



## AI Integration in Screening and Selection: The Impact of Perception of Fairness, Trust, and Usability in the Acceptability of HR Employees in Metro Manila

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### ARTICLE INFO

#### Article History:

Received : 28 February 2026

Revised : 12 March 2026

Accepted : 20 March 2026

Publication : 31 March 2026

DOI : [10.47742/ijbssr.v7n3p2](https://doi.org/10.47742/ijbssr.v7n3p2)



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### ABSTRACT

*The study examined how perceptions of fairness, trust, and usability predicted the acceptance of artificial intelligence integration in the screening and selection process. Researchers administered a cross-sectional survey to 140 human resource professionals in Metro Manila who possessed experience using artificial intelligence in screening and selection. Multiple linear regression and partial least squares structural equation modeling were employed to develop the emerging structural model and obtain standardized coefficients. Findings revealed that usability significantly predicted acceptability, while trust predicted it to a slightly weaker extent. Fairness did not retain significance when it was entered alongside the other predictors. These findings suggested that human resource employees prioritized user-friendly and trustworthy artificial intelligence, which is critical for successful integration. The results highlighted the need for transparency, training, and support within the human resources department to better prepare staff for fostering ethical and effective integration of artificial intelligence in the workplace.*

**KEYWORDS:** Algorithmic Ethical Perception, Technology Acceptance Model, Recruitment, Black-box, Artificial Intelligence, Screening and Selection, Perception

### INTRODUCTION

This study aims to examine how HR employees in Metro Manila view the acceptability of AI integration screening and selection, specifically in terms of fairness, trust, and usability perception. By assessing these perceptions of fairness, trust, and usability, the study aims to identify whether a relationship exists among them, predicting the acceptability of AI integration.

Studies have shown that the independent variables, trust ([Sawrikar & Mote, 2022](#)), fairness ([Barrett, 2024](#)), and usability ([Jiang et al., 2024](#)), have a small to moderate effect on the acceptability of HR professionals to integrate AI in screening and selection. Exploring the perceptions of HR employees in Metro Manila on the current AI integration in screening and selection in their workplace, alongside their experience with fairness, trust, and usability, will help gauge the future and real-world

applications of these hiring tools. This will contribute to a more in-depth understanding of AI integration while trying to maintain a proper balance of both ethical consideration and effectiveness.

A cross-sectional survey was administered to 140 HR professionals in Metro Manila with experience using AI in screening and selection. SPSS was used for multiple linear regression and Cronbach's alpha. Construct Reliability was validated via CFA (Jamovi). PLS-SEM (WarpPLS) was applied to evaluate model fit and then to produce the emerging structural model and standardized coefficients.

Moreover, this study contributes to the implications of artificial intelligence in human resources and can be employed as a framework for assessing or improving the integration of AI-based hiring tools.



Furthermore, this study holds significance for various stakeholders involved in both the HR industry and AI development. HR professionals in Metro Manila, and in general, will benefit from the insights provided in the research on how their peers perceive and accept AI in screening and selection, potentially guiding their own adoption strategies and highlighting training or support needs in their organization and HR department, better preparing them for ethical and effective AI integration.

Companies and employers will find the results useful in aligning AI-integrated hiring tools with employee values and organizational goals, ensuring smoother implementation and higher internal acceptance rates.

### 1.0 Artificial Intelligence

AI may be defined as a process, the current frontier of computational advancements, that imparts references to human intelligence in addressing complex decision-making problems. "In short, AI is whatever we are doing next in computing." ([Berente et al., 2021](#)).

AI seems to be everywhere now, having inserted itself into our daily lives. A technology trend that has no signs of slowing down, and is seen as the new frontier of human intelligence, having placed itself into every conceivable industry ([Jiang et al., 2022](#)).

However, it is not without its concerns. AI is one of the most highly debated subjects of today, with regard to how people perceive its trustworthiness, explainability, and ethics ([Korteling et al., 2021](#)).

