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AI in Hiring and Work

2024 Survey

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The emergence of **AI is transforming the way we hire and work**. What's happening here and how is it changing the workplace? We asked **950 professionals**, and we now have answers.

Introduction

In 2023, AI didn't just nudge into everyday life – it outright barged into the global landscape, disrupting foundational rules and redefining the way many of us work.

The march of AI, sparked by the rise of ChatGPT into the popular lexicon in December 2022, has stirred equal amounts of curiosity and caution – especially in the workplace. As authorities in this arena, we understand that to truly grasp the extent and impact of AI,we must turn to those at its forefront – the people and industries it serves.

We want to unravel AI's role at work, with a tightened focus on hiring – the domain in which we thrive as a software. This is a journey into the heart of modern hiring and a finger on the pulse of the working environment that's seen so much transformation since the early parts of 2020.

To collect our data, we surveyed 950 employees in the US and the UK across a wide range of sectors and functions. Seven key industries stand out, each with its own ecosystem impacted by AI:

Accounting/Finance: Precision meets prediction in this space – AI and its analytical potential can evolve the necessity of financial accuracy into strategic foresight.

IT/Technology/SaaS: The foundational garden from which AI sprouts – and itself a landscape that's being reshaped by its own inventions.

Education: Learning and growth requires guidance and mentorship in the human, and is boosted by AI's analytical powers.

Construction: Long evolved beyond wood and nails and hammers, the physical world of construction is increasingly built through digital precision and optimization.

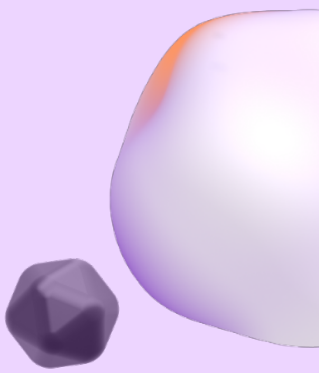
Manufacturing: Machines are the foundation of manufacturing – AI orchestrates a symphony of physical technology with intelligent development.

Healthcare: A critical sector on which the literal health of society depends, this area is rife with compliance requirements, privacy considerations, and processes that are all augmented with digital transformation.

Retail: Experiencing AI's transformation from inventory management to personalized shopping experiences and omnichannel presentation.

The resultant dataset from our 28-question survey of 950 provides numerous opportunities to understand all this at a deeper level.

Let's dive into the results together.



The major takeaways from our survey results include the following:

- **If you're looking to utilize AI in hiring, you're in good company.** A significant majority (62.5%) of respondents used some form of AI in hiring processes last year.

- **There are clear benefits to using AI in recruitment.** A vast majority report that AI has sped up the hiring process (89.6%) and reduced the time (85.3%) and cost (77.9%) spent on hiring.

- **When using AI, don't dismiss the human touch.** Human decision-making dominates final hiring choices, with 15.3% relying solely on human judgment and 56.8% using AI only as a supportive tool.

- **IDing ideal candidates is a popular use of AI.** The most common uses of AI in recruitment are resume screening (58.9%) and candidate matching (43.1%).

- **Different industries do AI hiring differently.** For example, resume screening is predominantly used in Accounting / Finance, while IT / Technology / SaaS sectors leverage AI more in video interviews.

- **If you can mitigate bias, privacy and compliance challenges with AI, all the better.** Common reported issues of AI in hiring include hiring bias (40%), privacy concerns (37.2%), and compliance challenges (30.7%).

- **Don't expect AI to solve all your woes.** A majority say AI boosts their productivity (75.7%), but challenges persist – including tech difficulties (46.2%) and employee resistance (40.5%).

- **Job security is a huge concern.** A significant proportion of employees (68.1%) express concerns about AI impacting job security, and 57.2% say they did see jobs being displaced due to AI.

- **But the outlook is positive.** The majority foresee an increase in the importance and usage of AI in hiring and overall workplace functions.

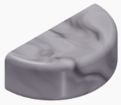
Highlights of the report

AI is the great transformer

Artificial intelligence is revolutionizing the hiring process by enhancing efficiency, decision-making, and strategic planning.

It’s a balancing act

Rather than going all AI, most companies are taking a hybrid model, combining AI's analytical capabilities with human intuition and emotional intelligence.



Humans and AI: ‘It’s complicated’

AI has clear benefits in time and cost, but challenges persist in delivery of results, adoption and skepticism, and job disruption.

The AI future is bright

AI is now a mainstay in hiring and working – and most are feeling good about it. Plus, they think they’ll see a lot more of it in the future.

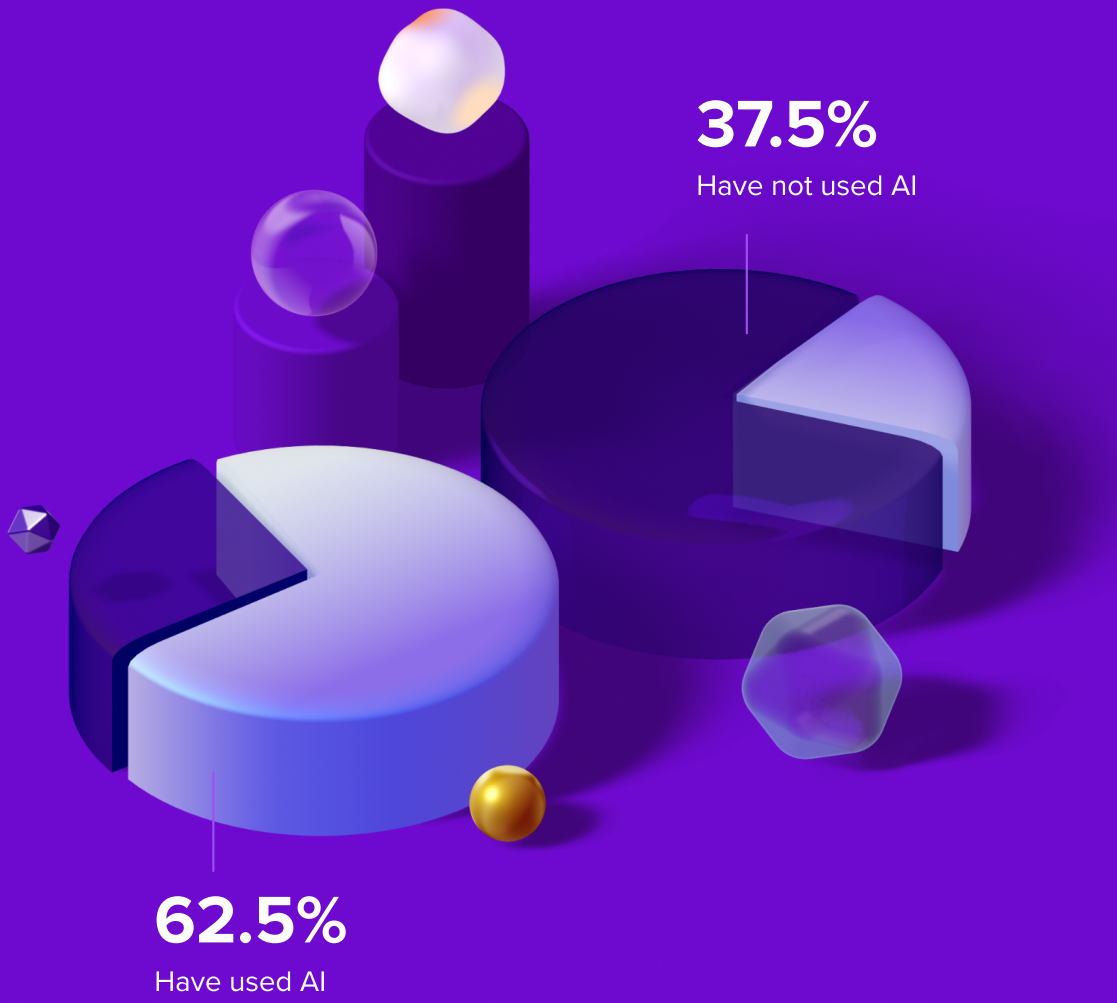
1

AI in the hiring process

First, we're going to understand AI in hiring specifically. The first – and most basic – question we asked of all respondents who've hired in the last year is simply:

When hiring, did you use some form of AI when doing so?

Nearly two in three respondents (62.5%) said yes.



That's what brought us to the group of 950 respondents – this represents the 62.5% of all respondents who used AI in hiring in the last year.

Now, let's look at what they told us.

1. The use cases of AI in hiring

Since everyone from this point forward has used AI in some shape or form in the hiring process, it makes sense to understand exactly how they're doing so. We asked respondents to choose three from a long list of potential AI use cases.

Talent identification

The data shows that AI is most used as a tool to help identify the right kind of candidates in the overall applicant pool.

Resume screening (58.9%) and candidate matching (43.1%) were by and far the top two most popular use cases for AI in recruitment. That being said, only 8% pointed to candidate sourcing as a use case.

Logistical processes

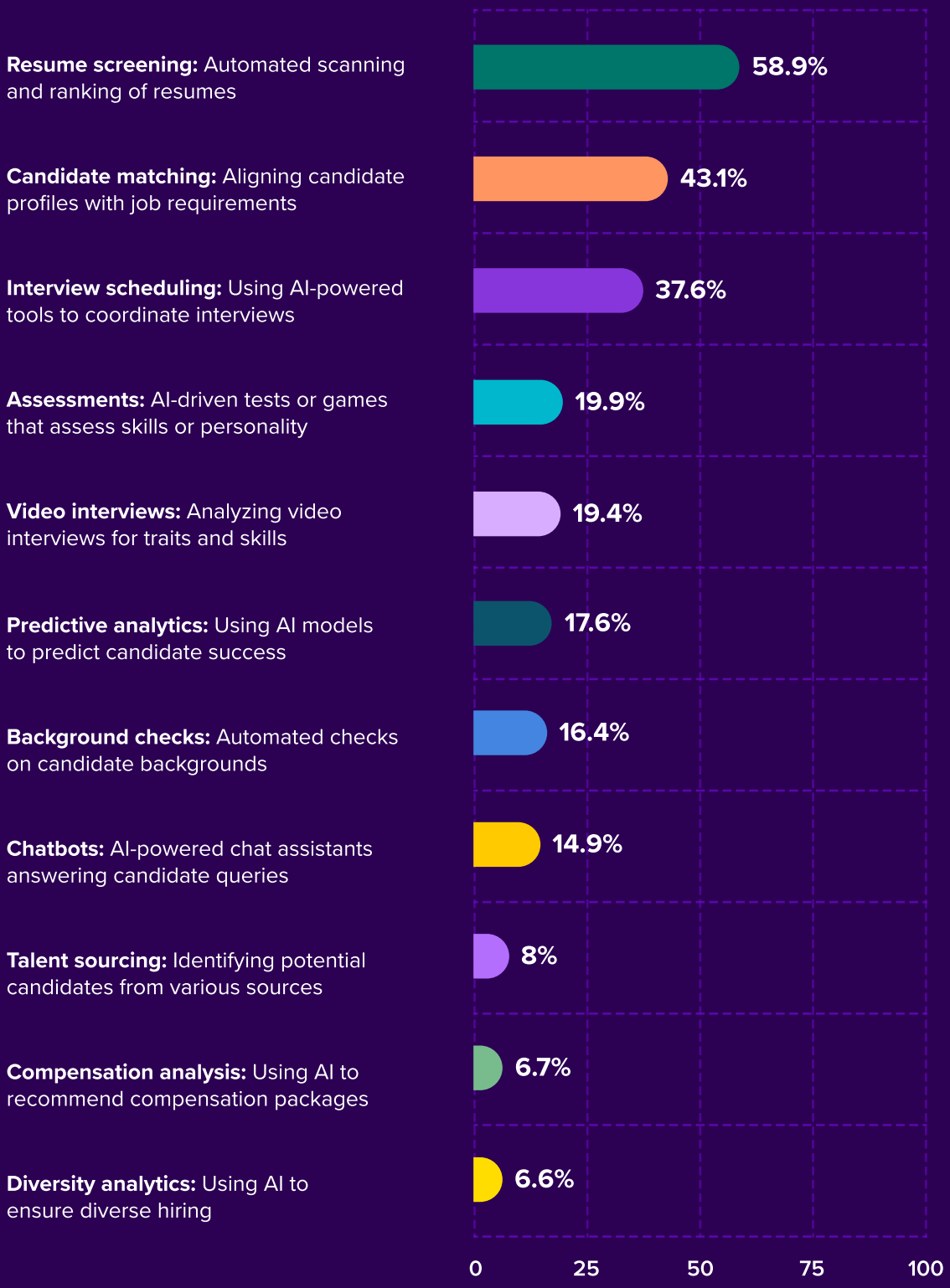
As you go down the list of how AI is being used in hiring, the purpose becomes more logistical – in other words, optimizing and automating steps in recruitment to speed up the overall process or to free up bandwidth in hiring team members.

For instance, interview scheduling (37.6%), assessments (19.9%), and background checks (16.4%) are the third, fourth, and seventh most popular items in the list of 11 in total.

Compensation analysis (6.7%) and diversity analytics (6.6%) are the least popular items.

How is AI used in your hiring process?

(Choose your top three use cases from this list)



The industry lens

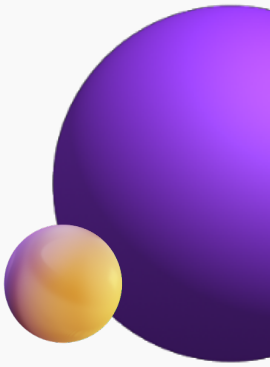
Not all hiring teams are the same, obviously – especially when looking through industry lenses. Where resume screening leads the way in terms of what AI is being used for in the hiring process, it's even more so for those in Accounting / Finance, where seven out of 10 hiring team members (70%) use AI in resume screening – 11.1 points above the overall baseline of 58.9%.

That sector is less likely to use AI for candidate matching (36.3%) than all respondents (43.1%).

Meanwhile, Manufacturing (51.9%) and Retail (52.2%) are less likely to use resume screening. They are, however, much more likely than the overall to use candidate matching technologies (54.5% and 50.7% respectively, vs. 43.1% overall).

AI in video interviews is more popular with those in IT / Technology / SaaS (26.3% vs. 19.4% overall) and less so in Healthcare (12.7%) and Retail (13.4%).

When it comes to AI in assessments, Education is far more likely to use AI (29.9% vs. 19.9% overall) and Construction less so (13.3%).



How is AI used in your hiring process?

(Choose your top three use cases from this list)

	All	Accounting / Finance	Technology / SaaS	Education	Construction	Manufacturing	Healthcare	Retail
Resume screening	58.9%	70.0%	62.7%	55.8%	65.3%	51.9%	59.8%	52.2%
Candidate matching	43.1%	36.3%	46.5%	36.4%	40.0%	54.5%	42.2%	50.7%
Interview scheduling	37.6%	41.3%	35.1%	35.1%	34.7%	32.5%	38.2%	38.8%
Video interviews	19.4%	22.5%	26.3%	15.6%	24.0%	22.1%	12.7%	13.4%
Predictive analytics	17.6%	16.3%	22.4%	16.9%	20.0%	22.1%	18.6%	7.5%
Assessments	19.9%	22.5%	16.7%	29.7%	13.3%	20.8%	22.5%	16.4%
Chatbots	14.9%	11.3%	20.2%	11.7%	17.3%	13.0%	12.7%	14.9%
Diversity analytics	6.6%	3.8%	7%	9.1%	6.7%	7.8%	4.9%	9.0%
Background checks	16.4%	10.0%	14.0%	22.1%	12.0%	16.9%	21.6%	13.4%
Talent sourcing	8.0%	8.8%	7.9%	5.2%	5.3%	9.1%	4.9%	11.9%
Compensation analysis	6.7%	3.8%	7.0%	10.4%	4.0%	3.9%	8.8%	7.5%

2. The level of human involvement

The acronym “GIGO” – or more elaborately: Garbage In, Garbage Out – exists for a reason. It’s the suggestion that a machine (albeit a little less evolved than an AI-driven machine) will only do exactly what you tell it to do. So, if it fails, or doesn’t deliver the results you intended, it’s on you as the one who directed it.

