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**EXPLORING THE IMPACT OF AI ADOPTION IN RECRUITMENT ON  
POSITIVE ORGANIZATIONAL SHOCK AND CAREER DEVELOPMENT:  
THE MODERATING ROLE OF FAMILY SUPPORT AND EMOTIONAL  
INTELLIGENCE**

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***Abstract:** The integration of artificial intelligence in recruitment processes represents a significant evolution in human resource management, offering efficiencies and insights while introducing challenges and ethical considerations. This paper explores the impact of artificial intelligence adoption in recruitment on positive organizational shock and career development, considering the moderating roles of emotional intelligence and family support. Emotional intelligence and family support are proposed as moderators that can influence the reactions and adaptation of employees to AI-driven recruitment practices. The study adopts a survey research design with data collected from non-academic staff in Nigerian universities. Structural equation modeling is employed to analyze relationships, assessing direct effects and moderating influences. The findings will contribute insights into the organizational impacts of artificial intelligence adoption, highlighting strategies to optimize recruitment practices and foster supportive environments for career development amidst technological transformations.*

***Keywords:** artificial intelligence, recruitment processes, positive organizational shock, career development, emotional intelligence, family support.*

## **Introduction**

The advent of artificial intelligence (AI) in recruitment processes marks a transformative shift in human resource management, offering new efficiencies and insights while also introducing challenges and ethical considerations. The integration of AI technologies in recruitment, characterized by sophisticated algorithms and data analytics, has been shown to enhance decision-making processes, improve the matching of candidates to job roles, and potentially democratize the recruitment landscape by reducing human biases (Dhillion, 2022; Smith & Jones, 2023). However, this technological advancement also raises questions regarding privacy, the potential

for algorithmic bias, and the implications for job seekers' experiences (Brown et al., 2023).

Positive organizational shock, a concept relatively underexplored in the context of AI-driven recruitment, refers to unexpected but beneficial disturbances that influence an organization's trajectory (Greenwood & Carter, 2022). The application of AI in recruitment can lead to such shocks, fostering innovative hiring practices, uncovering unforeseen opportunities for organizational growth, and potentially reshaping organizational culture in positive ways (Patel & Thompson, 2024). Career development is intricately linked to these technological and organizational shifts. As AI tools become more prevalent, they can significantly influence individual career paths, offering personalized insights and forecasting future skill requirements, thereby informing both individual and organizational development strategies (Liu & Wang, 2023). The impact of AI on career development is profound, suggesting a paradigm shift in how career progressions are managed and supported (Kapoor & Solomon, 2023).

In this complex interplay, the role of family support emerges as a pivotal factor. Family support has been acknowledged as a crucial element in career resilience and adaptability, providing the emotional foundation that can influence individuals' engagement with and reactions to technological changes in the workplace (Anderson & Zimmerman, 2022). This support can be especially significant in contexts where AI-driven recruitment and career development initiatives are being introduced, potentially moderating individuals' adaptability to and acceptance of these new technologies (Chen et al., 2023). Emotional intelligence (EI) is another critical moderating factor, with a well-documented impact on workplace adaptation, stress management, and interpersonal communication (Singh & Lee, 2023). High EI may enable individuals to better navigate the challenges posed by AI in recruitment, facilitating smoother transitions, enhancing engagement with new technologies, and ultimately leading to more positive career outcomes (Martinez & Gomez, 2024).

In the Nigerian context, the integration of AI technologies into recruitment processes within higher education institutions presents unique opportunities and challenges. As universities and colleges strive to attract and retain top academic talent, the adoption of AI in recruitment holds the promise of streamlining selection processes and identifying candidates who align closely with institutional goals and values (Brown et al., 2023). However, amidst these advancements, the role of family support cannot be overstated. In Nigeria, where familial ties often play a significant role in individuals' career decisions, the support and encouragement of family members can greatly influence how educators perceive and adapt to AI-driven recruitment practices

(Anderson & Zimmerman, 2022). Moreover, in a cultural context where familial networks provide both emotional and financial support, the degree of familial endorsement for pursuing career opportunities influenced by AI can significantly impact educators' career trajectories and job satisfaction within higher education institutions.

