THE PERCEPTION OF BABY-BOOMERS, GENERATION X AND MILLENNIALS TO THE USE OF ARTIFICIAL INTELLIGENCE IN RECRUITMENT AND SELECTION PROCESSES

A PERCEÇÃO DOS BABY-BOOMERS, DA GERAÇÃO X E DOS MILLENNIALS À UTILIZAÇÃO DA INTELIGÊNCIA ARTIFICIAL NOS PROCESSOS DE RECRUTAMENTO E SELEÇÃO

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Abstract

The recruitment and selection process as a human resource management practice plays an eminent role in organizations, as a method of attracting and retaining talent. As such, the importance of approaching this area in a more detailed and innovative way arose, which is why, this research studies the perception of different generations, more specifically Baby Boomers, Generation X and Millennials in relation to the use of artificial intelligence recruitment and selection processes. The study aims to identify disparate relationships between different generations in relation to the use of artificial intelligence in the recruitment and selection processes. In order to achieve the aforementioned objective, a quantitative study was carried out and a questionnaire was developed and subsequently applied to a sample of 163 participants. Based on the evidence obtained through the statistical analysis of the data, it was concluded that there is a discrepancy between the perceptions of different generations in relation to the use of artificial intelligence in the recruitment and selection processes. As expected, Millennials show greater agreement with the use of artificial intelligence. However, we can point out as limitations, the sample size, which is related to the low response rate and the high imbalance between age groups / generations. The present investigation recognize a relevance, since exist scarce literature that establish a link between different generations and the use of artificial intelligence in recruitment and selection processes. It is believed that it can be a strating point for future investigations involving the same variables.

KEYWORDS: Artificial Intelligence; Recruitment and Selection; Generations.

Resumo

O processo de recrutamento e seleção, enquanto prática de gestão de recursos humanos, desempenha um papel eminente nas organizações como método de atração e retenção de talentos. Diante disso, surgiu a importância de abordar esta área de forma mais detalhada

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e inovadora, pelo que, esta pesquisa estuda a perceção de diferentes gerações, mais especificamente dos Baby Boomers, da Geração X e dos Millennials em relação à utilização da inteligência artificial nos processos de recrutamento e seleção. O estudo visa identificar relações díspares entre diferentes gerações em relação à utilização da inteligência artificial nos processos de recrutamento e seleção. Para atingir o objetivo mencionado, foi realizado um estudo quantitativo, através da elaboração e posterior aplicação de um questionário a uma amostra de 163 participantes. Com base nas evidências obtidas através da análise estatística dos dados, concluiu-se que existe uma discrepância quanto às perceções das diferentes gerações em relação à utilização da inteligência artificial nos processos de recrutamento e seleção. Conforme expectável, os Millennials mostram maior concordância com a utilização da inteligência artificial. Ao estudo, podemos apontar como limitações, o tamanho da amostra, que está relacionado à baixa taxa de resposta e ao alto desequilíbrio entre faixas etárias / gerações. A presente investigação reconhece uma relevância, visto que, existe uma escassa literatura que estabeleça uma ligação entre as diferentes gerações e a utilização de inteligência artificial nos processos de recrutamento e seleção. Acredita-se que este estudo possa ser um ponto de partida para futuras investigações, envolvendo as mesmas variáveis.

PALAVRAS-CHAVE: Gerações; Recrutamento e Seleção; Inteligência Artificial.

1. INTRODUCTION

The constant advances in the technological field have triggered a significant impact in different areas of activity, namely, in the organizational structure. Such changes lead to the need for the business sector to adapt and incorporate new technologies in the daily processes to conceptualize the strategy and encourage greater organizational effectiveness (Sibanda & Ramrathan, 2017).

In the specific field of human resource (HR) management, these developments have an emerging way, with artificial intelligence increasingly being introduced in the recruitment and selection processes, as a technological method that ensures the automation of processes and tasks (von Krogh, 2018).

Thus, the objective of the investigation is to study the perception of different generations, Baby Boomers, Generation X and Millennials in relation to the use of artificial intelligence in the recruitment and selection processes.

Some of the significant influences of the use of artificial intelligence (AI) in recruitment and selection (RS) processes are related to the minimization of bias, the reduction of waiting time and cost savings, being seen as conveniences of HR professionals, and for candidates who see the process as streamlined (Derous & Fruyt, 2016). Despite this view on the future of organizations, it is important to discern this as practice that may generate some controversy among the surrounding parties, since people of different generations may present different behaviors to change and technological innovations (van Esch et al., 2019).

2. GENERATIONS

The term generation can be defined through a set of factors such as age group, the sharing of similar experiences, significant social events and a set of characteristics, thoughts and behaviors predisposed in marked stages of their development (Sessa et al., 2007).

In this way, the generation can be classified into four perspectives: The sociological perspective which defends an ideology from the perspective of Gestalt, in which to understand the vision of the generation it is necessary to understand the events and the social and historical experiences

of the members; the genealogical or lineage perspective, which defends that generations are defined through a family or organizational hierarchy or ancestry, in which generation is determined by the family/ organizational framework; the perspective of common and passing rituals, where people experience similar events at similar times of life and lastly; the biological perspective, in which, generations are defined based on biological age/ year of birth (Urick et al., 2017).

