

“finding the ‘good Profile’: how Hr Professionals View the Role of Artificial Intelligence in Recruitment”

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Abstract

This study explores how Artificial Intelligence (AI) is transforming recruitment and selection within human resource management (HRM), focusing on the balance between algorithmic objectivity and human judgment. Based on qualitative interviews with forty HR managers and recruiters across diverse Moroccan organizations, the research examines practitioners’ experiences and perceptions of AI-enabled recruitment tools. The findings reveal two main perspectives: while many view AI as an efficient and objective tool that enhances candidate-job matching and reduces bias, others emphasize the continued necessity of human intuition, empathy, and ethical oversight in decision-making. Overall, the study highlights AI’s role as part of a hybrid human–AI collaboration rather than a substitute for human recruiters. It contributes to understanding AI adoption as a socio-technical process shaped by organizational culture and professional norms and calls for transparent, explainable, and bias-audited systems to ensure fair, inclusive, and human-centered recruitment practices.

Keywords: Artificial Intelligence; Recruitment; Human Resources; Assessment; Objectivity; Human Intervention; Bias; Hr Managers