### 2.0 Screening and Selection

Recruitment is one of the key players in helping organizations to achieve success by ensuring the availability of the right candidates in a timely manner. Screening and selection are interrelated two steps concerned with the evaluation of applicants according to specific criteria preselected for that particular job assignment ([Hussain et al., 2024](#)).

As recruitment technologies continued to evolve, new digital tools became available with the objective of making the screening and selection process both efficient and objective. Nowadays, e-recruitment techniques are being adopted more and more, using algorithmic processes to sift through applications, filter candidates, and assess matches against job requirements ([Portillo & Mancera-Valencia, 2021](#)). The replacement of conventional recruitment with automation intends to attain higher levels of objectivity and less human intervention during decision-making. Problems still persist in tracking down these automated tools for fair hiring and the organization's goals ([Mahjoub & Kruyen, 2021](#)).

#### 2.1 Artificial Intelligence in Screening and Selection

Artificial Intelligence plays an integral role in the recruitment process of an organization. It helps in screening the candidates, auto-generated messages to candidates, employee relations, scheduling the interviews, etc. ([Geetha & Bhanu, 2018](#)). In another study, humans utilize AI as a support for dealing with uncertainty and decision-making in an organization. The role of humans is still essential, and technologies are still dependent on human decisions to assess and facilitate the outcomes of these decisions ([Jarrahi, 2018](#)).

#### 2.2 Perception of HR Employees on AI Integration in Screening and Selection

The level of technological proficiency and literacy may affect the perception of HR employees about their comfort about adopting AI in recruitment processes. While the aim of adopting AI in hiring is to streamline and improve the efficiency of the process, it still poses a dual perception, such as being a threat or an opportunity ([Glikson & Woolley, 2020](#)).

HR employees are continuously exploring how to accept the transition to an advanced version of screening and selection, as they have been used to traditional practices where personal connections are evident ([Smith & Perry, 2018](#); [Houser, 2019](#)).

##### 2.2.1 Fairness Perception of Artificial Intelligence in Screening and Selection

Fairness in AI integration for screening and selection centers on minimizing bias in decision-making processes. The objective is to ensure that all candidates are treated equitably by algorithmic systems ([Mahadasa et al., 2019](#)). However, AI-driven decisions often operate as "black boxes," meaning the reasoning behind their results is not easily interpretable ([Goda et al., 2018](#)).

A diverse labor market and pool of candidates have a variety of demographic differences. If the integration of AI in decision-making appears to be delivering results in favor of a specific gender, ethnicity, or socioeconomic background, this may pose an implication for the fairness of the screening and selection process.

##### 2.2.2 Trust Perception in Artificial Intelligence in Screening and Selection

Hulburt ([2017](#)) emphasizes that researchers must address the lack of trust in AI due to persistent issues and concerns about AI-related bias.

If we were to use AI in the selection process, AI decisions may result in biased data. Biased data models are learned by Artificial Intelligence through different searches of organizational applicant tracking systems. According to [Žliobaite and Custers \(2016\)](#), there is growing evidence that such algorithms for tracking biased models by AI can be discriminatory, even if the computing process is considered "fair and well-intentioned due to bias or non-representative learning data in combination with inadvertent modeling procedures".

According to the study by Ore and Sposato ([2021](#)), their findings resulted in the use and adoption of AI technology in recruitment and selection being filled with risks that are interconnected with fear and distrust among HR recruiters.

##### 2.2.3 Usability Perception of Artificial Intelligence in Screening and Selection

From the AI perspective, recruitment has been made easier by automating processes like screening and selection. Recruiters may not have to go through thousands of applications because AI performs the job of parsing, recognizing patterns, and consequently, making data-driven hiring decisions ([Lacroux & Martin-Lacroux, 2022](#)).

Many companies have been plagued by the inability to get their heads around the intent behind AI Algorithm Logic; this may raise questions about biases, inaccuracies, and ethical dilemmas ([Hewage, 2023](#)).



### 3.0 Acceptability of Artificial Intelligence among HR Employees in Metro Manila in Screening and Selection

According to Gerlich (2023), virtual influencers show that there is an increased trust and acceptance of AI-run influencers rather than human influencers. Therefore, learning how users view modern technology and the factors influencing their acceptance or rejection behavior is a crucial problem in the daily operations of data systems (Sivathanu and Pillai 2019).