Currently, organizations are part of three generations, Baby Boomers, Generation X and Millennials, which have been shaped by world scenarios and social and historical events.

The Baby Boomers generation is made up of people born during and after the 2nd World War, between 1943 and 1960 (Cox et al., 2019). During their development, they were guided by events of cultural, political, and economic origin that have a great influence on their behavior and thoughts (Anantatmula & Shrivastav, 2012). Regarding new technologies, they show some resistance to electronic resources due to the lack of skills (Salb, 2015). In turn, they are a generation focused on professional development and oriented towards mentoring functions, given their communication skills (Appel-Meulenbroek, Vosters, Kemperman & Arentze, 2019). In the organizational context, they currently assume positions of authority and leadership, due to their competitive and dedicated spirit (Anantatmula & Shrivastav, 2012).

Generation X is composed of people born between 1961 and 1981 (Cox et al., 2019), marked by a set of factors linked to globalization and technological advances (Robbins, 2005). In the technical field, Generation X is technologically experienced seeking to expand its knowledge in order to boost the use of technological resources to personalize and innovate your personal and professional life (Reisenwitz & Iyer, 2009). Due to the unstable cultural episodes experienced by this generation, they are skeptical about employment, experiencing feelings of instability and insecurity, for fear of losing their job or being replaced by younger people (Veloso et al., 2016). According to the perspective of Anantatmula and Shrivastav (2012), people belonging to this generation tend to value an organization with a hierarchical structure and a more informal environment.

The Millennials generation is also known as Generation Y or New Generation (Glass, 2007) is composed of individuals born between 1980 and 2000 (Veloso et al., 2016). Cultural events such as the Internet Revolution marked the growth of this generation, which contributed to technological dependence and the absence of skills related to communication (Anantatmula & Shrivastav, 2012). Once Millennials have followed the rise and consequently the development of new technologies, they see technological resources as forms of relationship and connection with others and with the world, patenting comfort and aptitude in the use of widgets and gadgets (Hershatter & Epstein, 2010). It is based on these technical skills that Millennials have a systemic view of the world of work (Dos Santos et al., 2011), aiming to reach senior management positions and to be recognized for their efforts (Anantatmula & Shrivastav, 2012). Some of the characteristics that define Millennials are adaptability to different environments, the ability to multitasking (i.e. perform different tasks synchronously), flexibility in the work context and with the work team, independence and orientation for future projects (Anantatmula & Shrivastav, 2012).

2.1. Recruitment and Selection Processes

Over the years, the RS process has been the object of analysis and study due to the need to affect a person-organization adjustment and its generation in the performance and growth of associations, as a method that allows achieving a competitive advantage about competition associations and consequently ensure a greater attraction of talent (Dineen et al., 2002).

RS can be considered as rational processes, planned and pre-determined by the organization, which, although they are interconnected and mutually influencing, require a different set of functions on the part of HR professionals that culminate later, in the candidate's final admission with

conditions that best fit the open position (Ress & Rumbles, 2010). For Camara, Guerra and Rodrigues (2010), recruitment is seen as a process of deliberation for the occupation of a vacancy and the assessment of the candidate with the most appropriate profile for the job open. In turn, for Chiavenato (2002), candidates must adapt their experiences and skills to the requirements of the function to be performed, to respond to the needs of the organization so that the candidate with the characteristics most surrounding the intended candidate is selected.

Thus, the use of artificial intelligence in recruitment and selection is in line with the expectations of the younger generations, as they are digital natives and face new technologies as the future of organizations (Huyler, Pierre, Ding & Norelus, 2015). Nevertheless, Baby Boomers understand the use of new technologies and, consequently, AI as a limitation due to the lack of skills for use, causing a distorted image of the organizations (Hyler & Ciocca, 2016). In this context, the following research hypotheses emerged:

***H1** - There are significant differences around the perception and attitudes of Baby Boomers, Generation X and Millennials in the use of AI in RS processes.*
***H2** - Baby Boomers consider the use of AI as an obstacle in RS processes.*
***H3** - Generation X and Millennials consider the use of AI as a facilitator in RS processes.*
***H4** - The use of AI in RS processes has a negative impact on Baby Boomers' perception of the future of organizations.*
***H5** - The use of AI in RS processes has a positive impact on the perception of Generation X and Millennials regarding the future of organizations.*

2.2. Artificial Intelligence

In a volatile, uncertain, complex and ambiguous business universe (VUCA) technological advances have triggered emerging changes in the economic and financial structure of organizations (Chernov & Chernova, 2019). In this segment, technological innovations congruent with the AI allow to developing a fit between person-organization, as a strategic component, guaranteeing a greater attraction of candidates by the organization and consequently guaranteeing an increasing organizational development in face of traditional RS practices (PwC, 2017). AI can be defined as the "ability to create computer software and / or hardware systems that display thoughts comparable to humans and have characteristics usually related to human intelligence" (Lucci & Kopec 2016 cit in Hmoud & Laszlo 2019, p.23).