This continues to be relevant today: how much do humans need to be involved in the use of AI in the hiring process? Can you just push a button and let AI work its magic, and presto, you’ve got a new hire? “You will act as my hiring manager. You will look at this list of candidates and tell me to hire the best one based on their ability to do the job as outlined in the job description I have provided you with.”

Or the opposite: do you use AI to help in the evaluation stages but not at all in the selection process?

The human-AI seesaw

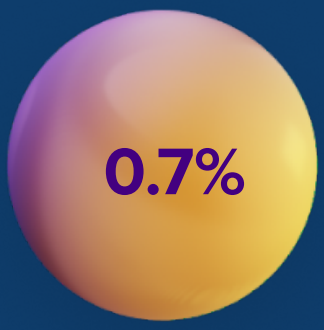
Where’s the balance between AI and human input when our respondents make that crucial final decision to hire? Note that we’re not asking how much AI is being used or how much humans are involved in the entire process – we already know that to some extent above. Rather, how much of each is involved in that final decision?

Not a lot of trust is placed in AI in that case, it turns out. More than one in seven respondents (15.3%) say it continues to be a fully human decision, while an additional 56.8% say it’s mostly human, with AI as a supportive tool.

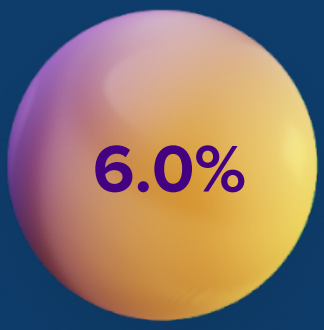
More than one in five (21.1%) maintain an equal balance between the two.

Only 6.7% lean more towards (or rely entirely on) AI-driven recommendations when making hiring decisions.

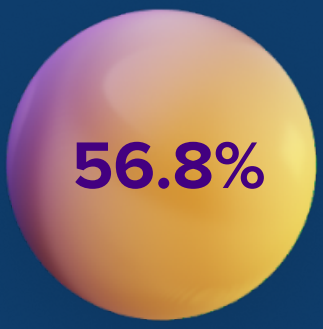
To what extent do you rely on human judgment vs. AI recommendations when making final hiring decisions?



Solely on AI recommendations

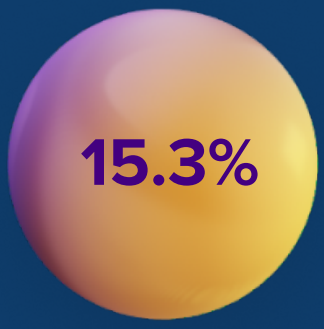


Mostly on AI recommendations with human oversight

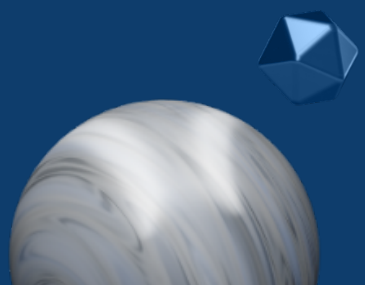


Mostly human with AI as a supportive tool

Equally human and AI recommendations



Solely human



The industry lens

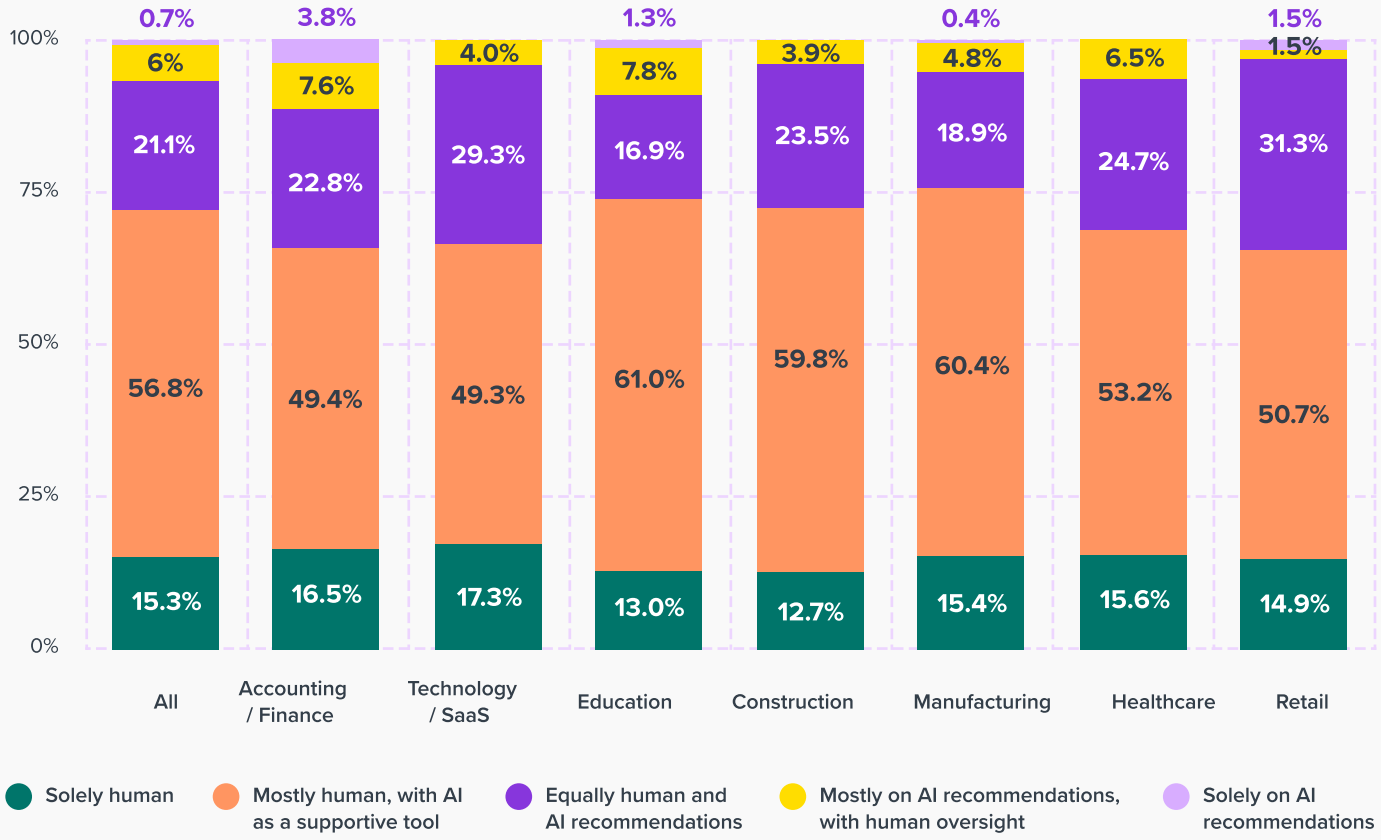
IT / Technology / SaaS (75.8% vs. 72.1% overall) and Education (74%) lead the pack in terms of leaning towards human judgment.

Accounting (11.4% vs. 6.7% overall) and Education (9.2%) are more likely than the overall average to lean towards AI recommendations.

Accounting, in fact, is more than five times as likely (3.8% vs. 0.7% overall) to rely solely on AI recommendations.

Retail (31.3% vs. 21.1% overall) and Construction (29.3%) are most likely to put equal weight on human and AI when making that important final decision in hiring.

To what extent do you rely on human judgment vs. AI recommendations when making final hiring decisions?



3. The benefits of AI in hiring

Now that we know how AI tools are being used in hiring (in short: it's a lot, but rather concentrated in talent identification) and how much human involvement there is (in short: the machines are far from taking over), let's look at the payoff for taking on new tools, technologies, and tactics in work.

There are three distinct benefits that come to mind when looking at ways to optimize the hiring process:

- the time it takes to fill a role
- the time invested by the hiring team in doing so
- and finally, the actual cost of the process itself.

We separated those out into three questions in our survey.

Let's look at the results for each now.

The time to fill

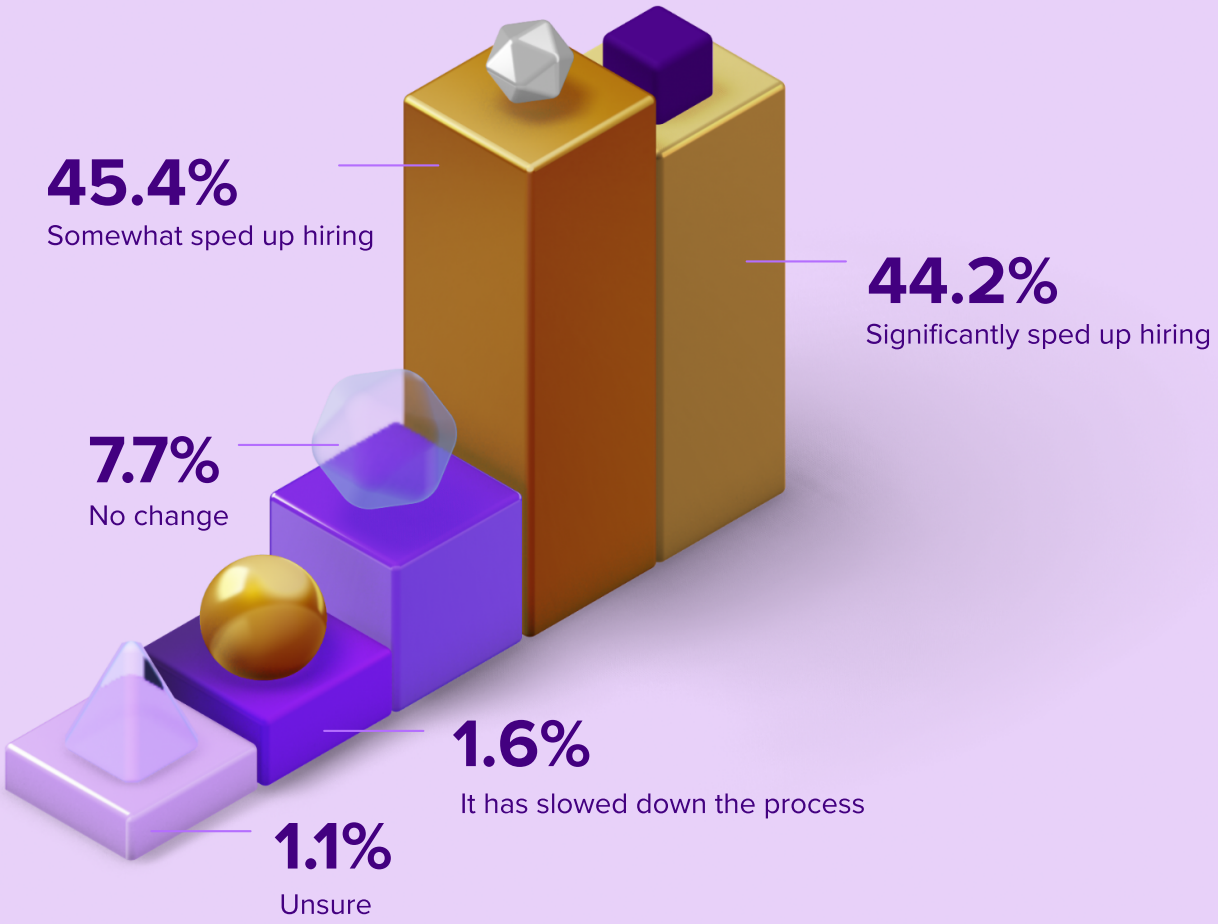
First, the speed of the actual hiring process – the Time to Fill – is one of the most common metrics in the recruitment playbook.

The data is resounding – 89.6% say AI has either significantly or somewhat sped up the time from a job being posted to the signing of a job offer.

Only 7.7% say it didn't make a difference whatsoever.

A mere 1.6% say it actually slowed down the process.

Do you think that AI has sped up your hiring process?
(i.e. from date of job posting to signing of job offer)?



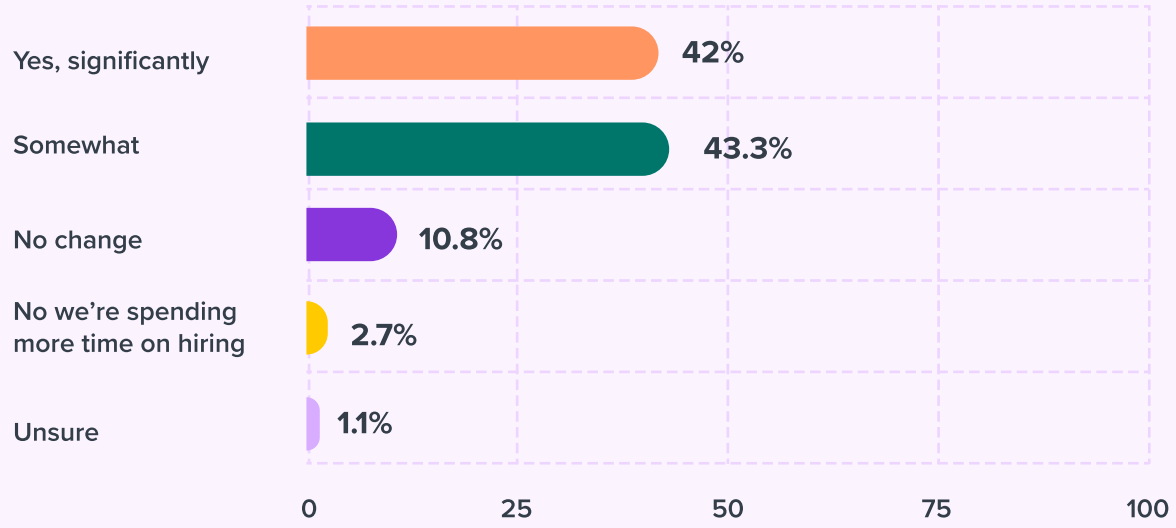
The time invested in hiring

As for time invested by the hiring team in the process, the response is again resoundingly positive, with 85.3% saying it did increase it by a lot or a little.

One in nine (10.8%), however, say it made no change.

Again, a very small amount (2.7%) say AI led to teams spending more time on hiring.

Do you think that AI has cut down on the amount of time invested in your hiring process?



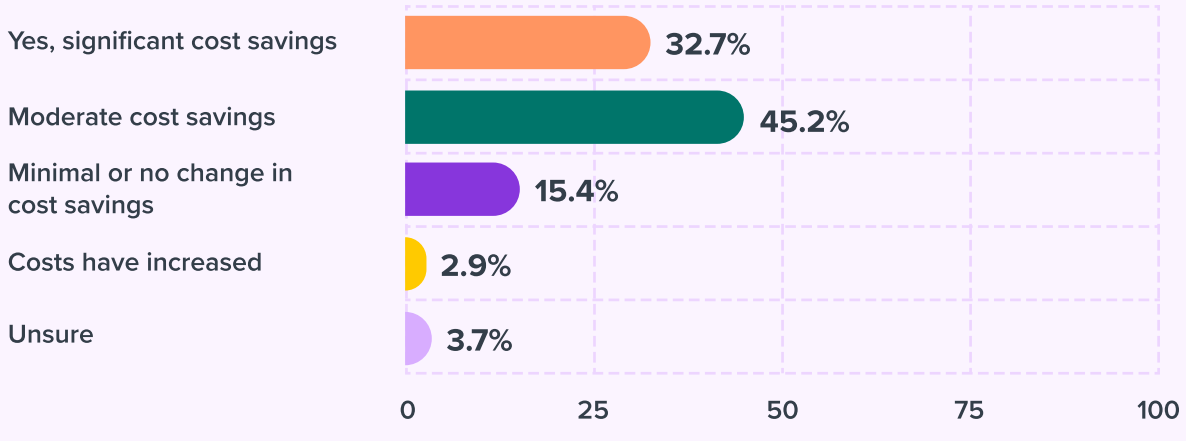
The cost of hiring

In terms of cost, one in three (32.7%) say there are significant cost savings with the integration of AI in hiring.