In addition, Araujo et al. (2020) highlight that fairness, rather than broader issues such as confidentiality, is the key link between trust and perceived usefulness. Participants' judgments also indicate that the degree of fairness and trustworthiness tends to covary contingent on decision type, particularly for mechanical tasks; however, the direction of causality between the two constructs remains open to question.

#### 3.1 Fairness and Acceptability in AI Integration Within HR Employees

Fairness is often perceived in terms of how unbiased, transparent, equitable, and fair the AI is when identifying candidates who align with the organization's goals. When AI systems are seen as fair, recruiters are more likely to trust the technology and view it as an important tool for hiring.

The fairness of AI integration in recruitment is typically defined by its ability to choose effective candidates who better fit organizational demands. While this method offers a great deal of opportunity for enhancing efficiency and process optimization, it also risks bringing bias and difficulties in managing such discriminatory effects. Moreover, proper human oversight is needed to ensure that AI integration in recruitment does not compromise ethical considerations in hiring decisions (Rigotti & Fosch-Villaronga, 2024).

#### 3.2 Trust and Acceptability in AI Integration Within HR Employees

Since AI can handle large volumes of applicant information, it shows that objective data screening is possible. A consistent application of criteria set by the HR department of an organization creates a viewpoint that the recruitment process is transparent and impartial (Sakka et al., 2020). However, others think that this approach by AI could reduce employee performance to mere numbers and be a threat to autonomy and

privacy through tracking and surveillance (Giermindl et al., 2021), which will change the trust relationship between employees and organization (Appio et al., 2024).

Trust plays a crucial role in influencing the acceptability of AI among HR employees because when they see the AI tools as transparent and reliable in decision-making, they are likely to see it as a beneficial addition to the recruitment process.

#### 3.3 Usability and Acceptability in AI Integration Within HR Employees

Usability in AI on recruitment refers to how user-friendly the software is and to the improvement of the recruiter experience through the simplification and automation of human resources processes. This determines their acceptability to determine whether they will integrate AI-integrated tools for identifying and selecting the right candidates in the pool of applicants based on the predefined criteria. Ganatra and Pandya (2023) assert that when AI tools are easy to use, intuitive, and require minimal training, HR professionals are more likely to adopt them into their processes. When the system offers explicit guidance and a well-designed interface, it offers seamless interaction and reduces technical problems, thus enhancing the likelihood of HR employees adopting and incorporating it into their hiring processes.

### RESEARCH METHOD

This study adopted and employed a descriptive-correlational research design to investigate the acceptability of artificial intelligence (AI) in screening and selection among HR employees in Metro Manila, focusing on their perceptions of fairness, trust, and usability.

Using a structured Likert-scale questionnaire, the research gathered numerical data reflecting HR employees' levels of agreement or disagreement with statements regarding AI acceptability, fairness, trust, and usability. On the other hand, the correlational component sought to determine whether statistically significant relationships existed among the variables under investigation.

By employing correlation analysis, the study aimed to identify patterns and associations that might suggest which factors strongly associate HR professionals' openness to using AI in their decision-making processes (Konasani, 2015).