In this sense, the AI restructured the RS practices through a set of tools, processes and interconnected technological practices that originated platforms for recruitment, screening and career management, aptitude tests, personality and simulation, online candidate search systems (Derous & Fruyt, 2016), curriculum databases, procedures for attracting candidates, thus covering a set of practices for publishing job opportunities on databases, social networks, and corporate websites (Holm, 2014).

For the candidate, the use of artificial intelligence in the recruitment and selection processes allows establishing a connection between him and the company through the chatbot (Upadhyay & Khandelwal, 2018); request from sites that allow filtering as mandatory information about employers (Lin, D'Haro & Banchs, 2016) and; clarify questions or doubts about the hiring process through conversation platforms (Jia et al., 2018). On the other hand, for the HR professional / recruiter, the use of artificial intelligence makes it possible to disclose job vacancies; store as applications in database; create platforms with profiles to streamline the hiring process and ensure greater accuracy; send emails and personalized messages; schedule identified in an automated way and; perform tribute by video (Karaboga & Vardarlier, 2020).

The AI associated with HR practices, more specifically the RS processes, has a set of associated benefits (Chapman & Webster, 2003). At the organizational level, the use of AI in RS pro-

cesses has the advantage of increasing globalization and competitiveness between organizations, allowing a competitive advantage over other companies (Chapman & Webster, 2003). Nevertheless, and according to PwC (2017) if the relationship is well established, it triggers solutions capable of achieving strategic objectives in an agile and effective way and improves operational effectiveness and efficiency (Holm 2014). In addition to the above, Davenport and Ronanki (2018) present the advantage of the possibility of AI to automate business processes related to RS practices and consequently, maximizing the benefits from AI (Holm 2014). Another advantage is linked to the organization's economy, allowing to minimize expenses and save costs associated with the practice in question (Dineen et al., 2002).

Some of the advantages associated with the use of AI in the RS processes are related to the planning of marketing strategies, expanding to the promotion, and increasing the visibility of the brand and the organization; providing information about the company's mission, vision, values and purpose; the organization's strategic positioning in the labor market and, not least, the disclosure of the job and internship offers offered by the organization (Jia et al., 2018).

For professionals in the HR area, the use of AI allows an increase in the efficiency of RS and the candidate evaluation processes (Derous & Fruyt, 2016), thus reducing the inefficiency of professionals (Maurer & Liu, 2007). In addition to the aforementioned, it makes it possible to obtain more detailed information about the candidate from his qualifications and professional experience (Davenport & Ronanki, 2018) and performs an automatic selection of candidates with the most appropriate profile (Jia et al., 2018). It is also important to note that the use of AI in RS leads to a reduction in repetitive and routine work and time spent in the hiring process (Jia et al., 2018).

Finally, the use of AI in the RS processes brings advantages to candidates, which are: to minimize the adverse impact arising from differences in gender, culture, ethnicity, race and age (Chapman & Webster, 2003); improve the quality of care for candidates; select candidates in an equitable manner taking into account their academic and professional qualifications (Holm, 2014); answer questions efficiently and provide the best answer in directly and rationally way; provide constant feedback regarding the adequacy of the profile to the open position and reduce the bias of the RS processes (Jia et al., 2018).

In addition to the advantages elucidated previously, AI causes some inconveniences in the RS processes, being linked to the lack of data security and the validity of the tests as soon as compared with conventional instruments; the candidates' controversial attitudes, in the sense, that they can influence the organization's image; the anxiety caused in the candidates due to the lack of knowledge of the innovations used, influencing their interview; the candidate's attitudes and perceptions about AI; the ethical, legal and moral problems arising from AI's ability to consider certain physical and psychological aspects as part of the decision-making process (van Esch et al., 2019).

About HR employees, the use of AI can be considered a threat, due to the lack of technical skills in the technological area for the use of new resources (Bessen, 2016). Resistance to change is another aspect to retain, as employees believe that technological advances will dehumanize HR and jeopardize jobs (Johansson & Herranen, 2019). Nevertheless, it is essential to ensure the presence of HR in activities associated with assessment, negotiation, and the development of relationships, since the introduction of AI aims to reduce the time spent on repetitive activities (Johansson & Herranen, 2019).

Due to the current situation triggered by the COVID-19 pandemic, a sense of urgency has emerged to address all adversities, making it necessary to resort to new technologies to ensure the processes and tasks inherent in the daily lives of people and organizations. Thus, the following research hypothesis was developed:

***H6** - Due to the global pandemic triggered by COVID-19, there has been greater use of technological resources.*

3. METHODOLOGY

To extent that the central objective of the investigation is to identify the perceptions and attitudes of different generations in the use of AI in RS processes and given the defined research hypotheses, it was decided to use the quantitative methodology given its descriptive-correlational character.