Another 45.2% say there are moderate cost savings. Put together, this totals 77.9% of all respondents saying AI helped them save money in the process.

Another 15.4% say there is minimal or no change in cost savings.

Has the integration of AI in hiring led to cost savings for your company?

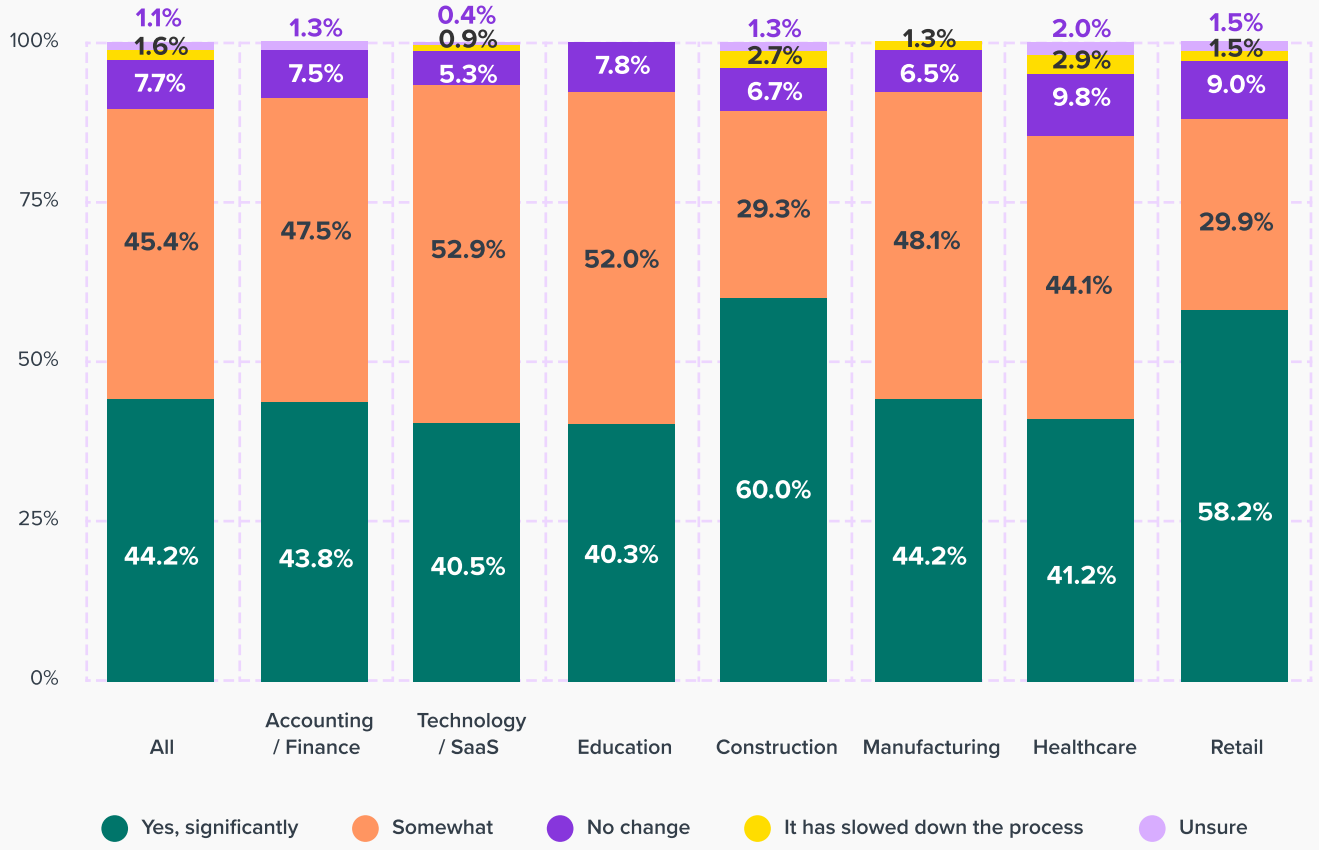


The industry lens: the time to fill

Those in Construction (60%) and Retail (58.2%) say their Time to Fill was sped up significantly – much higher than the overall 44.2%.

IT / Technology / SaaS is tops among the seven industries when combining the “significant” or “somewhat” acceleration in Time to Fill (91.3%), just a touch higher than the overall baseline of 89.6%.

Do you think that AI has sped up your hiring process?
(i.e. from date of job posting to signing of job offer)?



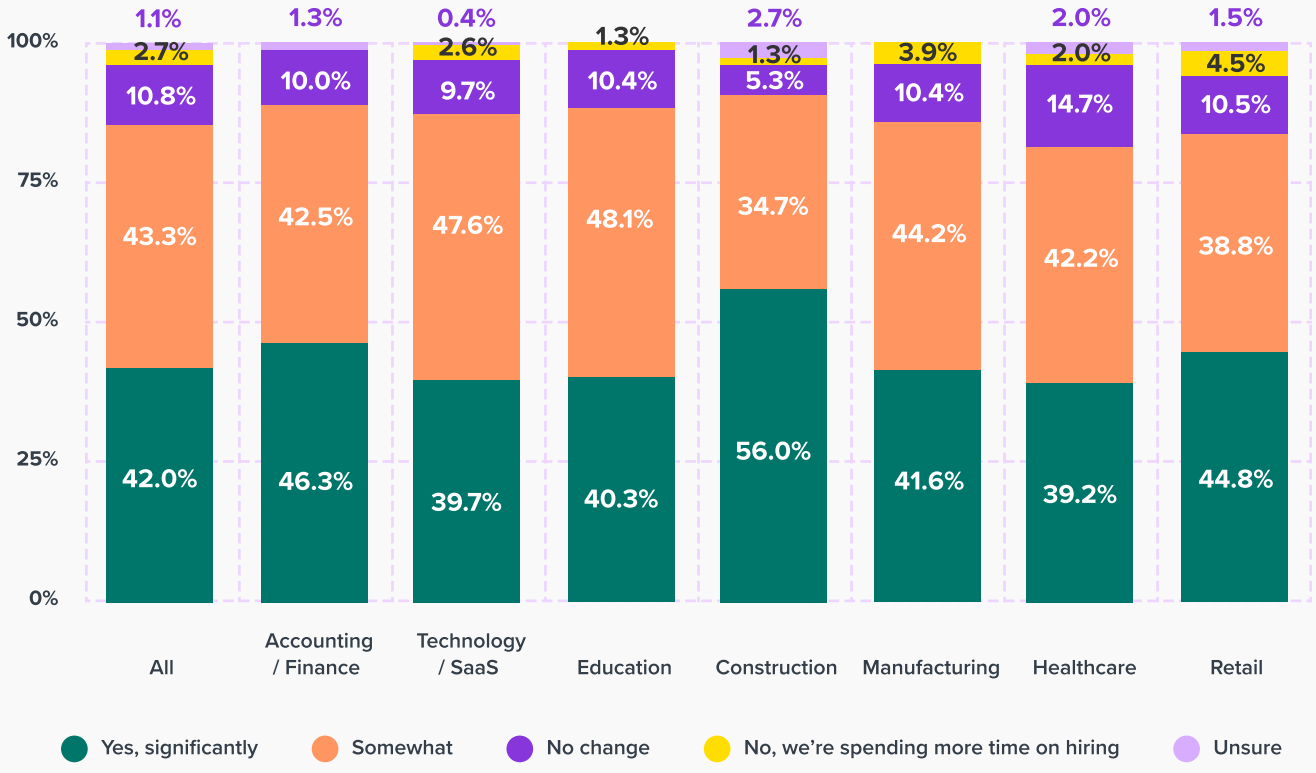
The industry lens: the time invested in hiring

In terms of reducing the time invested in the recruitment process, Construction (56%, 14 points higher than the overall) is by and far the leader in seeing significant benefit in this area.

When combining “significant” and “somewhat” answers, Construction again leads with 90.7% vs. the overall 85.3%, while Education (88.4%) and IT / Technology / SaaS (87.3%) are second and third.

Healthcare is most likely to say there’s no change (14.7%, vs. 10.8% overall), and even considering the small percentage who say they’re spending more time on hiring, 4.5% of those in Retail significantly exceeds the overall of 2.7%.

Do you think that AI has cut down on the amount of time invested in your hiring process?



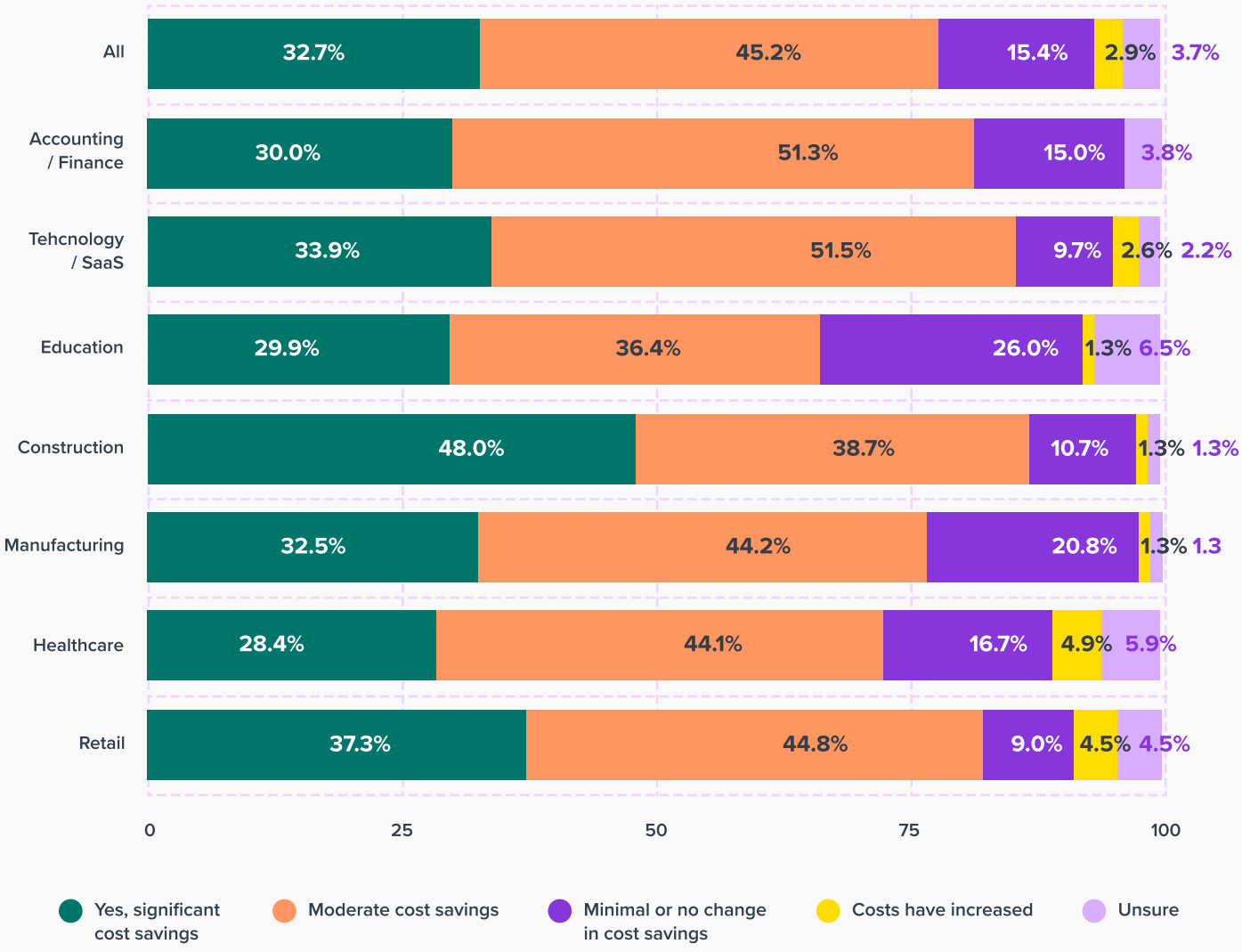
The industry lens: the cost of hiring

Regarding cost savings – again, the trend continues with 48% of Construction seeing significant savings with AI in hiring compared with 32.7% overall.

IT / Technology / SaaS also see either moderate or significant cost savings at 85.4% compared with 77.9% overall.

Education (26% compared with 15.4% overall) and Manufacturing (20.8%) see only minimal or no cost savings when using AI in hiring.

Has the integration of AI in hiring led to cost savings for your company?



4. The drawbacks of AI in hiring

We can't have a conversation about all of this and only address the positives. There are, of course, drawbacks – especially since AI technology is really just getting started in recruitment.

So, we asked respondents what issues they've run into when using AI in hiring – and interestingly, the responses are more spread out.

What we've seen a lot of in overall workplace conversations is concerns around bias and privacy when using artificial intelligence technologies in general – we've spoken to both extensively in our own Resources site.

The results in our survey show these concerns to be true among our respondents as well.

Hiring bias

For instance, two out of five (40%) of respondents point to hiring bias as a major issue.

Bias is a huge consideration when making a hiring decision in general. Technology does help in overcoming bias in some areas with anonymized screening, standardized assessments, and other features.

What we said about GIGO above? This applies to bias as well. AI tools are often trained on existing materials and experiences, meaning it'll aim to replicate the biases inherent in the system. So, as we've previously reported – AI is not at fault. The data it's trained on is.

In this case, technology giveth and it also taketh away. However, the right kind of human involvement can overcome this challenge.

Legal considerations

Meanwhile, 37.2% point to privacy concerns especially when handling the personal data of candidates and employees. Perhaps overlapping is the 30.7% who highlight compliance as a focal area that's keeping them up at night – largely due to copyright, security, and other regulated areas.

Data privacy, of course, is a major ongoing concern for employers with mounting legislation on the heels of GDPR in Europe and CCPA in California. It's reaching a point where every government will have some form of data privacy law in place.

The big concern with AI is that hiring teams will be interacting with external technology using sensitive candidate and employee data in what amounts to a new wild west in this age of AI. Legislation around this is sparse, although likely to rapidly evolve over the coming years. Meanwhile, an AI tool usage policy will be useful for your organization here.

Talent identification

We described the top two uses of AI in hiring to fall in line with candidate identification – resume screening tools being used by nearly three of five (58.9%) and candidate matching tech being utilized by 43.1%.

We find that the major issues are in line with those top use cases. For instance, overemphasis on keywords (31.2%), inaccurate interpretation of soft skills (26.3%), inability to capture candidate potential (15.5%), and over-reliance on historical data (15.5%) are all popular areas of concern for hiring team members when using AI.

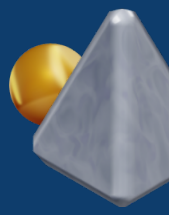
Despite its rapid evolution throughout 2023, AI and the many tools utilizing it are in a relatively nascent stage. Two scenarios are likely here:

- AI tools are not quite sophisticated enough to support teams in identifying top talent
- Hiring team members are not quite sophisticated enough in how they're using AI tools

It's probably a combination of both.

Which issues have you run into when using AI in hiring?