Furthermore, emotional intelligence emerges as a critical determinant of how educators in Nigerian higher education organizations navigate the integration of AI in recruitment and subsequent career development. Given the rapid pace of technological change and the potential for AI to disrupt traditional academic roles, educators with higher levels of emotional intelligence may exhibit greater resilience and adaptability in embracing these changes (Singh & Lee, 2023). Emotional intelligence enables educators to manage stress, regulate their emotions, and effectively communicate with colleagues and administrators, fostering a more conducive work environment amidst technological transformations. In the Nigerian higher education context, where interpersonal relationships and collaboration are highly valued, educators with high emotional intelligence may serve as role models for their peers, facilitating the smooth transition towards AI-enhanced recruitment practices and contributing positively to career development initiatives within academic institutions.

This study aims to explore the multifaceted impacts of AI adoption in recruitment, examining how it influences positive organizational shocks and career development. It further seeks to understand how family support and emotional intelligence serve as moderating factors in this dynamic, offering insights that could guide both future research and practical applications in HR technology integration.

### **Literature Review**

Research has increasingly focused on how AI transforms recruitment, with studies emphasizing AI's efficiency, its potential to enhance decision-making, and its role in diversifying the recruitment process (Smith & Jones, 2023). AI's capacity to analyze large datasets offers unprecedented insights into candidate suitability, promising a more objective and effective talent acquisition process (Dhillon, 2022; Smith & Johnson, 2021; Wang & Chen, 2020; Jones & Patel, 2019; Xhang & Li, 2018). While these studies provide valuable insights into the operational benefits of AI, there is limited exploration of the long-term organizational effects beyond these immediate efficiencies. The literature often overlooks how AI-induced changes in recruitment practices might lead to positive organizational shocks or influence the organization's structural and cultural dynamics (Patel & Thompson, 2024). Literature on organizational shock typically examines negative impacts, such as downsizing or leadership changes, with less focus on positive shocks (Greenwood & Carter, 2022).

Some studies have started to explore how technological innovations, like AI, can act as positive shocks, potentially leading to beneficial organizational changes. There is a scarcity of research specifically connecting AI in recruitment to positive organizational shocks. The potential for AI to uncover new growth avenues, enhance organizational agility, or foster a culture of innovation remains underexplored, particularly in the context of how these shocks translate into tangible benefits or challenges for organizations (Liu & Wang, 2023).

The intersection of AI and career development has been acknowledged, with AI tools seen as facilitators of personalized career guidance and skill development (Martinez & Gomez, 2024). These advancements suggest a shift in how career paths are structured and supported within organizations. Although the potential of AI to influence career development is recognized, empirical studies examining the direct outcomes of AI-driven recruitment on individual career progression are sparse. The long-term impact of AI on career satisfaction, growth opportunities, and employee retention requires further investigation (Chen et al., 2023).

The literature underscores the importance of emotional intelligence in adapting to workplace changes and technology adoption, suggesting that higher EI could facilitate smoother transitions to AI-integrated work environments (Singh & Lee, 2023). Similarly, family support is highlighted as a crucial buffer in navigating career changes and technological disruptions (Anderson & Zimmerman, 2022). Studies seldom examine how these personal factors specifically interact with AI adoption in recruitment to affect career outcomes. The role of emotional intelligence and family support as moderators in the relationship between AI recruitment and both positive organizational shocks and individual career development is notably understudied. This leaves a critical gap in understanding how these personal dimensions influence the assimilation of AI technologies in the workplace and their subsequent impact on career trajectories.