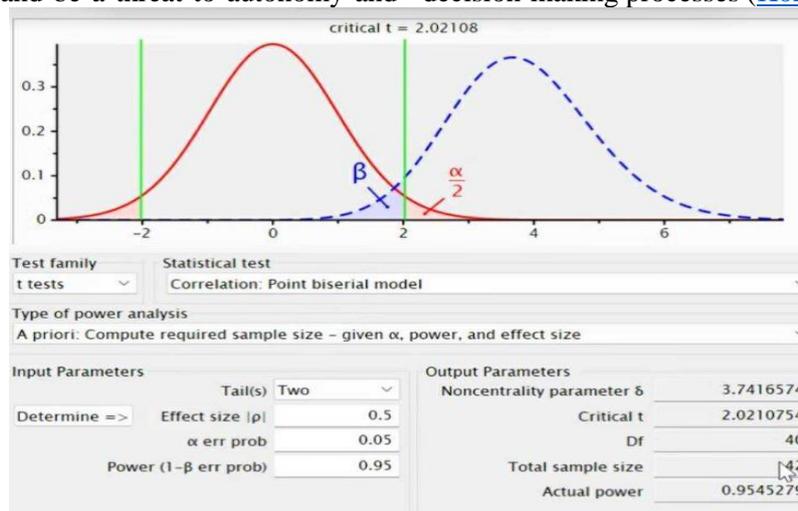


Figure 1: Prior Power Analysis Graph



In addition, the study utilized a priori power analysis through G\*Power 3.1.9.4 software (Faul, Erdfelder, Buchner, & Lang, 2009) to support the determination of the minimum sample size of the survey, as well as for the planned test of association between the mentioned variables of fairness, trust, and usability perceptions.

Following conventional benchmarks and prior work in the area, the analysis specified a two-tailed test with  $\alpha = .05$ , desired power  $(1-\beta) = .95$ , and a medium effect size of  $|\rho| = .50$  (Cohen, 1988). Under these parameters, GPower returned a minimum

sample size of  $N = 42$  ( $df = 40$ ), with a critical  $t = 2.021$  and noncentrality parameter  $\delta = 3.742$ , yielding actual power = .955.

The researchers of the study distributed and administered a survey among 140 HR employees in Metro Manila who had experience using artificial intelligence in the screening and selection processes.

A purposive sampling technique was employed to identify and select only those respondents who met the qualifications. In addition, the researchers utilized snowball sampling for preliminary data gathering during the pilot testing to identify and reach more qualified respondents in the study based on referrals.

**Table 1:** Summary of Pilot Test Results

<i>Reliability Statistics</i>			
Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
Fairness Perception	.739	.862	16
Trust Perception	.739	.849	14
Usability Perception	.753	.907	16
Acceptability of AI	.776	.917	10

A pilot test was conducted with an initial 35 Human Resource Employees in Metro Manila to examine the reliability of the research instrument prior to the main data collection. Reliability analysis of the individual questions using Cronbach's alpha revealed that all constructs met acceptable levels of internal consistency, exceeding the 0.70 threshold. Fairness Perception obtained  $\alpha = 0.739$ , Trust Perception achieved  $\alpha = 0.739$ , Usability Perception recorded  $\alpha = 0.753$ , and Acceptability of Artificial Intelligence showed  $\alpha = 0.776$ . These findings suggest that the instrument demonstrated satisfactory internal consistency across all dimensions.

Upon approval of the adapted questionnaire, it was converted into a Google Form format, as noted by Opara et al. (2021), who discussed the benefits of Google Forms for online research surveys.

Proper credit was accorded to all other authors whose work was cited in the paper. The researchers ensured their commitment to confidentiality, privacy, and security of all personal data gathered in the research process by adhering to Republic Act 10173, otherwise known as the Data Privacy Act of 2012.

## RESULTS AND DISCUSSION

### Confirmatory Factor Analysis

**Table 2:** Confirmatory Factor Analysis of Fairness Perception

<i>Confirmatory Factor Analysis of Fairness Perception</i>						
Code	Factor Loading	p	Square	Average	Sqrt	
FP1	0.765	<.001	0.585225			
FP2	0.508	<.001	0.258064			
FP3	0.514	<.001	0.264196			
FP4	0.552	<.001	0.304704			
FP5	0.635	<.001	0.403225			
FP6	0.621	<.001	0.385641			
FP7	0.45	<.001	0.2025			
FP8	0.586	<.001	0.343396			
FP9	0.518	<.001	0.268324			
FP10	0.677	<.001	0.458329			
FP11	0.448	<.001	0.200704			
FP12	0.583	<.001	0.339889			
FP13	0.507	<.001	0.257049			
FP14	0.538	<.001	0.289444	<b>0.326</b>		<b>0.571</b>

Table 2 shows the confirmatory factor analysis (CFA) conducted on the fairness perception construct, which yielded a significant factor loading for all 14 items (FP1-FP14), all items with p-values consistently below 0.001. These factor loadings

ranged from 0.508 to 0.765, which indicates moderate to strong relationships between fairness perception and the acceptability of AI. The squared factor loadings produced an average of 0.326, corresponding to a square root value of 0.571.