(Choose the top three that apply)



40.0%

Hiring bias: Gender, racial, ethnic, age, educational, socioeconomic, cultural, or physical ability biases

15.5%

Over-reliance on historical data: Making decisions based on past hiring patterns which may not reflect current needs

37.2%

Data privacy: Compromised data security related to candidate and employee data

12.3%

Technical glitches: Situations where the AI system malfunctions or produces inconsistent results (including 'hallucinations')

31.2%

Overemphasis on keywords: Relying too heavily on specific keywords, potentially overlooking qualified candidates

10.9%

Language misunderstandings: Inaccuracies arising from the tool's handling of different languages or colloquialisms

30.7%

Compliance: Lack of confidence in maintaining legal compliance around copyright, security, and other regulated areas

10.4%

False positives or negatives: Incorrectly flagging or failing to flag candidates based on the criteria set

26.3%

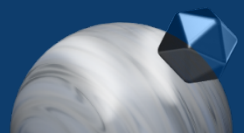
Inaccurate interpretation of soft skills: Misjudging or failing to recognize interpersonal or communication abilities

7.4%

Poorer candidate experience: Dehumanization of candidate experience due to increased automation or AI-driven processes

15.5%

Inability to capture candidate potential: Focusing on existing skills and qualifications without considering potential growth



The industry lens

Hiring bias is an even bigger consideration for Construction (48%), Manufacturing (45.5%) and IT / Technology / SaaS (44.5%) versus 40% overall. It's not nearly so much of a concern for Accounting (35%).

Data privacy, on the other hand, is a major concern for Accounting / Finance (43.8% vs. 37.2% overall) and for IT / Technology / SaaS (44.9%). It's not as high in the minds of Healthcare (29.2%) or Retail (32.8%).

Likewise, compliance is top of mind for Accounting / Finance (43.8% – 13.1 full points higher than the overall 30.7%) and IT / Technology / SaaS (39.2%), but not so much for Construction (22.7%) and Retail (22.4%).

Healthcare, meanwhile, lamented the overemphasis on keywords (41.2% vs. 31.2% overall) and Construction downplayed that impact on their own hiring processes (22.7%).

Which issues have you run into when using AI in hiring?

(Choose the top three that apply)

	All	Accounting / Finance	Technology / SaaS	Education	Construction	Manufacturing	Healthcare	Retail
Hiring bias	40.0%	35.0%	44.5%	31.2%	48.0%	45.5%	41.2%	37.3%
Data privacy	37.2%	43.8%	44.9%	37.7%	40.0%	36.4%	29.4%	32.8%
Compliance	30.7%	43.8%	39.2%	26.0%	22.7%	27.3%	28.4%	22.4%
Overemphasis on keywords	31.2%	27.5%	31.3%	36.4%	22.7%	32.5%	41.2%	34.3%
Inaccurate interpretation of soft skills	26.3%	17.5%	30.0%	28.6%	33.3%	29.9%	28.4%	22.4%
Over-reliance on historical data	15.5%	16.3%	21.6%	11.7%	16.0%	14.3%	10.8%	16.4%
Inability to capture candidate potential	15.5%	16.3%	9.7%	11.7%	12.0%	19.5%	24.5%	13.4%
Language misunderstandings	10.9%	17.5%	12.3%	13.0%	5.3%	20.8%	10.8%	7.5%
False positives or negatives	10.4%	6.3%	7.0%	16.9%	4.0%	7.8%	15.7%	10.4%
Technical glitches	12.3%	7.5%	11.9%	19.5%	9.3%	14.3%	10.8%	10.4%
Poorer candidate experience	7.4%	11.3%	4.4%	5.2%	9.3%	6.5%	4.9%	7.5%
Other	1.10%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%

5. The impact on candidate experience

Hiring team members are not the only beneficiaries of – or more accurately, not the only ones impacted by – AI use in the hiring process. The very focus of their work is on job applicants themselves, which means we need to ask the question of how the candidate experience is impacted by AI in hiring.

Two out of five respondents (38.7%) say they've received mostly positive feedback from candidates in regards to AI in hiring – but another half (49.2%) say they've received mixed feedback on the same.

The positive impact on candidate experience likely stems from better communication – even automated information and updates are better than nothing at all. For instance, AI chatbots can make a huge difference.

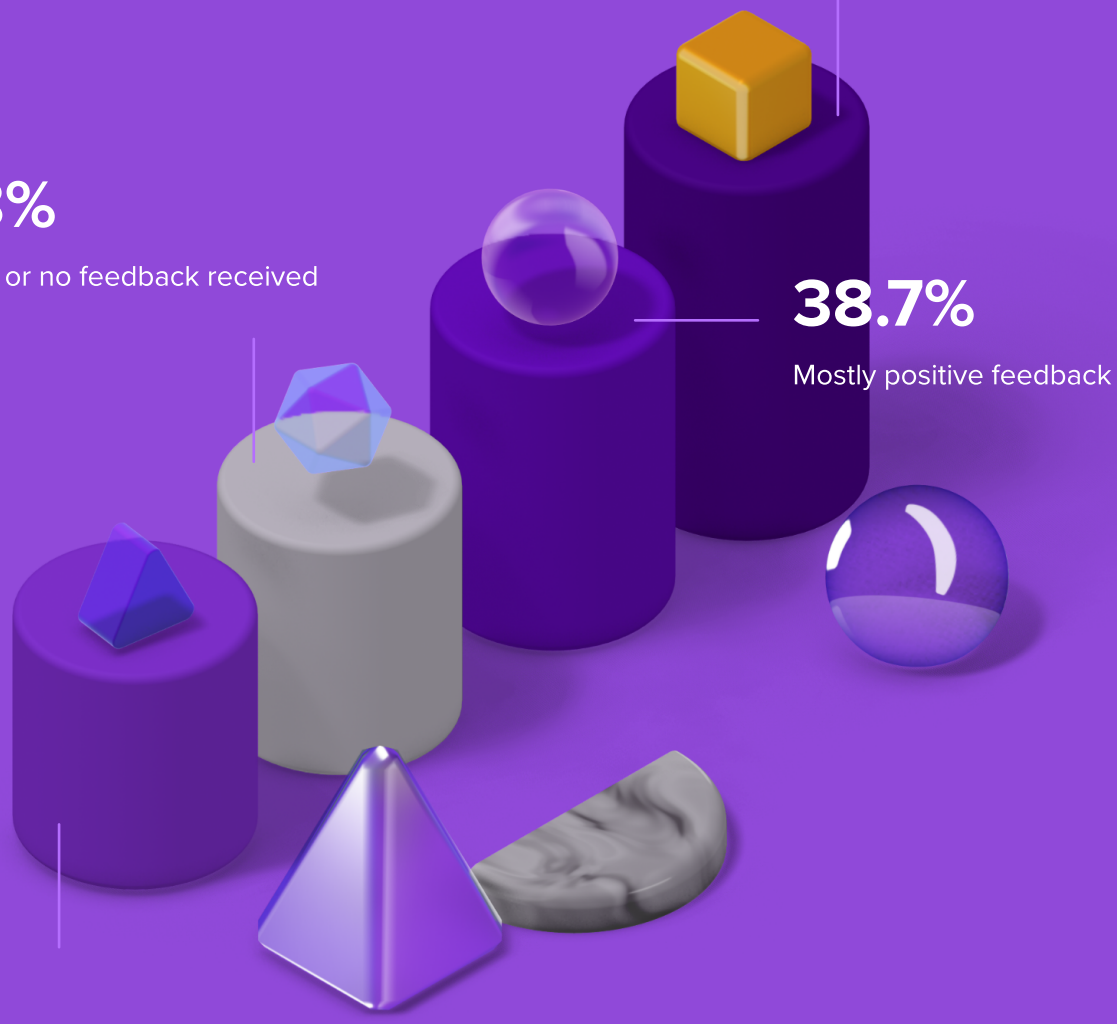
And speeding up the process (as outlined above) will always have a positive impact on jobseekers normally accustomed to long waits between updates.

How do candidates generally respond to the use of AI in your hiring process?

49.2%
Mixed feedback

6.8%
Unsure or no feedback received

38.7%
Mostly positive feedback



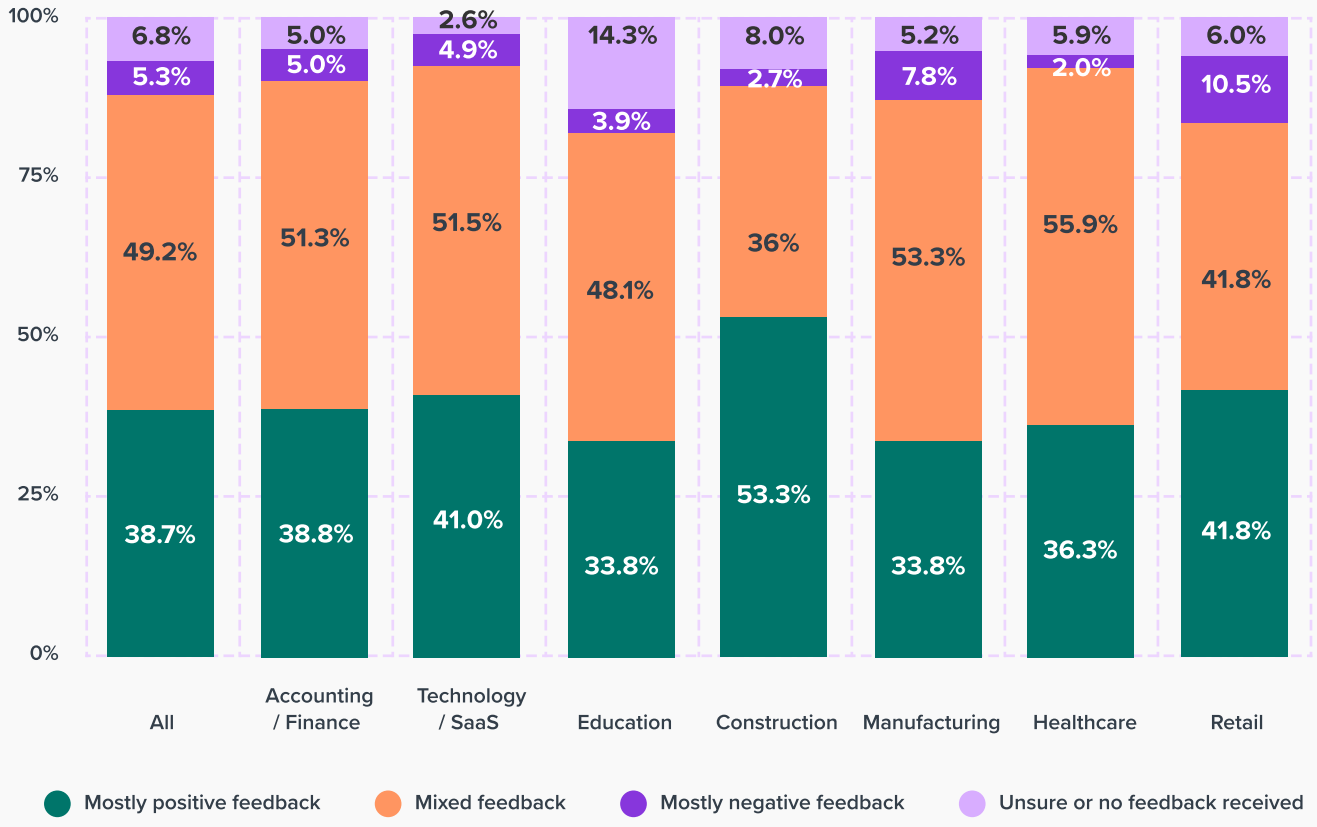
5.3%
Mostly negative feedback

The industry lens

When looking at the different industries, Construction leads in terms of positive feedback (53.3%, a full 14.6 points higher than the baseline), while Manufacturing lags in that same area (33.8%).

Retail, on the other hand, has twice as many respondents receiving mostly negative feedback (10.5% vs. 5.3%) while just 2% of Healthcare respondents say the same.

How do candidates generally respond to the use of AI in your hiring process?



It’s not disruptive – it’s transformative

AI's influence across industries highlight a number of key themes: making processes more efficient, taking more innovative approaches, and increasing the intelligence of automation.

In hiring, the impact of AI is transformative. It’s streamlining recruitment processes and boosting efficiency in candidate selection. The savings in time to fill, time invested in the process, and hiring budgets are markedly clear.

For candidates, the response is generally positive – but that can be a precarious balance as automation can feel somewhat impersonal.

That being said, human oversight is still crucial – especially when looking at soft skills, cultural fit, DEI principles, and particularly the final hiring decision. That might change as AI technology evolves over time.

Now, let’s look at AI in the workplace.

2

AI in the workplace

AI, of course, isn't only used in hiring processes. Its impact on overall work processes is abundant. For every company that bans use of AI tools due to compliance or privacy considerations, there's another company that dives headfirst into it.

And the seemingly endless list of new AI tools is growing by the day. 2024 is bound to see even more developments in this area.

Right now, we have a snapshot of how it's being used in the work world.

6. The effectiveness of AI at work

In all the excitement, an important question stands out for professionals: how does AI help one work?

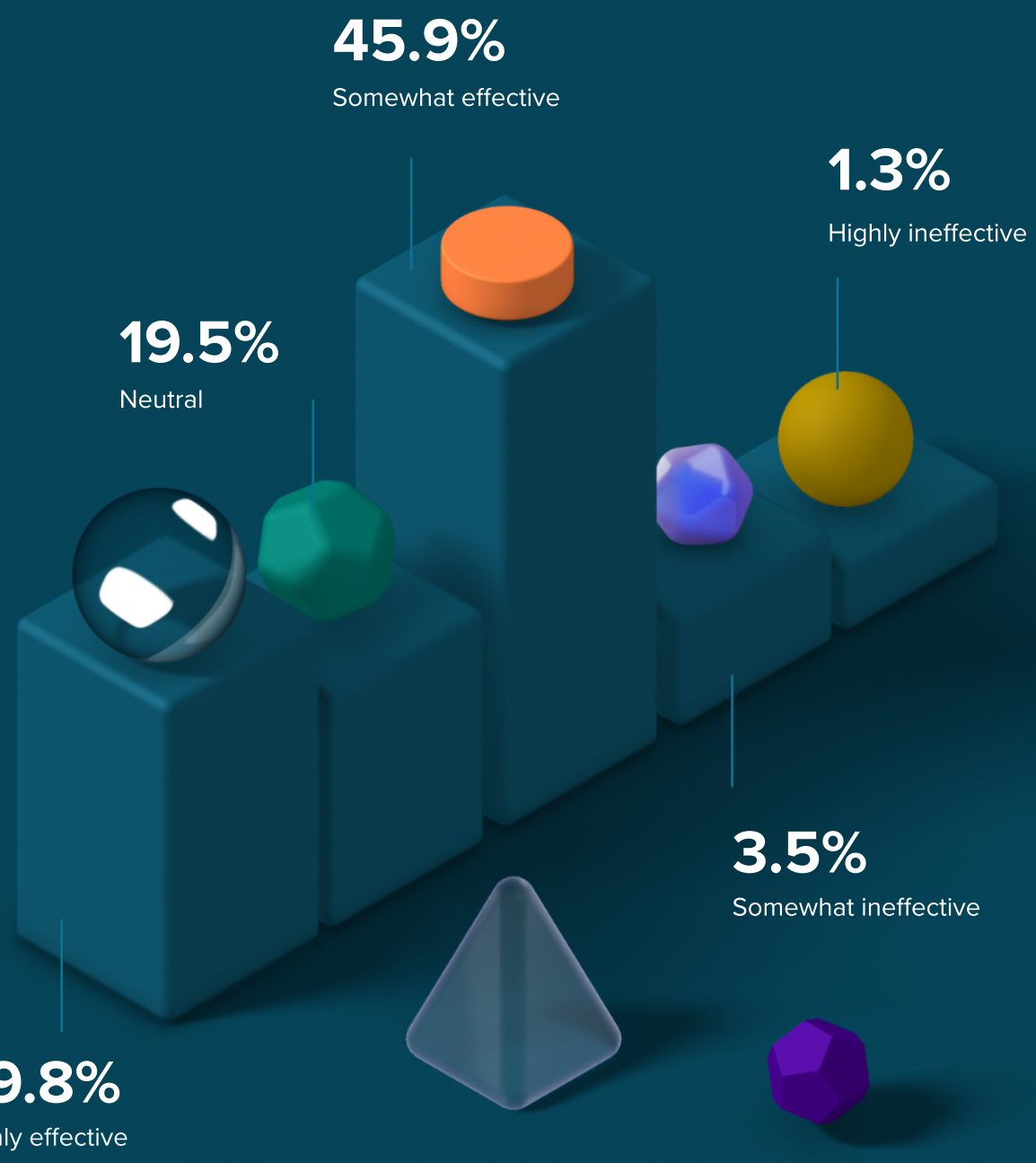
Since work is often measured in terms of productivity, we asked how effective AI is at enhancing day-to-day operations.