In this sense, a questionnaire was developed based on the bibliography and existing research in the area, which was adapted to the study and later distributed through Google Forms. The questionnaire consisted of multiple choice and closed questions, using a Likert scale ranging from (1) Strongly Disagree and (5) Strongly Agree. This one was subjected to a pre-test to assess its suitability for the respondents' understanding, in view of the technical terms used. In this case, the preliminary study was applied to 8 respondents, the questionnaire link was sent by email to a group of organizations selected at random through the info-companies, consecutively posted on social networks (Facebook and LinkedIn) and asked to share it in a different way to maximize the possible responses. This process of disclosing and responding to the questionnaire took place between the months of April and September 2020, most of which were months of confinement due to COVID-19 in Portugal.

The questionnaire was answered by 163 individuals and their data were analyzed using the software: Statistical Package for the Social Sciences (IBM SPSS 22.0).

4. ANALYSIS AND INTERPRETATION OF RESULTS

As shown in Table 1, 97 (59.5%) belong to the female gender and are mostly aged between 20-29 years (70.6%), thus showing greater participation of respondents of the Millennials generation (81,6%). It is evident that 67.6% of the participants have higher education qualifications, and it is noteworthy that 78 (47.9%) of the respondents are in employment, of which 32 (19.6%) have been working for less than a year. Through the data, it is considered the low adherence of the participants belonging to the Baby Boomers generation motivated by the low representativeness in the job market due to their age and the absence of interaction with the means of disseminating the questionnaire.

Table 1. Distribution of frequencies associated with sociodemographic data

		N	%
Gender			
	Male	66	40.5
	Female	97	59.5
	TOTAL	**163**	**100**
Age Range			
	20 - 29 years	115	70,6
	30 – 39 years	18	11,0
	40 – 49 years	20	12,3
	50 – 59 years	7	4,3
	60 or more years	3	1,8
	TOTAL	**163**	**100**
Generations			
	Baby Boomers (1943 – 1960)	3	1,8
	Generation X (1961 – 1981)	27	16,6
	Millennials (1981 – 2001)	133	81,6
	TOTAL	**162**	**100**

	N	%
Literary abilities		
1st cycle of basic education (4th year)	3	1,8
2nd cycle of basic education (6th year)	2	1,2
3rd cycle of basic education (9th year)	9	5,5
Secondary Education (10th, 11th, 12th)	39	23,9
Bachelor	4	2,5
Graduation	82	50,3
Postgraduate	11	6,8
Master	13	8,0
Doctorate	0	0
TOTAL	**163**	**100**
Current Professional Situation		
Student	49	30
Employee	78	47,9
Unemployed	15	9,2
Student worker	13	8
Looking for 1st job	8	4,9
TOTAL	**163**	**100**
Professional Practices (in years)		
Without professional practice	41	25,2
Less than 1 year	32	19,6
From 1 to 3 years old	29	17,8
From 4 to 8 years old	18	11,0
From 9 to 13 years old	14	8,6
From 14 to 18 years old	12	7,4
From 19 to 23 years old	8	4,9
From 24 to 28 years old	5	3,1
Above 29 years old	4	2,5
TOTAL	**163**	**100**

To respond to the defined research hypotheses, Kruskal Wallis statistical test was used in order to compare the scores obtained on the different items according to the different generations under analysis.

To assess the perceptions and attitudes towards the use of AI, the following test was used, of which the data are observable in Table 2 and Figure 1. Regarding the use of recommendation systems, statistically significant differences were identified ($p = 0.015$) in which the Baby Boomers generation has the highest average. Regarding the use of facial / digital recognition technology ($p = 0.036$), Generation X has a higher score. These results could be justified by the difficulty of Baby Boomers in choosing a certain product / service, due to the lack of appetite for technological means. In contrast, Generation X, as a user of facial / digital recognition technology, demonstrates having technologically developed equipment that allows it to use the new technologies.

Table 2. P-values associated with the Kruskal Wallis Test for items related to the use of artificial intelligence according to the generation of respondents

Item	Sig.
I use artificial intelligence in my day-to-day.	0,454
I use intelligent assistance systems.	0,285
I use recommendation systems.	0,015
I use navigation applications.	0,343
I use online assistance centers.	0,843
I use smart payment methods.	0,412
I use facial / digital recognition technology.	0,036

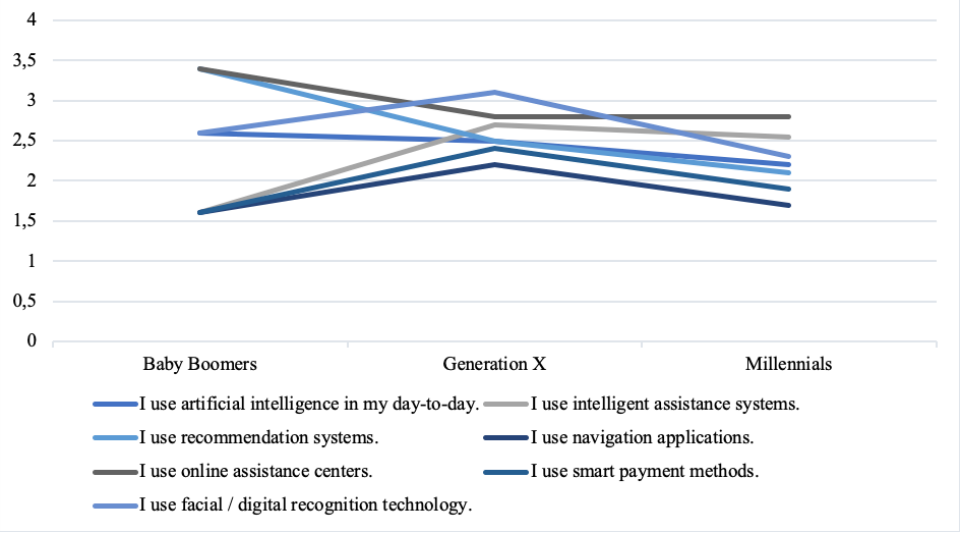

Figure 1. Line diagram for the average of items related to the use of artificial intelligence according to the generation of respondents