**Table 3: Confirmatory Factor Analysis of Trust Perception**

<i>Confirmatory Factor Analysis of Trust Perception</i>					
Code	Factor Loading	p	Square	Average	Sqrt
TP1	0.7258	<.001	0.52678564		
TP2	0.6902	<.001	0.47637604		
TP3	0.5826	<.001	0.33942276		
TP4	0.5529	<.001	0.30569841		
TP5	0.6505	<.001	0.42315025		
TP6	0.6529	<.001	0.42627841		
TP7	0.4655	<.001	0.21669025		
TP8	0.7877	<.001	0.62047129		
TP9	0.3678	<.001	0.13527684		
TP10	0.0995	0.259	0.00990025		
TP11	0.0423	0.633	0.00178929		
TP12	0.6574	<.001	0.43217476	<b>0.326</b>	<b>0.571</b>

Table 3 shows the confirmatory factor analysis (CFA) conducted on the trust perception construct, which yielded significant factor loading for all 12 items (TP1-TP12), all items with p-values consistently below 0.001. These factor loadings ranged from 0.0423 to 0.7877, which indicates moderate to strong relationships between trust perception and the acceptability of AI. The squared factor loadings produced an average of 0.326, corresponding to a square root value of 0.571.

**Table 4: Confirmatory Factor Analysis of Usability Perception**

<i>Confirmatory Factor Analysis of Usability Perception</i>					
Code	Factor Loading	p	Square	Average	Sqrt
UP1	0.7	<.001	0.49		
UP2	0.646	<.001	0.417316		
UP3	0.585	<.001	0.342225		
UP4	0.454	<.001	0.206116		
UP5	0.494	<.001	0.244036		
UP6	0.626	<.001	0.391876		
UP7	0.495	<.001	0.245025		
UP8	0.553	<.001	0.305809		
UP9	0.477	<.001	0.227529		
UP10	0.532	<.001	0.283024		
UP11	0.48	<.001	0.2304		
UP12	0.519	<.001	0.269361		
UP13	0.518	<.001	0.268324	<b>0.302</b>	<b>0.549</b>

Table 4 shows the confirmatory factor analysis (CFA) conducted on the usability perception construct, which yielded significant factor loadings for all 13 items (UP1-UP13), with all p-values consistently below 0.001. The factor loadings ranged from 0.477 to 0.700, indicating moderate to strong relationships between each usability indicator and the overall usability perception construct. The squared loadings produced a squared factor loading average of 0.302, corresponding to a square root value of 0.549.

**Table 5: Confirmatory Factor Analysis of Acceptability**

<i>Confirmatory Factor Analysis of Acceptability</i>	
Code	Factor Loading
AAI1	0.489
AAI2	0.428
AAI3	0.333
AAI4	0.307
AAI5	0.288
AAI6	0.286
AAI7	0.406
AAI8	0.186

Table 5 presents the confirmatory factor analysis (CFA) conducted on the acceptability of the AI construct, which yielded significant factor loadings for all eight items (AAI1-AAI8). The factor loadings ranged from 0.186 to 0.489, indicating weak to moderate relationships between each observed indicator and the latent construct of AI acceptability.



**Table 6: Multiple Linear Regression**

Coefficients				
Model		Unstandardized Coefficients	t	Sig.
		<b>B</b>		
	(Constant)	0.421	2.307	0.023
	FP_Mean	0.065	0.858	0.392
	TP_Mean	0.321	4.121	0
1	UP_Mean	0.527	6.627	0
a. Dependent Variable: AAI_Mean				
Equation: AAI=0.065FP+0.321TP+0.527UP+0.421				

The unstandardized coefficients reported that usability showed a significant relationship with the acceptability of AI. perception (B = .527, p < .001) has a significant relationship with However, fairness perception (B= .065, p= .392) yielded a non- the acceptability of AI when considered simultaneously in the significant result while all other variables were considered in the model. Moreover, trust perception (B= .321, p< .001), results also model.