Three in four (75.7%) say it's either highly or somewhat effective in their daily job.

Another two out of five say it hasn't made a difference (neutral).

Just one in 20 (5%) say AI is somewhat or highly ineffective at enhancing productivity.

How effective is AI at enhancing productivity in your own day-to-day work?

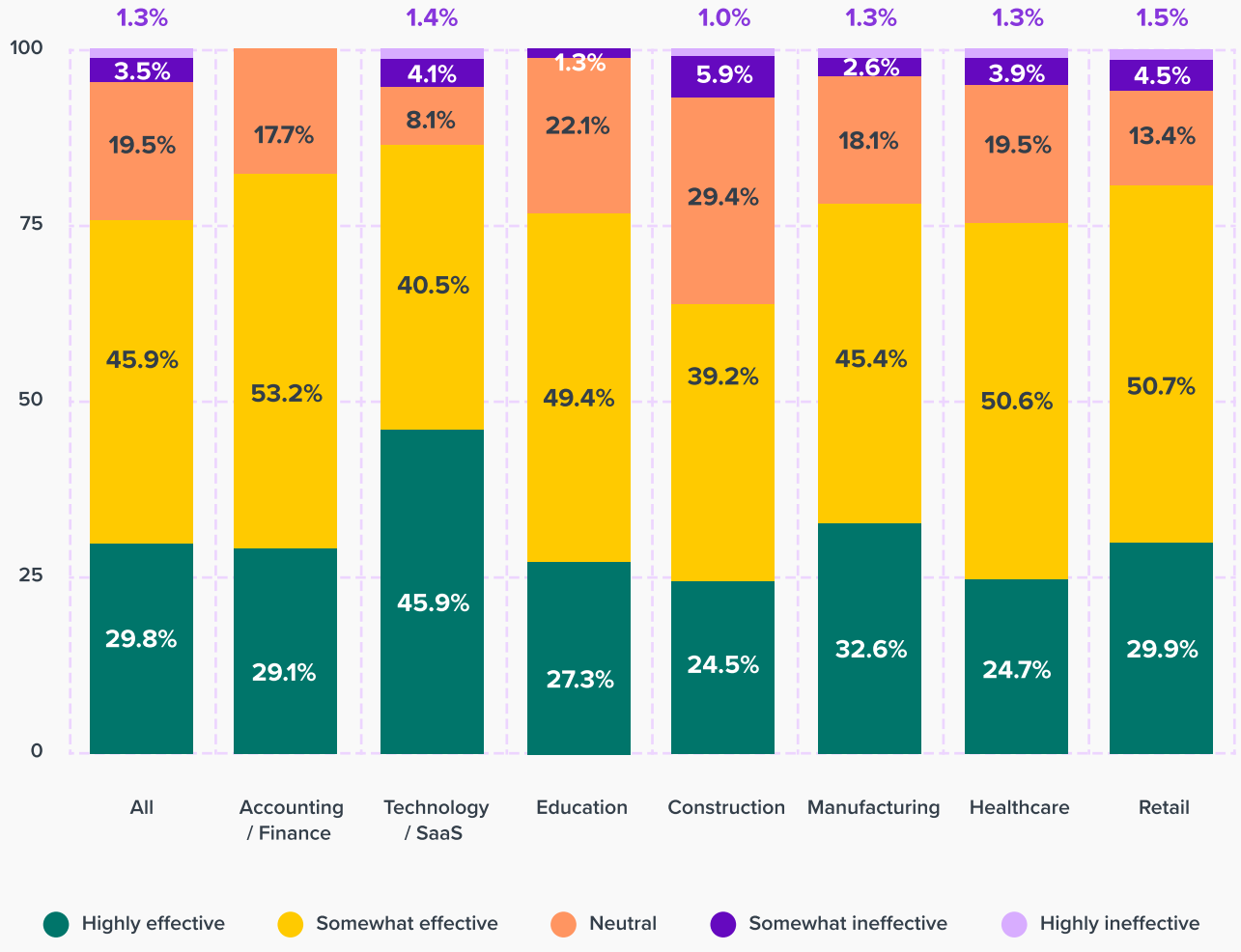


The industry lens

Construction resoundingly calls AI very effective in enhancing productivity (86.4% vs. 75.7% overall), with Accounting / Finance coming in second out of the seven industries in this measurement (82.3%).

Healthcare is much more likely to say the effect is ultimately neutral (29.4% vs. 19.5% overall) – it's also more likely to say it's somewhat or highly ineffective (6.9% vs. 5% overall).

How effective is AI at enhancing productivity in your own day-to-day work?



7. The drawbacks of AI at work

As discussed in the drawbacks of AI in hiring, we're cognizant of the challenges around using artificial intelligence tools in the workplace overall.

Again, we see interesting developments here. Nearly half of all respondents (46.2%) cited technical difficulties related to implementation or operation of AI tech, followed closely by financial challenges (41.9%). This suggests that the costs of AI tools overall may be higher than the costs of AI tools in hiring – after all, we noted above that cost savings in hiring are quite high.

Meanwhile, two out of five respondents (40.5%) point to employee resistance or discomfort when adopting AI in workflows. That's understandable – for some, AI or any new technology can be a newfangled thing requiring a learning curve or causing a disruption of long-established work habits.

Hiring aside, what are the main overall challenges your company has faced in integrating AI? (Choose up to three items from this list)

Technical difficulties: Issues with the implementation or operation of AI technologies

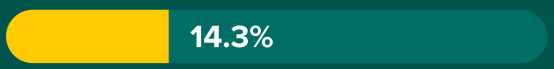
Cost: Financial constraints, including high costs of implementation, operation, or maintenance

Employee resistance or discomfort: Opposition or unease among staff towards adopting AI

Ethics: Dilemmas or conflicts arising from the use of AI, such as fairness, transparency, and impact on jobs

Lack of expertise: Insufficient skill sets or knowledge within the company to effectively leverage AI

Compliance: Difficulties in adhering to industry regulations, standards, or legal requirements concerning AI

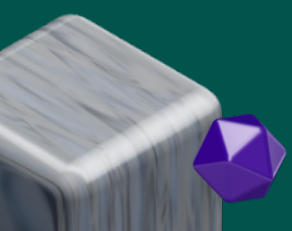


Data security: Problems related to data quality, privacy, or security

Scalability issues: Complications in expanding AI usage or capabilities within the company

Integration hurdles: Challenges in integrating AI with existing systems or workflows

Misalignment with business strategy: AI initiatives not aligning with the company's overall goals or direction



The industry lens

Across the seven industries, Construction is most likely to cite technical difficulties (52.% vs. 46.2% overall), while Accounting / Finance (48.1% vs. 41.9% overall) and Manufacturing (46.8%) pointed to cost as a problem.

Ethics is a major concern for IT / Technology / SaaS (42.3% vs. 28.4% overall). Compliance is a consideration for Construction (26.7% vs. 17.8% overall) and Healthcare (25.5%), and not so much for Retail (11.9%).

Retail (34.3% vs. 41.9% overall) is also far less worried than others about cost, while Construction isn't so concerned with ethics (18.7% vs. 28.4% overall).

While employee resistance and discomfort is cited as a major concern, that challenge pretty evenly spread out across the seven major industries in our dataset. That being said, IT / Technology / SaaS is a bit more concerned (44.5% vs. 40.5% overall) and Education (36.4%) a little less so.

Hiring aside, what are the main overall challenges your company has faced in integrating AI? (Choose up to three items from this list)

	All	Accounting / Finance	Technology / SaaS	Education	Construction	Manufacturing	Healthcare	Retail
Technical difficulties:	46.2%	49.4%	49.3%	42.9%	52.0%	50.7%	42.2%	50.8%
Employee resistance or discomfort	40.5%	40.5%	44.5%	36.4%	37.3%	40.3%	41.2%	43.3%
Cost	41.9%	48.1%	44.9%	40.3%	44.0%	46.8%	38.2%	34.3%
Ethics	28.4%	29.1%	42.3%	33.8%	18.7%	22.1%	33.3%	20.9%
Compliance	17.8%	12.7%	15.0%	15.6%	26.7%	18.2%	25.5%	11.9%
Lack of expertise	20.0%	24.1%	13.7%	27.3%	12.0%	20.8%	21.6%	22.4%
Data security	14.3%	11.4%	13.7%	9.1%	14.7%	13.0%	14.7%	20.9%
Integration hurdles	9.7%	7.6%	7.9%	10.4%	14.7%	11.7%	9.8%	7.5%
Scalability issues	9.9%	10.1%	11.9%	9.1%	6.7%	19.5%	6.9%	4.5%
Misalignment with business strategy	5.8%	5.1%	3.5%	6.5%	6.7%	2.6%	14.7%	6.0%

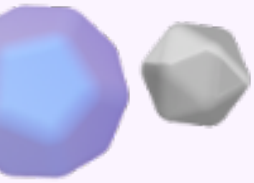
8. Job worries and AI at work

Turnover and redundancy are always a concern whenever an industry or overall workplace is smacked hard by a new development in the landscape. In this case, this is artificial intelligence.

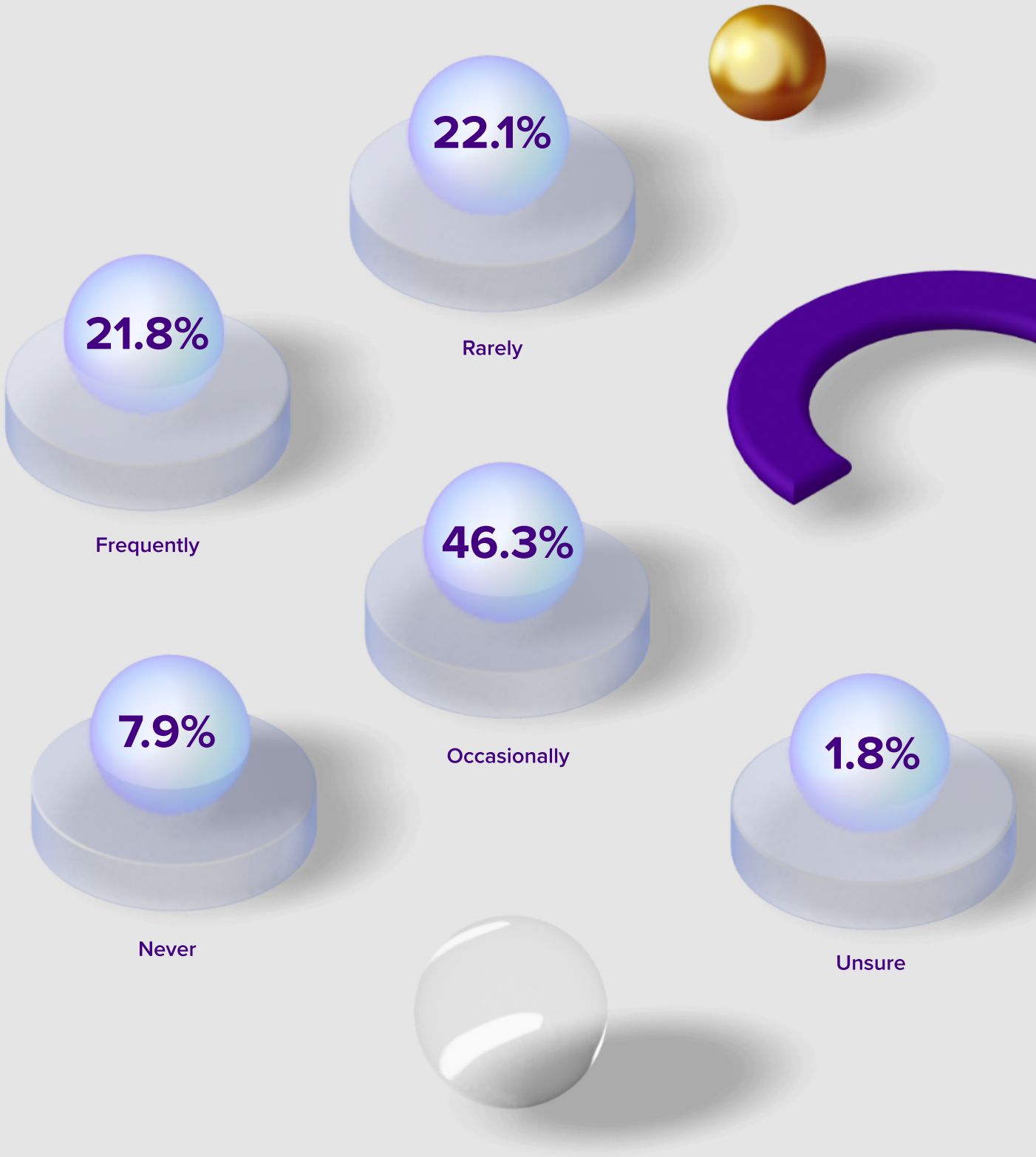
So, are employees worried about their jobs? Yep, they are.

Nearly seven out of 10 (68.1%) say employees in their company frequently or occasionally express concerns about AI impacting their job security.

Only 7.9% – less than one in 12 – say they don't see those concerns being raised in their workplace.



Do employees in your company express concerns about AI impacting their job security?



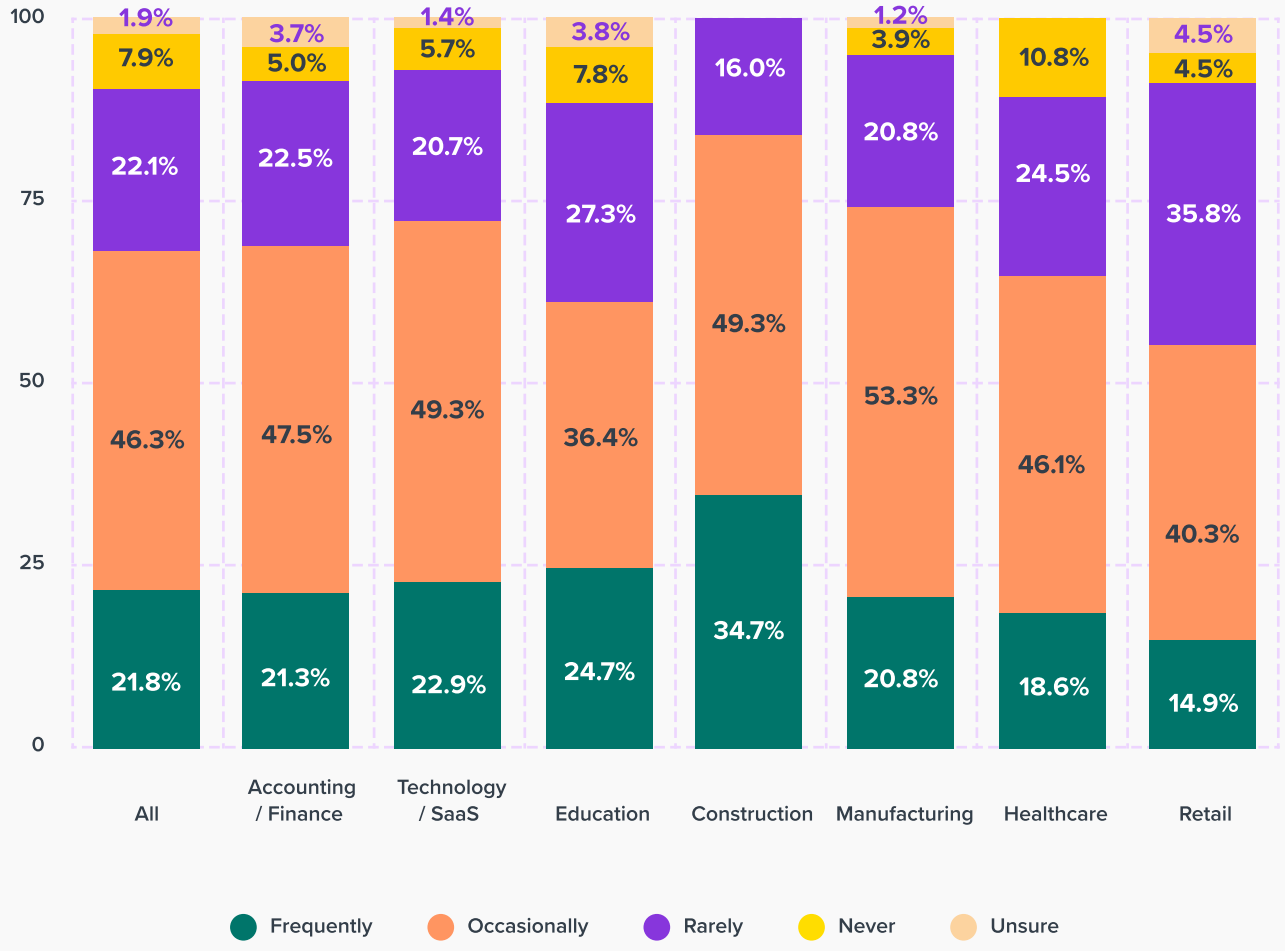
The industry lens

Perhaps unsurprisingly now that Construction is shown to be a leading industry in AI adoption, this industry also leads in terms of job security worries at 84%, 15.9 points higher than the overall benchmark of 68.2%.