As for the advantages of using AI, the item related to the publication of job advertisements presented evidence to identify a significant difference between the three generations ($p = 0.018$), according to Table 3, where Generation X stands out (Figure 2). According to the data, it is evident that Generation X is considered a generation with expansive technological knowledge, which allows it to retain advantages in the use of artificial intelligence in the recruitment and selection processes.

Table 3. P-values associated with the Kruskal Wallis test for items related to the agreement with the use of AI in the recruitment and selection processes according to the generation of respondents

Item	Sig.
Publication of job advertisements.	0,018
Curriculum analysis.	0,299
Contact and feedback via chatbot.	0,852
Conducting online and skills tests.	0,118
Clarification of doubts about the function through a virtual assistant.	0,226
Conducting online interviews.	0,497

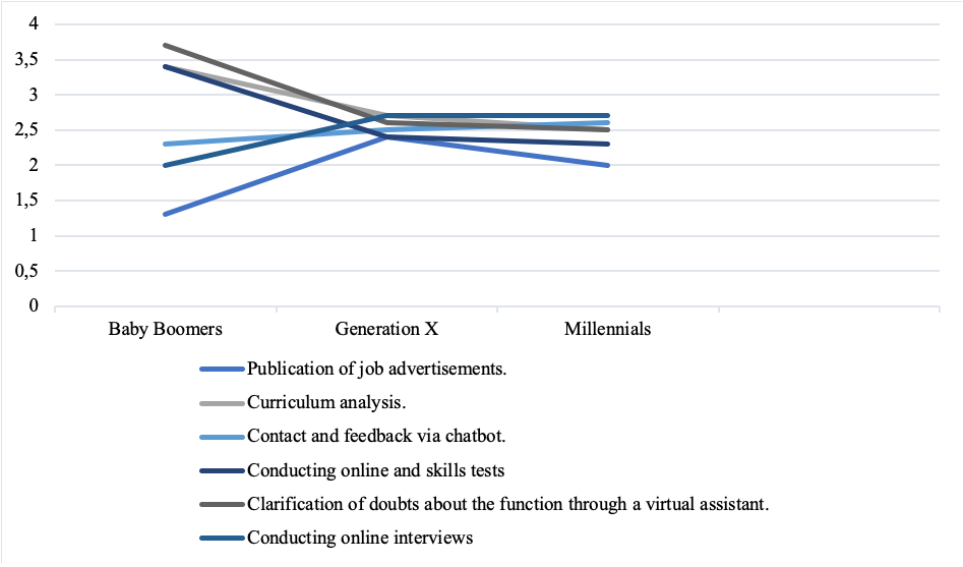

Figure 2. Line diagram for the average of items relative to the agreement with the use of AI in the recruitment and selection processes according to the generation of respondents

The perception of different generations was also compared, as an obstacle or facilitator to the use of AI in RS processes, where the data are presented in Table 4 and Figure 3, respectively. The Kruskal-Wallis Test allowed the identification of statistically significant differences between the Generations under analysis for the variables: driving strategic changes ($p = 0.024$); decrease the error and bias rates ($p = 0.034$) and decrease the waiting time ($p = 0.043$). For the three variables under analysis, Generation X has a higher average score, followed by Millennials in two of the three variables, with Baby Boomers having a higher average score than Millennials in the item "decrease waiting time". Still analyzing the results, it is necessary to identify that the younger generations, specifically Generation X and Millennials, have a greater acceptance of the use of artificial intelligence, being able to identify the advantages that come from it. Such facts can be justified with greater involvement with technological resources and possibly with involvement in successful recruitment and selection processes carried out using artificial intelligence.

Table 4. P-values associated with the Kruskal Wallis test for items related to the advantages of using AI in the recruitment and selection processes according to the generation of respondents

Item	Sig.
Improve effectiveness and efficiency in hiring processes.	0,280
Drive strategic change.	0,024
Decrease bias and error rate.	0,034
Increase data security.	0,513
Acquire more accurate and concrete information.	0,129
Increase productivity.	0,082
Have immediate feedback.	0,085
Decrease waiting time.	0,043

