej inteligencji w rekrutacji migrantów. Autorki przedstawiają zagadnienia związane z potrzebą zatrudniania migrantów, sztuczną inteligencją (AI), a w szczególności jej zastosowaniem w procedurze rekrutacyjnej oraz empirycznej.

Metodyka: Procedura badawcza miała na celu udzielenie odpowiedzi na następujące pytania: jakie są opinie na temat wykorzystania sztucznej inteligencji w rekrutacji migrantów oraz czy AI może być przydatna w procedurze rekrutacji migrantów do pracy? Badania z wykorzystaniem techniki wywiadu przeprowadzono w trzech grupach zawodowych: nauczycieli akademickich, specjalistów HR i przedsiębiorców, po siedem osób w każdej grupie.

Wyniki: Analiza wypowiedzi nie ujawniła istotnych różnic w postrzeganiu możliwości wykorzystania AI wśród przedstawicieli trzech grup zawodowych biorących udział w badaniu, choć niekiedy wskazują one na nieco inne aspekty trudności związanych z jej praktyczną implementacją.

Implikacje i rekomendacje: Artykuł obok walorów poznawczych wskazujących generalnie na brak barier mentalnych wśród przedstawicieli zróżnicowanych grup zawodowych wobec zastosowania AI w procedurze rekrutacji migrantów prezentuje walory aplikacyjne inspirujące do wdrażania tego algorytmu w praktyce.

Oryginalność/wartość: Artykuł zawiera oryginalne wyniki badań nad problematyką usprawnienia procedur rekrutacyjnych wśród migrantów, stanowiące wkład w rozwój dyscypliny.

Słowa kluczowe: AI, proces rekrutacji, emigranci