Education (61.1%) and Retail (55.2%) aren't as concerned.

In fact, two out of five in Retail (40.3% vs. 30% overall) say their employees rarely or never express concerns about AI impacting their job security.

Do employees in your company express concerns about AI impacting their job security?



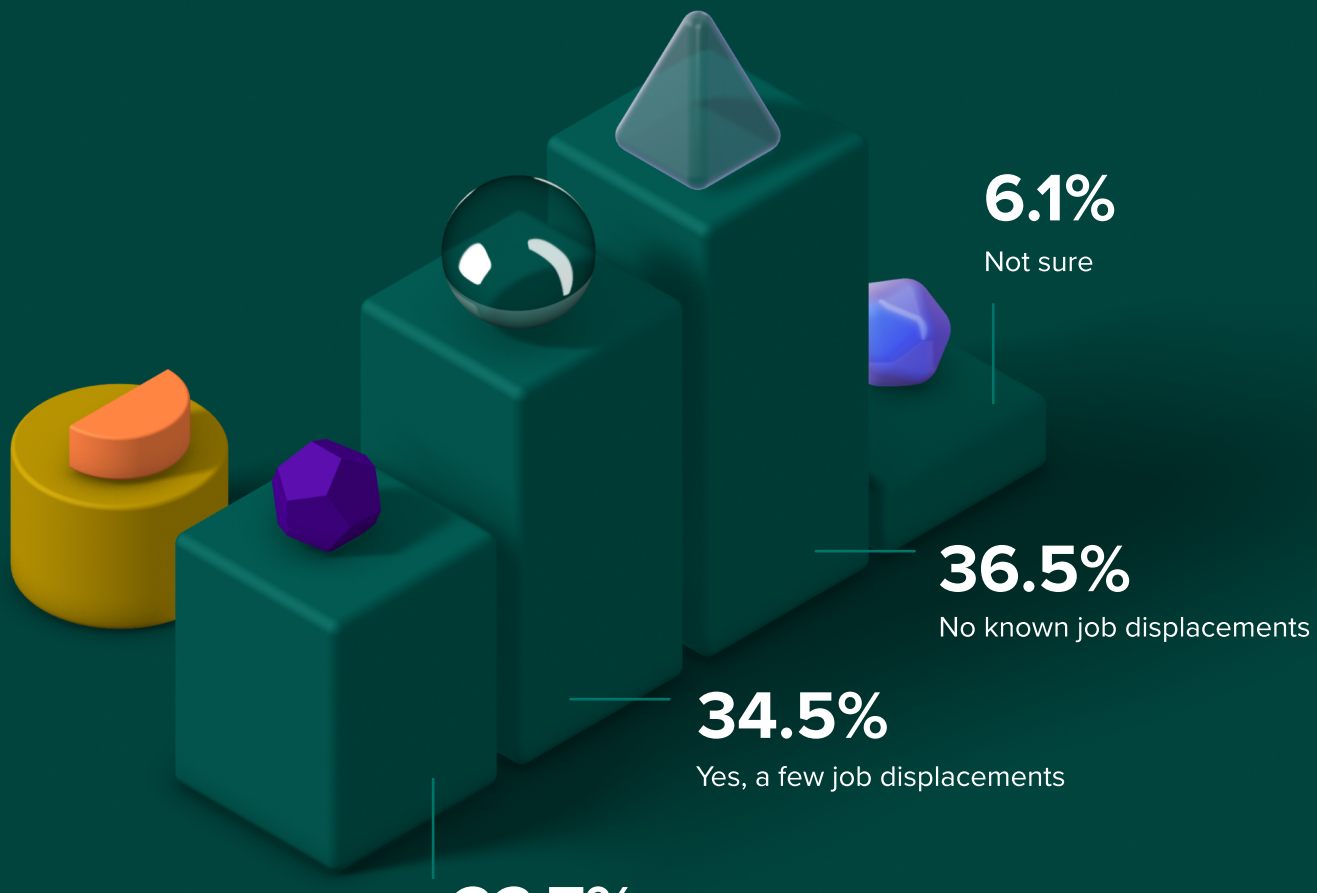
9. Job loss and AI at work

Worries are one thing – actual occurrence is another. We asked respondents whether job displacements indeed happened in their company, and the result is a little more spread out.

More than one in five (22.7%) say they saw many job changes or layoffs in their work, with another 34.5% saying there was a bit of an impact.

More than one in three (36.5%), however, say there weren't any known job displacements whatsoever.

Has the introduction of AI led to any job displacements in your company?



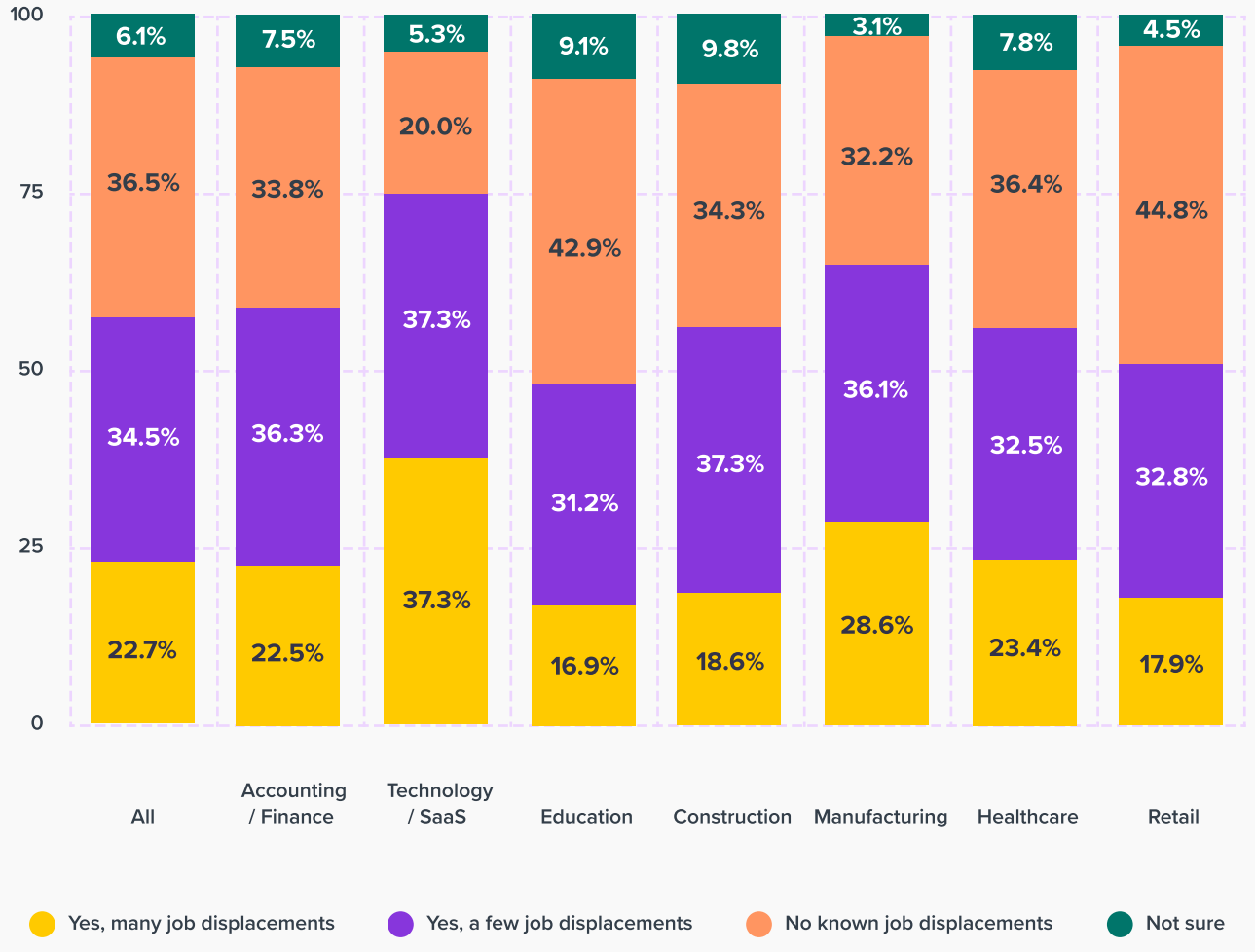
The industry lens

It makes sense that the fears of job loss would be accentuated when there's actual job loss.

Construction led the way in terms of job worries, and we know why. Three in four (74.6%) say there were a few or many job displacements in their company.

Retail (44.8% vs. 36.5% overall) and Education (42.9%) are more likely to say they saw no actual change.

Has the introduction of AI led to any job displacements in your company?



3

The temperature in the room

Amid all these insights is an opportunity to gauge the ‘mood’ of employees when it comes to the emergence of AI in hiring and in the work world. AI is not a single, anomalous monolith – it brings a complex range of technologies with a wide-ranging and diverse impact.

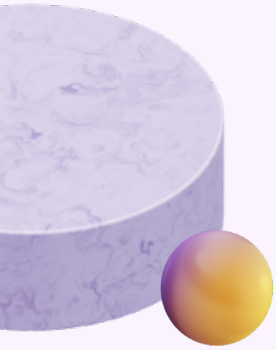
That means we need to somehow measure the intangible impacts. To find out, we asked respondents directly about comfort levels, team morale, and predictions.

10. The comfort level of using AI at work

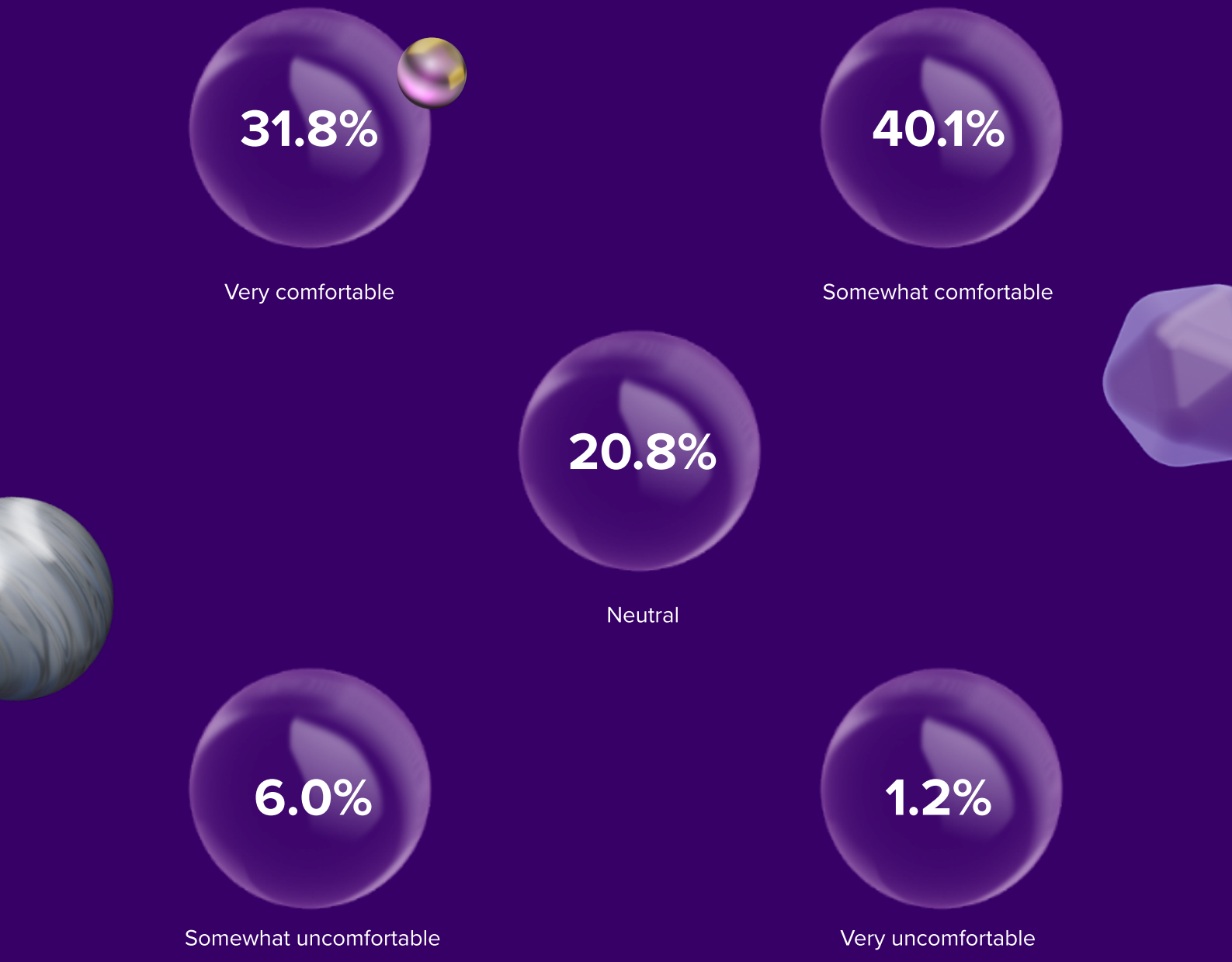
We noted above the struggles with employee resistance when using AI in the workplace. If that’s the second-highest concern for all respondents, that’s not reflected in the specific question of how comfortable employees are with using AI tools.

Nearly one in three (31.8%) say their colleagues are very comfortable with using AI tools at work, and another two in five (40.1%) say they’re somewhat comfortable.

If the majority of workers are generally fine with AI at work, then any challenges including resistance and discomfort are perhaps seen as easily overcome. Everything can be improved in a sense, even the experience of using AI in the workplace.



How comfortable are employees in your workplace with using AI tools?