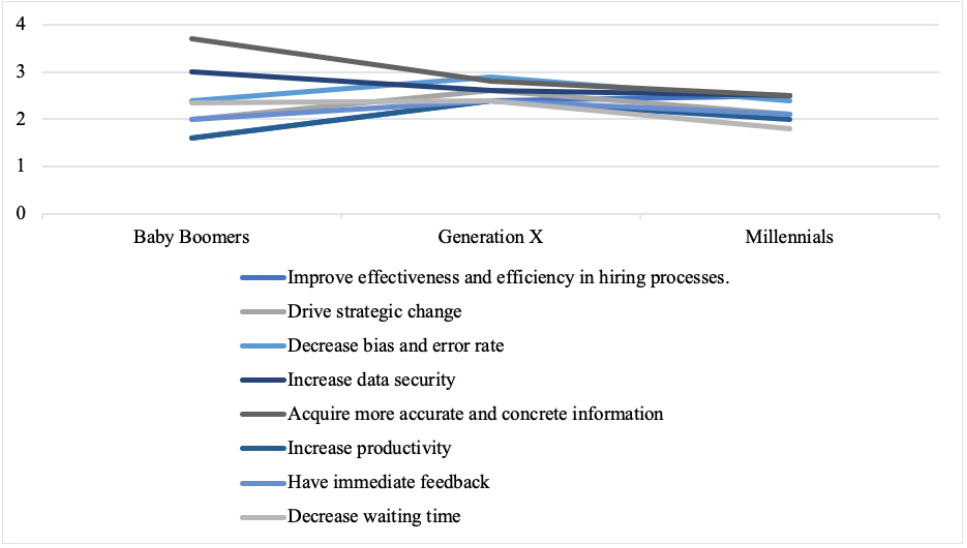

Figure 3. Line diagram for the average of items related to the advantages of using AI in the recruitment and selection processes according to the generation of respondents

Regarding the option related to the use of AI in RS processes as a practice to be adopted by organizations in the future, the differences are statistically significant, with a p-value of 0.038, according to Table 5, being the option most valued by Generation X, followed by Millennials (Figure 4). The results obtained demonstrate that the younger generations see artificial intelligence as an asset, identifying positive aspects both for the organization and professionals, as well as for the candidates who see the recruitment and selection process streamlined.

Table 5. P-values associated with the Kruskal Wallis test for items related to considerations on the use of AI in the recruitment and selection processes according to the generation of respondents

Item	Sig.
The use of artificial intelligence in the recruitment and selection processes will be a practice adopted by organization in the future.	0,038
The use of artificial intelligence in the recruitment and selection processes brings benefits to the candidate.	0,247
The use of artificial intelligence in the recruitment and selection processes brings benefits to human resources professionals.	0,279

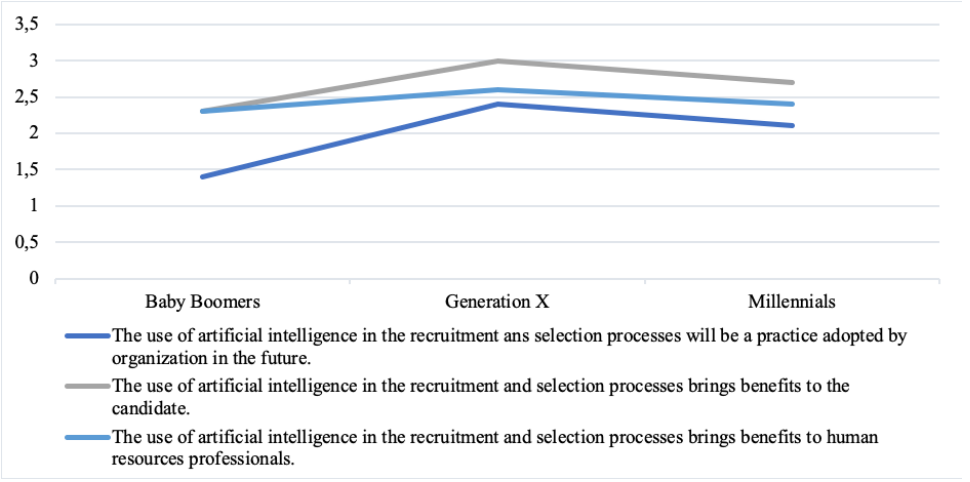

Figure 4. Line diagram for the average of items related to the considerations on the use of AI in the recruitment and selection processes according to the generation of respondents

According to Table 6, there were statistically significant differences in the items related to the provision of information on the advantages and disadvantages associated with the use of AI in the RS processes ($p = 0.018$) and the customization of the system to the behavior / voice / needs of the users. candidates ($p = 0.017$) as a function of generation, being more valued by Baby Boomers, as shown in Table 5. The results demonstrate that due to the resistance presented by Baby Boomers to the use of artificial intelligence in the recruitment and selection processes, they present a set of limitations and aspects to consider to streamline the process with candidates when using artificial intelligence in the recruitment and selection processes.