**Table 7: Model Summary**

Model Summary				
Model	R	R Square	Std. Error of the Estimate	
1	0.879699	.774	.24960	
a. Predictors: (C), FP_Mean, TP_Mean, UP_Mean				

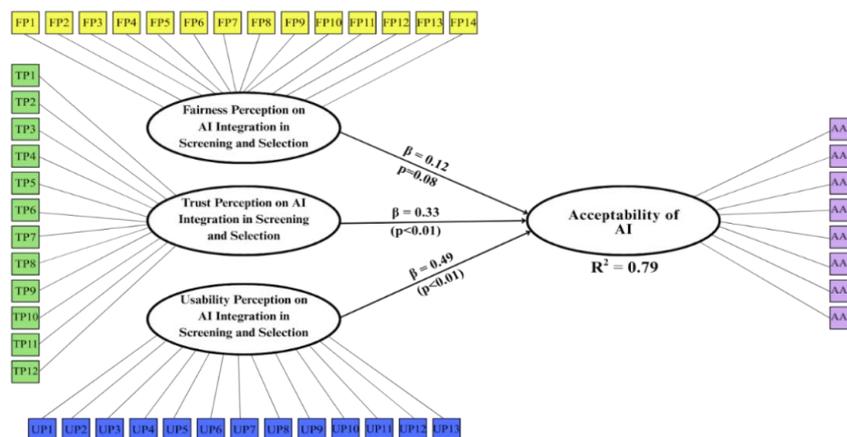
Table 7 shows the model summary of the study. The model of the Acceptability of AI can be explained by the fairness, trust, yielded a coefficient of R= .879 and R<sup>2</sup>= .774, showing that 77.4% and usability perception.

**Evaluation of Structural Model and Hypothesis**

**Table 8: Model Fit Indices of the Emerging Model**

Measure	Estimate	Threshold	Interpretation
APC	0.310, P<0.001	p<.05	significant
AARS	0.782, P<0.001	p<.05	significant
ARS	0.787, P<0.001	p<.05	significant
AFVIF	4.430	acceptable if <= 5, ideally <= 3.3	acceptable
GoF	0.543	small >= 0.1, medium >= 0.25, large >= 0.36	large

Table 8 presents the model fit indices for the study’s variables, as shown below: APC = 0.310 (p < .001), ARS = 0.787 (p < .001), AARS = 0.782 (p < .001), AFVIF = 4.430 (≤5), GoF = 0.543 (≥0.36). These results demonstrate strong statistical validity and an overall good model fit. The APC indicates a significant relationship among the variables. The ARS and AARS suggest the model explains a substantial portion of the outcome variables. The AFVIF falls within the acceptable threshold, indicating multicollinearity is not an issue. The GoF index exceeds the large threshold, confirming strong overall model quality.



**Figure 2: The Emerging Model**



Table 9: Summary of Hypothesis Testing

Path	Standardized Beta ( $\beta$ )	P values	Description	Interpretation
H1:FP--> AAI	$\beta = .12$	.08	Not Significant	H1 is not supported
H2:TP--> AAI	$\beta = .33$	.01	Significant	H2 is supported
H3:UP--> AAI	$\beta = .49$	.01	Significant	H3 is supported

Figure 2 and Table 9 present the results of hypothesis testing using PLS-SEM. Fairness perception showed a non-significant relationship with AI acceptability ( $\beta = .12$ ,  $p = .08$ ), indicating that H1 is not supported. Trust perception emerged as a moderately significant predictor ( $\beta = .33$ ,  $p = .01$ ), validating H2. Usability perception emerged as the strongest predictor value ( $\beta = .49$ ,  $p = .01$ ), confirming H3. These findings suggest that trust and usability are the primary predictors of AI acceptability among HR employees, while fairness is a non-significant variable when all predictors are considered simultaneously.