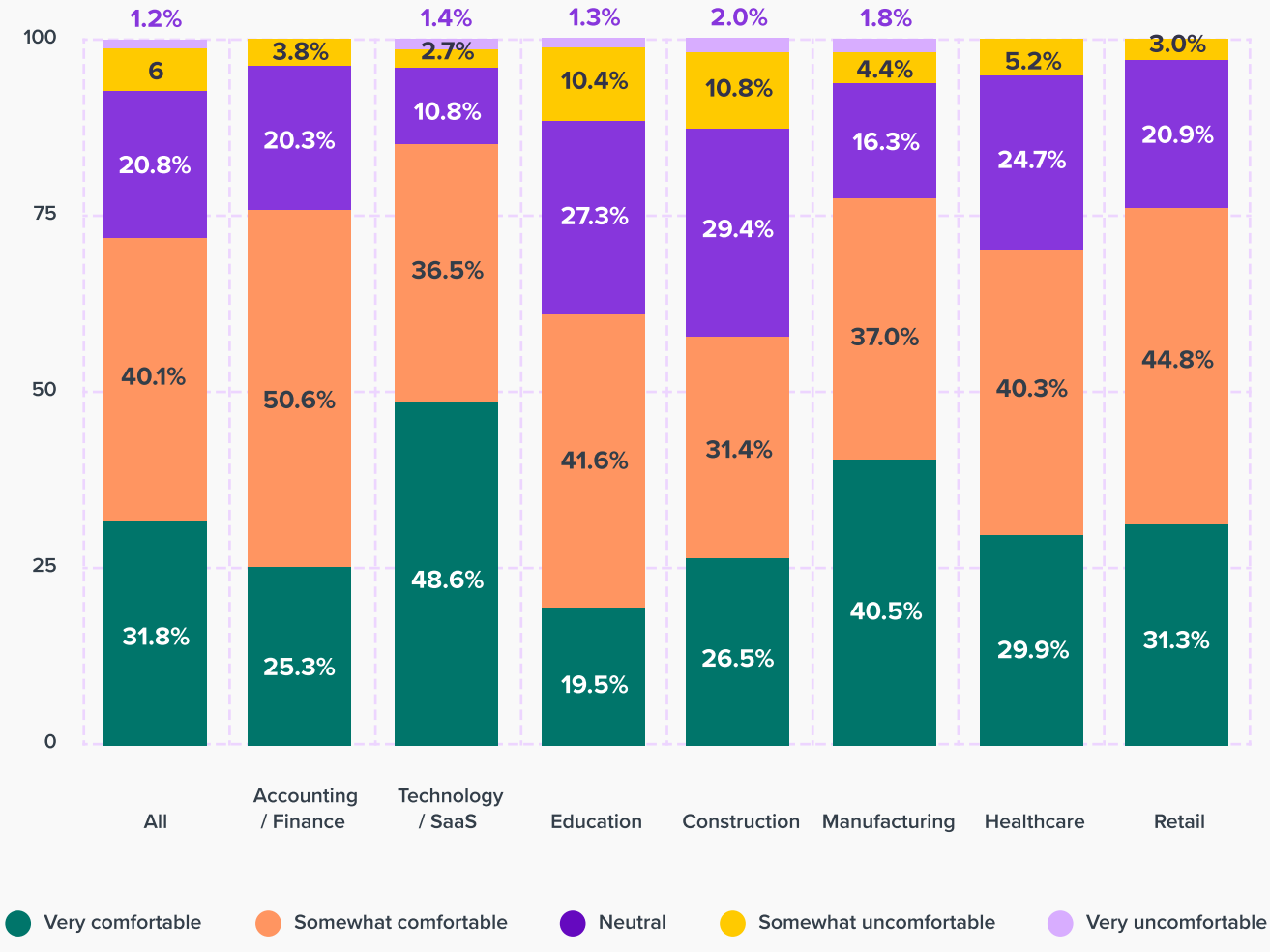


The industry lens

Construction leads in terms of comfort with AI tools in the workplace (85.1% vs. 71.9% overall – a 13.2-point difference), followed by IT / Technology / SaaS (77.5%) and Accounting / Finance (75.9%).

Healthcare (57.9%) and Education (61.1%) aren't nearly as comfortable with AI tools. In fact, they're rather neutral (29.4% and 27.3% vs. 20.8% overall), and even more "somewhat uncomfortable" (10.8% and 10.4% respectively, vs. 6% overall) than the baseline response.

How comfortable are employees in your workplace with using AI tools?



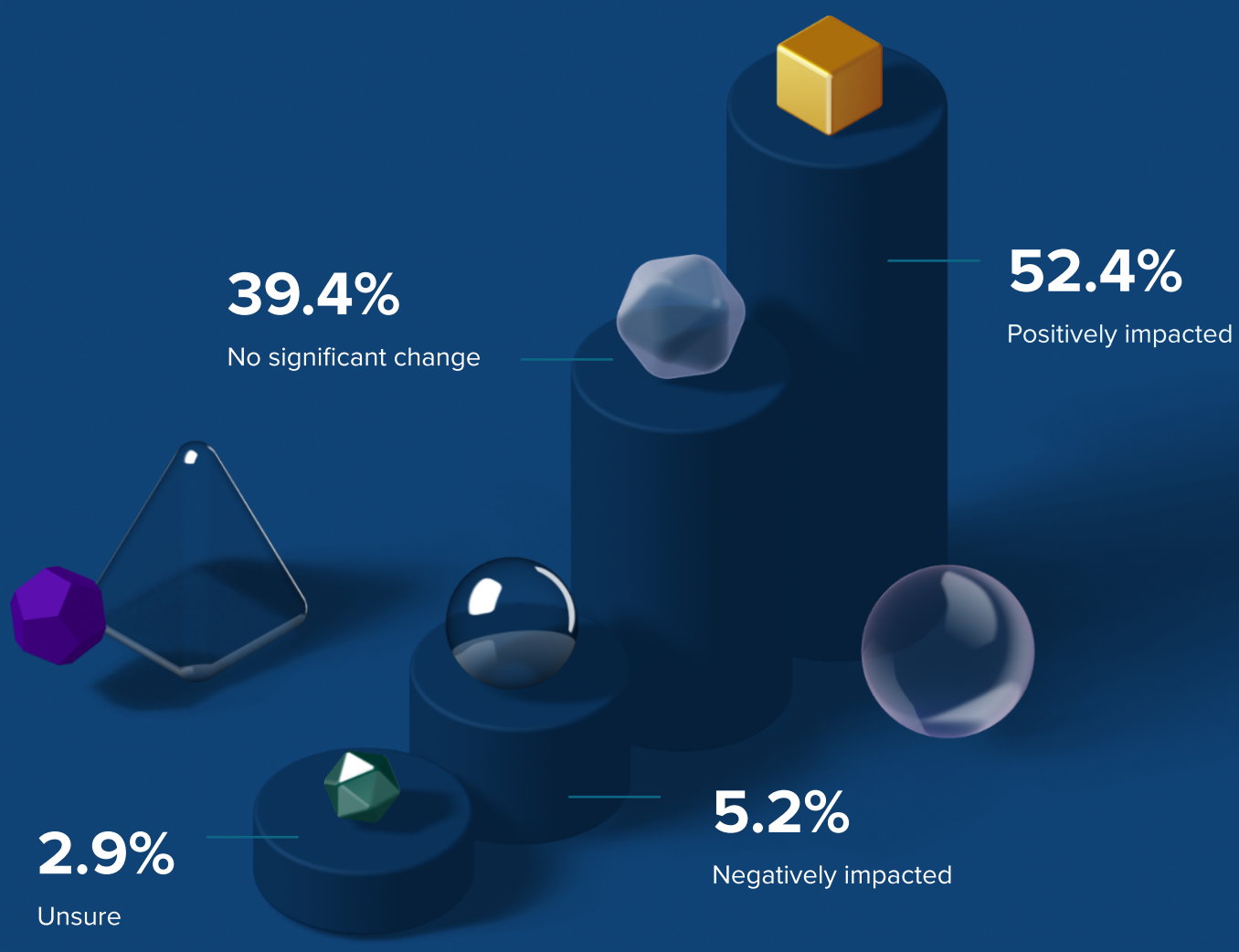
11. Team morale and AI

As it happens, more than half (52.4%) say the integration of AI in workflows has had a positive impact on team morale.

Two out of five (39.4%), however, say there's no real significant change.

So, even with the concerns around job security, morale remains strong. Perhaps employees are as excited as they are nervous about the impact of AI on their working lives.

How has the integration of AI impacted team morale?

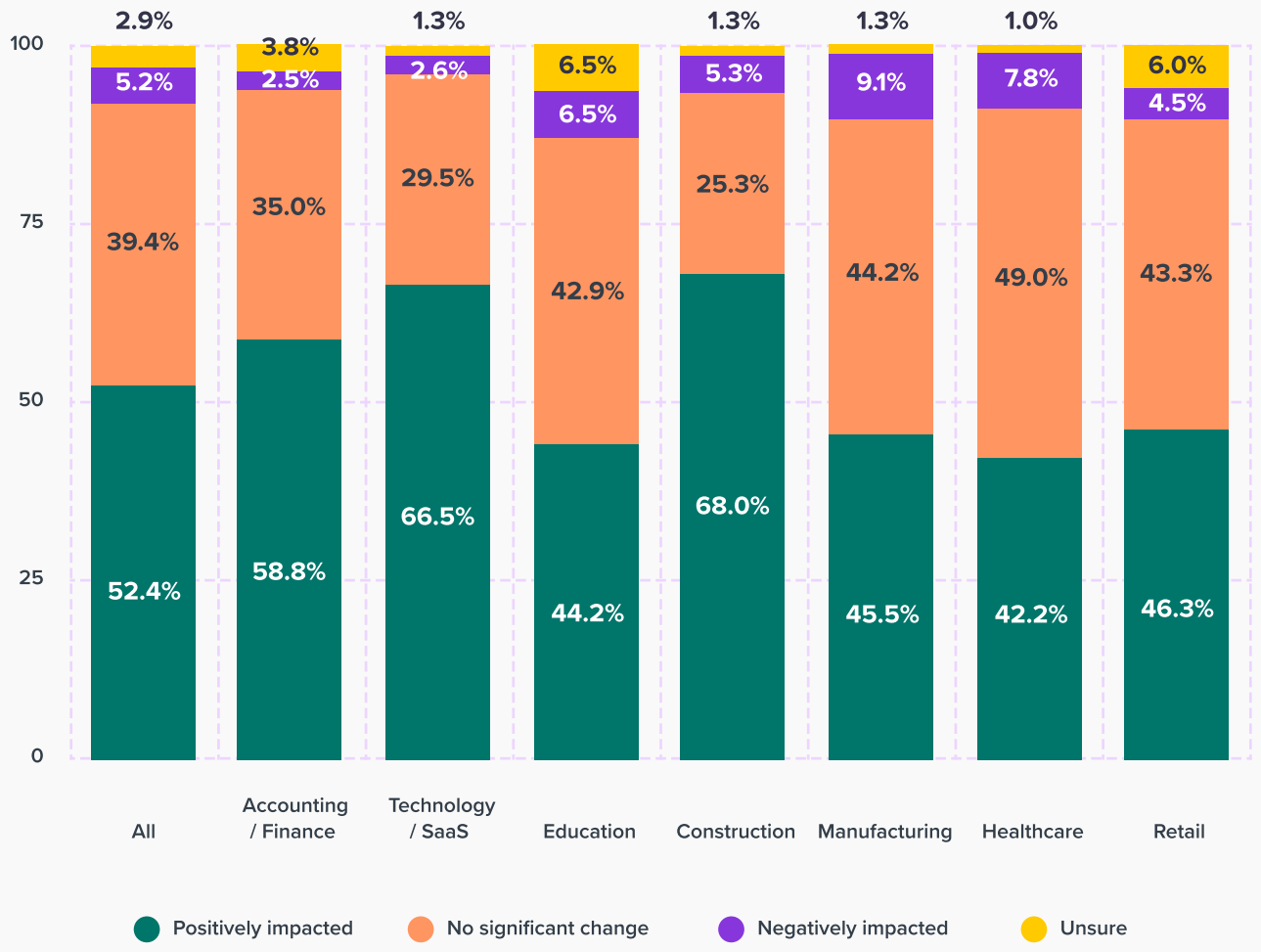


The industry lens

Nearly seven out of 10 (68%) in Construction see a positive impact on team morale, a healthy 15.6 points above the overall. IT / Technology / SaaS follows closely behind at 66.5%.

Manufacturing (9.1% vs. 5.2% overall) and Healthcare (7.8%) are more likely to see a negative impact on team morale with the integration of AI at work.

How has the integration of AI impacted team morale?



12. The future of AI integration

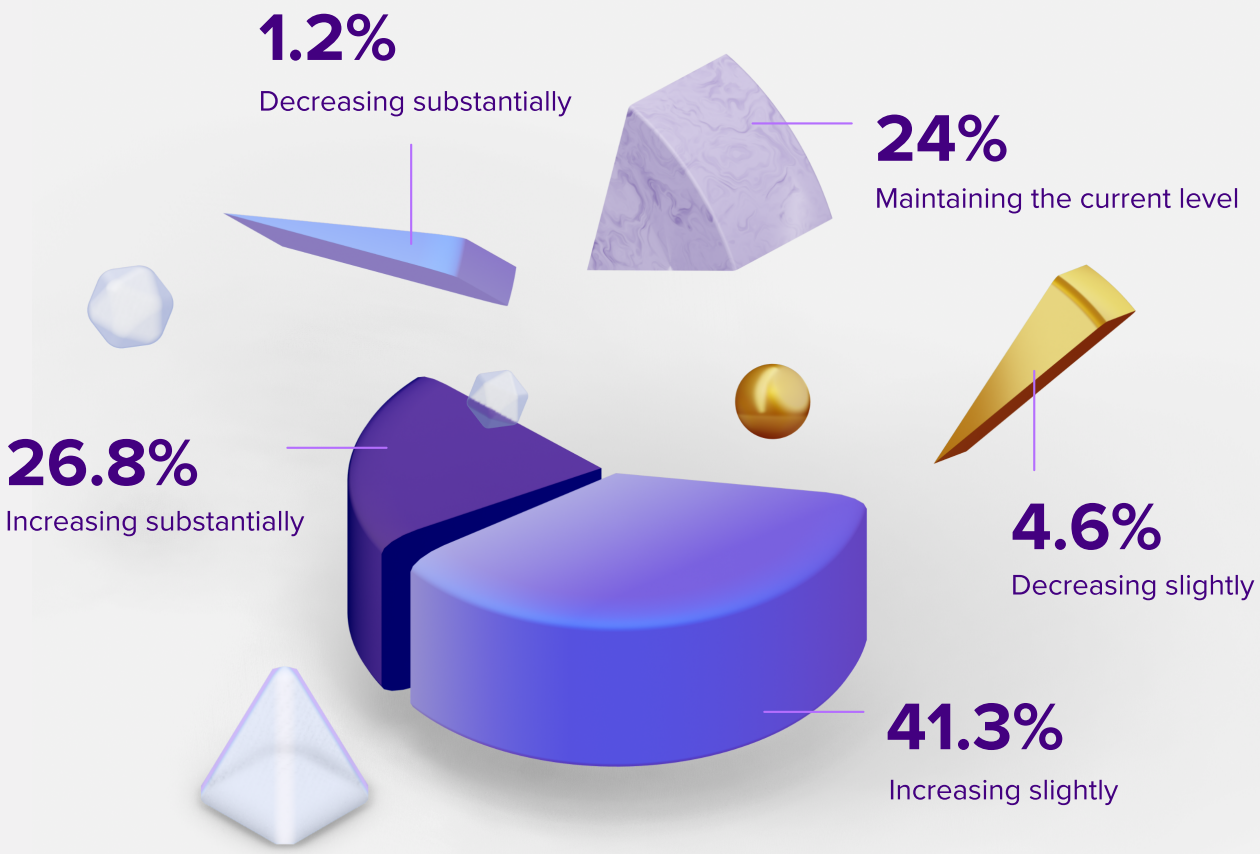
We've looked aplenty at the present situation of AI in hiring and in work, but what of the future?

The future: AI in hiring

First, let's look at AI in hiring specifically.

Nearly seven in 10 (68.1%) see a substantial or slight increase in the use of these tools in their company's recruitment process – and another one in five (24%) think it'll stay at the same level.