Table 6. P-values associated with the Kruskal Wallis Test for items related to the practices to be adopted by organizations to streamline the use of artificial intelligence in the recruitment and selection processes depending on the generation of respondents

Item	Sig.
Insert a script with instructions.	0,116
Combining the use of artificial intelligence with human intervention.	0,076
Inform, in an initial moment, about the associated advantages and disadvantages.	0,018
Customize the system to my behavior / voice / needs.	0,017
Improve the user interface.	0,090

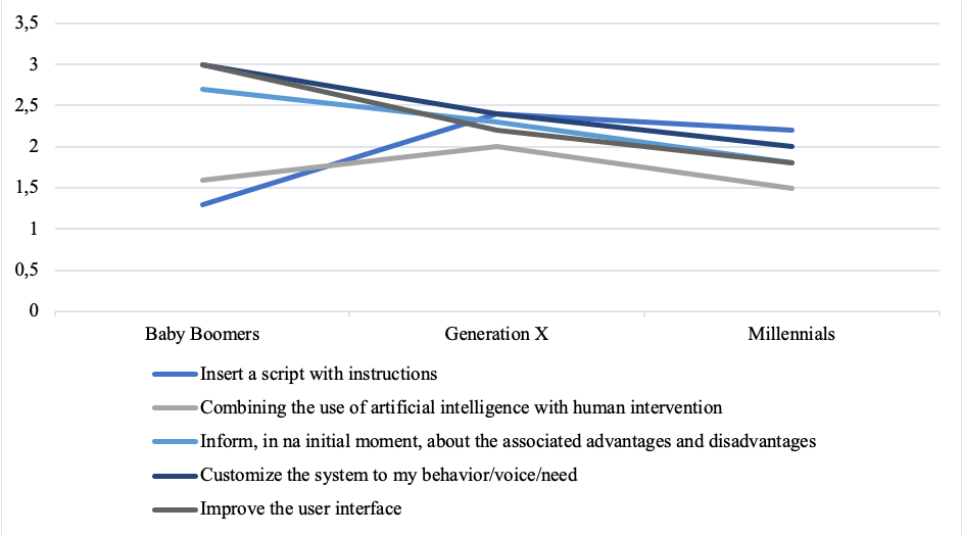

Figure 5. Line diagram for the average of items related to practices to be adopted by organizations to streamline the use of artificial intelligence in the recruitment and selection processes depending on the generation of respondents

Still using the Kruskal Wallis test, the existence of differences between the generations under analysis regarding the use of technological resources in COVID-19 times was tested, according to Table 7 and Figure 6, with no significant differences being observed. between the variables under analysis. These facts can be justified by the fact that people already frequently use technological resources in their day-to-day lives, whether in a professional or social environment or because the generations have not changed their daily habits. Nevertheless, the data shows that due to the global pandemic, technological resources have had a major impact on RS practices, practices that, if introduced in organizations, will have a fruitful impact on the future of HR. It is also worth stating that despite all the negative impacts arising from Covid-19, opportunities have also arisen since changes in processes and workplaces and the way business is conducted, with the reality of remote work being a perspective associated with several advantages both for employees and for the organization.

Table 7. P-Values associated with the Kruskal-Wallis Test for items related to the use of technological means in the context of a pandemic according to the generation of respondents

Item	Sig.
I have resorted more frequently to the use of technological means.	0,226
I am and / or know people who are involved in a recruitment and selection process that, due to COVID-19, started to do the whole process through the exclusive use of technological means.	0,497

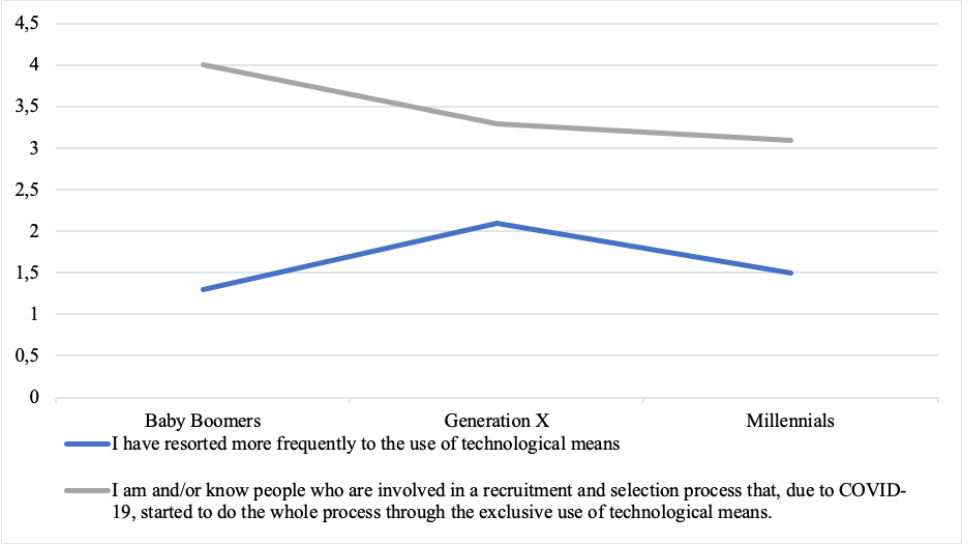

Figure 6. Line diagram for the average of items related to the use of technological means in the context of a pandemic according to the generation of respondents

Thus, there is evidence that Baby Boomers have some resistance to the use of AI in recruitment processes. This result is in line with the ideology of Salb (2015) who states that Baby Boomers have some resistance to electronic resources, given the lack of knowledge and skills to use them.