## DISCUSSION

With the rise in the integration of Artificial Intelligence, recent years have shown that algorithmic decision-making has become increasingly prevalent in Human Resource Management (HRM), with its significance expected to grow as organizations undergo rapid digital transformation (Barrett, 2024). A closer look at screening and selection shows a shift that reflects a broader trend in HRM towards data-driven decision-making and operational efficiency, which are gradually replacing humans due to their cost-effective nature (Frey & Osborne, 2017). The researchers sought to examine whether HR employees' perceptions of fairness, trust, and usability toward AI systems and related tools predict their acceptability of AI integration in screening and selection. The results of the study provided support for the researchers' assumptions, revealing distinct patterns in how each perception contributes to the overall acceptability of AI.

Fairness perception yielded a non-significant result and suggests that it does not predict the acceptability of AI. Thus, the study failed to accept the alternative hypothesis (H1). This suggests that although HR employees acknowledge fairness as a measure for evaluation in ensuring equitable outcomes, it does not primarily determine their willingness to integrate AI, and may be toned down when combined with other predictors of technological acceptance. Forbes (2023) also emphasizes that adoption decisions by users are shaped mostly by tangible benefits, such as efficiency and productivity gains, even though fairness-by-design improves ethical standards. Similarly, Bujold et al. (2023) reported that even when fairness in AI systems is capable of producing results that are perceived as fair, these are often overshadowed by efficiency and accuracy features.

In addition, Barrett (2024) discussed that awareness of bias, whether anticipated or detected, does not negate the fact that it contributes to users' resistance to AI adoption and reinforces their tendency to prioritize AI's functional reliability and ease of use. Song et al. (2025) contend that "black-box" models produce opaque decisions or a lack of interpretability, which becomes a factor for users to hesitate in adopting them. Likewise, lack of ethical standards, often stemming from opaque and biased

algorithms, results in distrust, diminished adoption, and active resistance (Kumari and Gupta 2025). This suggests that even if the system is fair, if it is confusing and its results are difficult to interpret, the likelihood of the acceptability of AI is reduced.

In terms of trust perception, this study's findings suggest that trust perception has a moderate positive and significant effect on HR employees' acceptance of AI in screening and selection processes. The results showed a moderate positive relationship, indicating that trust predicts the acceptability of AI. This aligns with the findings of Hmoud and László (2021), which suggest that trust has a positive influence on HR leaders' attitudes towards adopting AI in talent acquisition, as reflected in their results, where a high mean value of 3.95 is observed for the trust factor.

When AI is being integrated into something new, users often face uncertainty and resistance. Trust helps reduce user hesitation by showing system reliability. According to Song et al. (2025), their finding emphasized that the "black-box" (lack of interpretability) and algorithmic opacity weaken user confidence, especially in decision-making. Organizations must highlight AI's tangible benefits and address common misconceptions. Introducing AI in smaller, less critical tasks where it has proven efficacy can gradually build trust and familiarity (Horowitz et al., 2023).

Moreover, trust is shaped by users' experiences and perceptions of risk. Users can develop a more balanced and informed risk perception through educational programs and simulations that will offer positive experiences with new technologies such as AI. These programs can simulate real-world scenarios, allowing users to gain confidence and trust in a controlled and supportive environment. (Hirshleifer, 2001; Li et al., 2023).

Recent findings by Li et al. (2024) suggest that trust in AI is most predicted by two important dimensions of social perception: warmth and competence. These characteristics are used to mediate other trust-related factors such as transparency, accountability, and the protection of privacy. Designing AI systems to convey both technical reliability and user-centered values significantly enhances trust and acceptance, especially in HR contexts.

Given that this study employed multiple linear regression, the findings reflect the associations between the predictor variables and the acceptability of AI integration. While trust perception is significantly correlated with acceptability of AI, other factors such as prior experience with technology, perceived usefulness, and organizational culture may also contribute to this relationship.