Do you foresee your company increasing, decreasing, or maintaining its current level of AI in hiring over the next 5 years?

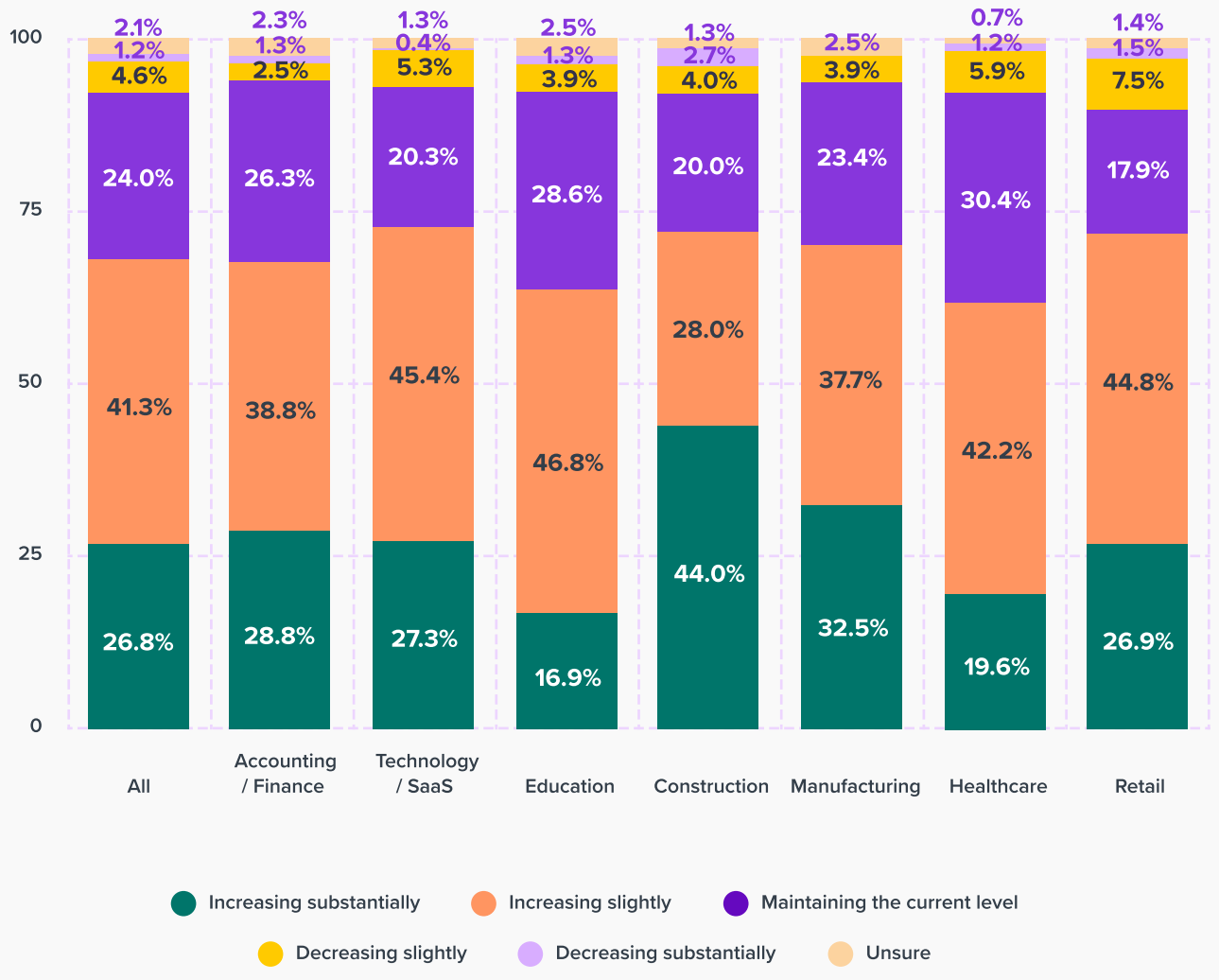


The industry lens

Construction is far ahead of the pack (44% vs. 26.8% overall) in predicting substantial increase of AI in hiring over the next five years, while IT / Technology / SaaS (72.7% vs. 68.1% overall) predict a substantial or slight increase.

Retail is more likely to see a slight or even substantial decrease of AI use in hiring (9%) than the overall (5.8%).

Do you foresee your company increasing, decreasing, or maintaining its current level of AI in hiring over the next 5 years?

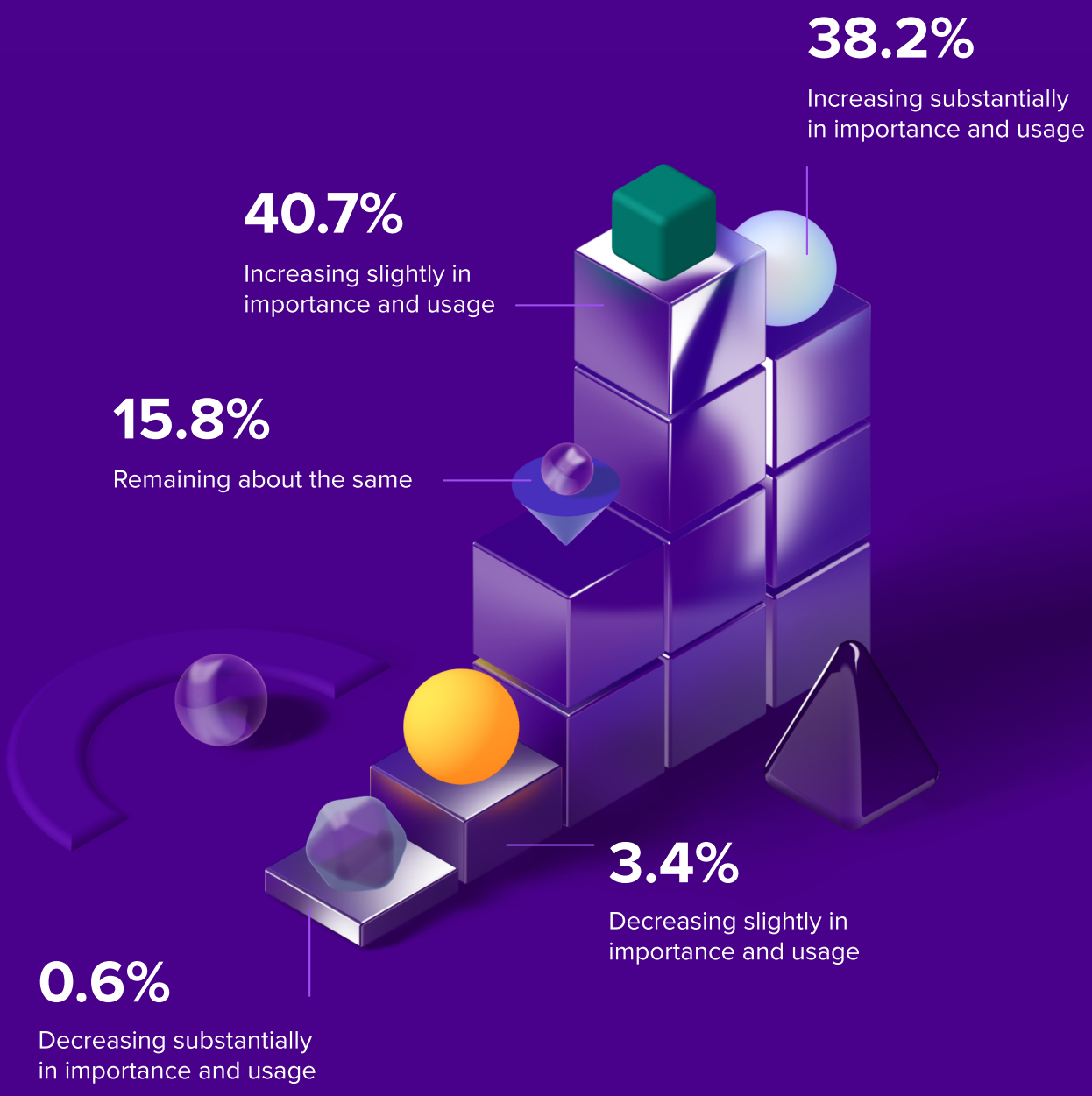


The future: AI in the workplace

Nearly four out of five (78.9%) foresee a substantial or slight increase in importance and usage of AI in the workplace.

Only one in 25 (4%) predict a decrease of some kind.

How do you foresee the role of AI in your workplace evolving over the next few years?

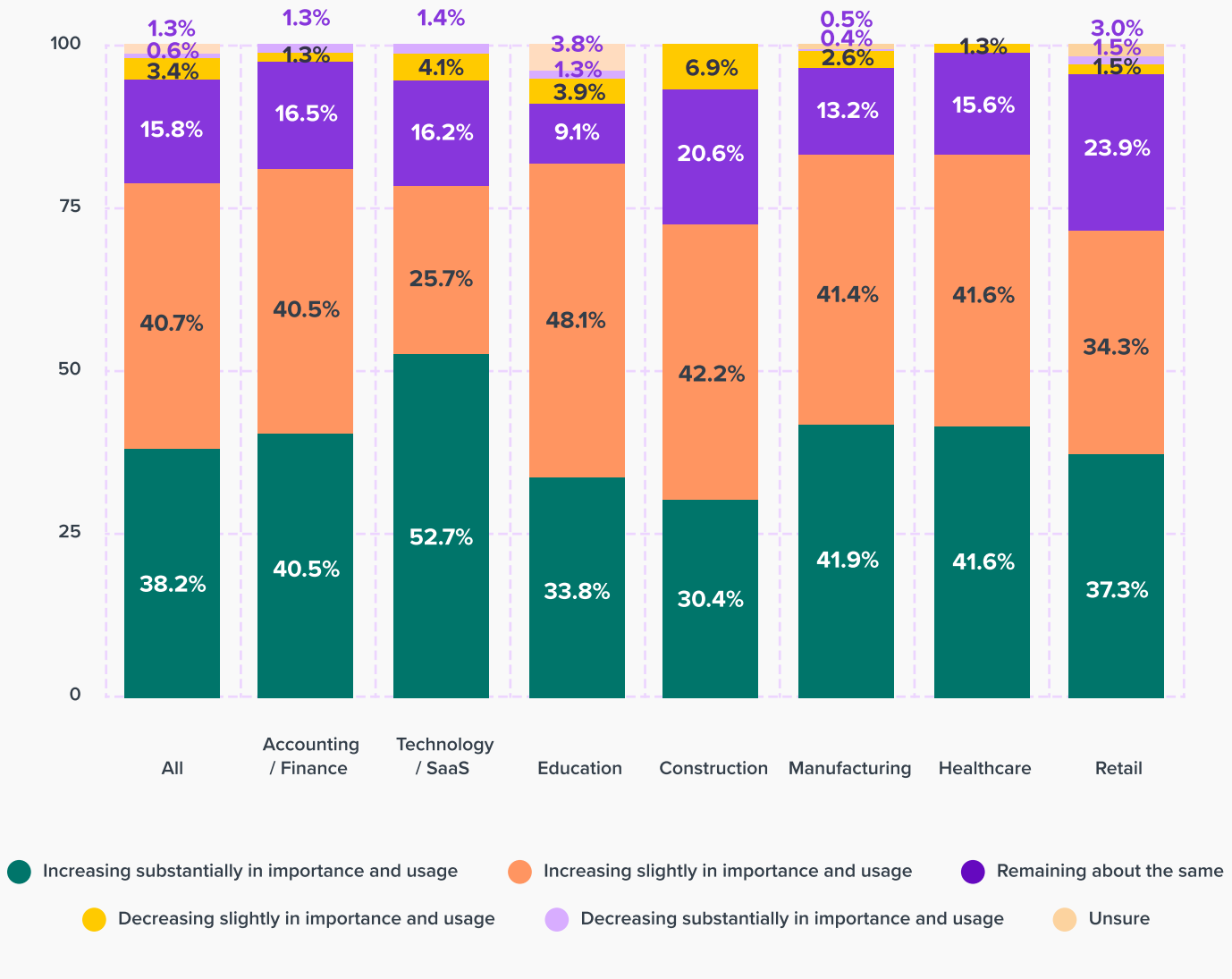


The industry lens

Construction (52.7% vs. 38.2% overall) predict a substantial increase in AI in their work. IT / Technology / SaaS (83.3% vs. 78.9% overall) and Manufacturing (83.2%) see AI increasing over the next few years as well.

Healthcare (6.9% vs. 3.4% overall) is most likely to predict a slight decrease in importance and usage of AI. Construction, interestingly, is also most likely to predict any level of decrease (5.5% vs. 4% overall). Education (5.2%) follows close behind.

How do you foresee the role of AI in your workplace evolving over the next few years?



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Conclusion

Since the 19th century, we've seen a number of large-scale foundational shifts in how we carry out our work and how the surrounding economy operates as a result.

The Industrial Revolution, of course, is an early example – it marks a profound transformation from agrarian, handcraft economies to machine-driven manufacturing. Enter mechanization of processes, factories, mass production – and ultimately, a workforce skilled in machine operation and maintenance and technical skills, as opposed to artisanal and agricultural work.

Much later, we saw the widespread adoption of computers and the advent of the Internet leading to increased digital transformation of work – allowing for greater automation of basic tasks and especially the development of entirely new industries (SaaS, especially).

Hiring also changed with the entry of the Internet – in tandem with an increased demand for a computer-literate workforce is the emergence of online job postings, digital resumes, tests in the cloud, and virtual interviews, among others.

More recently, the COVID-19 pandemic accelerated another paradigmatic shift in the workplace to greater flexibility in work, a booming gig economy, and adoption of new principles – something we've discussed at length in our workplace studies on the New World of Work (2020 and 2022) and on the Great Discontent (2021 and 2023).

The hiring process was also altered significantly in the fallout of COVID-19, with recruitment going global and a greater emphasis on self-management and agility skills. The traditional employer-employee relationship also shifted, with more people working as independent contractors on a project basis.

AI is just the latest **workplace transformation**

And now, of course, we have AI in hiring and the workplace. Our survey dataset shows continued disruption of existing working models now and in the future – meaning we're in the midst of yet another workplace transformation.

In hiring, AI's role will evolve from being a mere tool for efficiency to a more complex system that enhances decision-making and strategic planning. As AI technologies become more sophisticated, they may offer deeper insights into candidate assessment, going beyond resume screening to analyzing behavioral patterns, cultural fit, long-term potential, and other insights.

This evolution will necessitate a shift in HR roles, where professionals will need to be as adept in utilizing AI technologies as they are in traditional recruitment methods.

The rise of the digital humanist

Another nuanced shift in hiring will be the continued emergence of hybrid decision-making models. These models will blend AI's analytical prowess with human intuition and emotional intelligence.

We discussed above the importance of this in addressing concerns around bias – as AI systems learn from historical data, there's a risk of perpetuating existing biases. Human oversight will be essential to counteract this to maintain DEI standards not only in hiring but in the workplace.

AI technology will also penetrate focal areas of HR beyond hiring, including employee engagement, performance management, and even employee mobility, retention, and turnover. The tech can only grow the ability to take proactive approaches in all these areas

Meanwhile, with routine tasks largely dominated by automated AI capabilities, the skillset required for various roles will shift (or even evolve), emphasizing creativity, problem-solving, and emotional intelligence. This means rethinking training and development, focusing on upskilling existing employees and onboarding new hires to thrive in a more AI-integrated workplace.

The path ahead of us isn’t about a choice between human-driven and AI-driven work. It’s about pulling the best of both into a single, synergized system. Those who blend the irreplaceable (or rather, irreplicable) human elements with the limitless capabilities of artificial intelligence will spearhead the development of a new ecosystem where technology and humanity can thrive together.

Let’s grow together

Explore our full AI-powered hiring platform with a 15-day free trial, no credit card required.

Post jobs, get candidates and manage applicants all in one place with the help of AI technology in the platform.

Request a demo

Start a free trial