Generation X and Millennials have greater acceptance since they use different forms of AI in their day-to-day lives. According to Appel-Meulenbroek and collaborator (2019), Generation X is technologically savvy, using resources to customize and innovate professional and personal life, fearing being replaced by younger and more experienced people. Millennials, on the other hand, have a strong presence in the labor market and in job search, facing the labor world in a systemic way (Dos Santos et al., 2011), with technological resources being a form of relationship and connection with others and with the world. From these results, hypotheses 1, 2 and 3 are validated.

Nevertheless, Baby Boomers are familiar with the use of AI in RS processes, however, they see it as an obstacle to its use in hiring processes. For Baby Boomers there is a set of factors to be taken into account to streamline the process, which is why they demonstrate that this will not be a practice adopted in the future by organizations, which leads to hypothesis 4 being validated.

On the other hand, Generation X and Millennials consider that the use of AI in RS processes is a facilitating means and, consequently, it will be an adopted practice that will bring advantages to both candidates and organizations. For these generations, the use of AI in RS processes is considered a strategy to evolve professionally (Hershatter & Epstein, 2010). Given the above, hypothesis 5 is validated.

It is also evident that, despite the current context in which we operate, triggered by COVID-19, people did not use technological resources more frequently. These data can be based on the fact that generations have not changed their daily habits.

However, the participants in the investigation were, or know, someone who was involved in an RS process and that due to COVID-19 the process started to be carried out through technological resources, in which hypothesis 6 was not validated. Despite all the negative impacts arising from Covid-19, opportunities also emerged from changes in processes and workplaces and the way business is conducted, with the reality of remote work being a perspective associated with several advantages for both employees and for the organization (Alon, Doepke, Olmstead-Rumsey & Tertilt, 2020).

5. CONCLUSION

Through this investigation, it is understood that the participants, regardless of their age, frequently use AI in their day-to-day activities, are familiar with and agree with some of the practices related to the use of AI in RS processes. However, and according to expectations, Baby Boomers are resistant to the use of AI in RS processes, while Generation X and Millennials show greater acceptance, a reason related to birth and development at a time when the technology is part of people's daily lives and in a phase guided by constant technological advances.

Despite the data presented, the participants pointed out some disadvantages related to this process, such as data security and the associated ethical and moral problems, which can be overcome through the introduction of a set of practices denoted by the respondents. These practices relate to the customization of the system to the standard of behavior / voice / needs of the candidates and to inform, in an initial moment, about the advantages and disadvantages associated with the process.

The application of AI in RS processes is an important practice, as a strategy that attracts a set of advantages for both the candidate and HR professionals, guaranteeing automation and efficiency of the process. Considering RS, as an ancestral practice, a set of analogical and bureaucratic processes are identified that trigger work overload and, consequently, the absence of an in-depth analysis of certain important professional aspects. Through the application of AI in the RS processes, it is possible to develop a more targeted relationship for the candidate, allowing to ensure constant feedback and a greater possibility for HR professionals to focus on aspects related to the integration and welcoming of new employees. The new HR practices, combined with AI, allow us to trace future perspectives on the recurrent problems of RS, developing a hypothetical projection or solution proposals considering the different contexts of action.

Based on the research hypotheses, it was concluded that: there are differences between the perceptions of different generations regarding the use of AI in RS processes and about the future of organizations that use AI; Baby Boomers are resistant to the use of AI in RS processes; Generation X and Millennials have a greater acceptance in relation to the use of AI in the processes of RS and; people did not use technological resources more often, nevertheless, they are or know someone who is involved in an RS process carried out through technological resources.

Nevertheless, it is up to us to outline some limitations registered throughout the study, which are related to the sample size, which is related to the low response rate, probably associated with the beginning of the covid-19 pandemic/ lockdown, and the low adherence of the organizations contacted. Another limitation to be pointed out is the high imbalance between age groups / generations, where Baby Boomers are underrepresented, possibly because they use less technology and are no longer present in the labor market. In this order, most Baby Boomers were retiring, which leaves, for example, management positions in the hands of the Generation X or Millennials cohorts (Ray & Singh, 2016), These limitations make it impossible to make a more reliable comparison between Baby Boomers, Generation X and Millennials. It also points out the lack of studies that analyze the same core and that include the same population, which required the development of a questionnaire with a theoretical basis in the review of existing literature. In addition to the above, there is scarce literature that establishes a link between different generations and the use of AI in HR management practices.

As a suggestion for future research, it is recommended that the data collection instrument be applied to a greater number of participants with a greater diversity of ages and that is representative of each of the generations under study in order to obtain more reliable and conclusive results. In addition to the above, one can increase representativeness by applying the questionnaire to other age groups, namely Generation Z and other HR practices combined with AI.

The investigation around this theme recognizes a relevance and convenience for this specific field, since, throughout the research, no studies were found that discuss the use of AI in HR processes from the perspective of generations. Thus, it can be seen as a starting point for the de-

velopment of other investigations that involve the same variables to understand the perception of different generations when the applicability of AI in RS processes and to consider the associated advantages for people and organizations.

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