### **Hypotheses**

- **H1:** There is a positive relationship between AI adoption in recruitment and positive organizational shock.
- **H2 :** There is a positive relationship between AI adoption in recruitment and career development.
- **H3:** Positive organizational shock mediates a relationship between AI adoption in recruitment and Career development.
- **H4:** emotional intelligence moderates a relationship between AI adoption in recruitment and positive organizational shock.

- **H5:** family support moderates a relationship between Positive organizational shock and career development.

## **METHODOLOGY**

### **Research Design**

This study employed a survey research design. This approach is well-suited for testing hypothesized relationships among variables through statistical analysis. It allows us to gather data from a large sample of employees and examine generalizable patterns.

### **Data Collection:**

A **survey** forms the primary means of data collection. The survey was distributed to employees working in organizations that have adopted AI for recruitment processes.

### **Survey Instrument:**

The survey was developed using validated scales to measure the following key constructs:

**Independent Variable:** AI Adoption in Recruitment (e.g., level of AI use in screening, interview scheduling, skills assessment)

### **Dependent Variables:**

Positive Organizational Shock (POS) (e.g., feelings of surprise, stimulation due to positive changes brought about by AI)

Career Development (e.g., opportunities for growth, skill development perceived as a result of AI-driven recruitment processes)

### **Moderating Variables:**

Family Support (e.g., encouragement, emotional support for career goals from family)

Emotional Intelligence (EI) (e.g., self-awareness, social awareness, self-management)

### **Mediating Variable:**

Positive Organizational Shock (POS) (e.g. Increased engagement, enhanced perception, accelerated learning and adaptation)

### **Population**

The population in the study consist of non-academic staff in universities in south west Nigeria. The non-academic staffs were chosen because they constitute secretaries, library personnel, It etc. therefore they have consistent interaction with computer system hence qualifying as first hand user of AI technology.

**Table 1.**

<b>University</b>	<b>Location</b>	<b>Population</b>
University of Lagos	Lagos	2,782
Lagos State University	Lagos	1,356
Olabisi Onabanjo University	Ogun	909
Covenant University	Ogun	441
Babcock University	Ogun	580
Tai Solarin University of Education	Ogun	572
Federal University of Agriculture, Abeokuta	Ogun	1393
Pan-Atlantic University	Lagos	360
	<b>Total</b>	<b>8,393</b>

**Source: Nigeria University Commission (2022)**

### **Sampling Technique**

In order to get the sample size, the proportionate sampling technique was used to select 400 samples from the universities. First the proportion of each university's population was found from the overall population.

University of Lagos:  $2,782/8,393=0.331$

Lagos State University:  $1,356/8,393=0.161$

Olabisi Onabanjo University:  $909/8,393=0.108$

Covenant University:  $441/8,393=0.053$

Babcock University:  $580/8,393=0.069$

Tai Solarin University of Education:  $572/8,393=0.068$

Federal University of Agriculture, Abeokuta:  $1,393/8,393=0.166$

Pan-Atlantic University:  $360/8,393=0.043$

Based on the proportion, each percentage was multiplied by 400

**Table 2.**

<b>University</b>	<b>Location</b>	<b>Population</b>	<b>Sample</b>
University of Lagos	Lagos	2,782	132
Lagos State University	Lagos	1,356	64
Olabisi Onabanjo University	Ogun	909	43
Covenant University	Ogun	441	21
Babcock University	Ogun	580	28
Tai Solarin University of Education	Ogun	572	27

Federal University of Agriculture, Abeokuta	Ogun	1393	67
Pan-Atlantic University	Lagos	360	17
	Total	8,393	400

### Data Analysis

Structural Equation Modeling (SEM) was used to analyze the data, this is so that the direct effect of AI adoption on POS and career development can be hypothesized, and also examine the moderating effects of family support and EI on these relationships. This enabled us assess whether they strengthen or weaken the impact of AI adoption on the outcomes. This will be done using SPSS version 27.

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