This study also revealed usability as a significant predictor of the acceptability of AI among HR employees, as



evidenced by the findings through the multiple linear regression. This result is supported by the Technology Acceptance Model, which suggests that perceived ease of use and perceived usefulness are strong indicators of user attitudes towards technology (Akram et al., 2024). According to Almeida et al. (2025) and Wang et al. (2023), systems or technology perceived as low-effort and easy to integrate into existing work processes are highly likely to be trusted and accepted by users.

Usability, being a primary predictor of AI adoption in recruitment contexts, is particularly notable. HR professionals are tasked with conducting an efficient evaluation of candidate fit while reviewing a diverse pool of applicants (Stone et al., 2015). The decision-making during the screening and selection process is evidently important, especially during time-sensitive seasons of talent acquisition, where immediate assessment of diverse candidate pools is necessary. From an international perspective, 74% of corporate giants in the U.S. now utilize e-selection tools (Stone et al., 2015), as well as the automation of screening and selection processes, along with other recruitment processes (Langer et al., 2019). For a more localized perspective in South East Asia, in Malaysia, for example, HRM systems of MSMEs have been integrated with digital technologies. It has achieved 35% productivity increase and attracted higher-quality talent, underscoring AI's enabling role in resource-constrained environments (Ahmad et al., 2022).

Since artificial intelligence is relatively new and organizations are just starting to transition into integrating this type of advancement, its capabilities in reducing cognitive load for human professionals contribute to the success of adopting AI or not. AI tools that are user-friendly and aligned with existing HR work practices are more likely to gain trust, positive engagement, and long-term use (Almeida et al., 2025).

As emphasized by Akram et al. (2024), designing a non-overwhelming, straightforward, and easy-to-use AI tool interface is crucial to have a better user experience and can aid in building confidence towards AI integration. Thus, for HR employees, usability acts as a foundation for their willingness to adopt AI in the screening and selection process, as it is seen as a factor that transforms technological efficiency potential into practical and long term use.

Consistent with studies related to e-selection and AI adoption, the results of this study suggest that usability is not just one of the many variables that contribute to AI acceptability, but a critical element for successful integration in HR processes (Ibrahim et al., 2025).

## CONCLUSION

This study examined the relationship between fairness perception, trust perception, and usability perception and the acceptability of Artificial Intelligence (AI) integration in the screening and selection process among HR employees in Metro Manila. This study aimed to explore how these perceptions predict HR professionals' openness to AI tools within Metro Manila, Philippines.

The final structural model revealed that only trust and usability perceptions significantly predicted acceptability of AI. This suggests that while fairness may be conceptually valued, it is not a significant variable in the acceptability of AI integration when considered alongside trust and usability, which appear to be the primary predictors for HR employees.

These findings imply that while HR employees may associate fairness perception with acceptability of AI, and its values of consistency, standards, and transparency, their actual adoption behavior is more predicted by trust and usability. This supports both the Technology Acceptance Model (TAM), which emphasizes perceived usefulness and ease of use as key predictors of technology adoption (Akram et al., 2024), as well as the Algorithmic Ethical Perception Theory (AEPT) framework, which supports trust as one of the primary predictors towards the overall acceptability and integration of AI in screening and selection processes. (Kamble, 2022; Kim & Phillips, 2021; König & Wenzelburger, 2021). The study also shows that while fairness matters, at times it is not given the highest priority when factors such as Usability perception or Trust perception are taken into account. Given this, HR managers are encouraged to prioritize trustworthy and usable AI tools *while* reinforcing fairness through bias mitigation and clear communication.

## ACKNOWLEDGMENTS

The researchers are profoundly grateful to their research adviser, Grace Villamor-Evangelista, whose exceptional guidance, insightful feedback, and unwavering support greatly enhanced the quality and excellence of this study.

The researchers also acknowledge their statistician, Gil Basa, for his valuable assistance and expertise in the statistical analysis of the data.

The researchers are deeply grateful to their families and friends for their encouragement, understanding, and support, which motivated them throughout the completion of this work.

Above all, the researchers offer their heartfelt gratitude to the Lord Almighty for His wisdom, strength, and guidance, without which this study would not have been possible.



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