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Technology and AI- An Ethical Implication of AI in Hiring and Decision Making

Dr. Subhashini Sagar*

***Associate Professor, Radharaman Engineering College, Bhopal (M.P.) INDIA**

Abstract - Artificial intelligence (AI) is revolutionising hiring and organisational decision-making, but ethical issues like algorithmic bias, accountability, transparency, and data privacy continue to be major concerns. The ethical aspects of AI-driven hiring are examined in this paper, along with how they affect moral judgement and equitable hiring procedures. 250 respondents provided primary data, and a quantitative research design was used. AI recruitment systems, algorithmic bias, accountability, transparency, data privacy, ethical decision-making, and equitable employment processes were among the constructs looked at. The total scale dependability achieved 0.91, and the reliability results showed strong internal consistency with Cronbach's alpha values ranging from 0.83 to 0.89. Regression analysis accounted for 52% of the variance in fair hiring procedures and ethical decision-making (R2 = 0.52).The results showed that ethical outcomes are most positively impacted by transparency ($\beta = 0.35$, $p < 0.001$) and accountability (â = 0.37, $p < 0.001$), followed by AI recruiting systems ($\beta = 0.32$, $p < 0.001$) and data privacy ($\beta = 0.24$, $p < 0.01$). On the other hand, fair hiring practices were significantly impacted negatively by algorithmic bias ($\beta = -0.28$, $p < 0.001$).

The findings show that although AI improves hiring efficiency, ethical governance practices are necessary to guarantee justice, openness, and responsible decision-making. By offering empirical data on the significance of governance elements in fostering ethical AI-based hiring practices and practical implications for organisations implementing AI-driven recruiting tools, the study adds to the expanding body of literature on AI ethics.

Keywords: Artificial Intelligence (AI), AI Recruitment, Algorithmic Bias, Ethical Decision-Making, Fair Hiring Practices, Transparency, Data Privacy, Accountability, AI Ethics.

Introduction - One of the most revolutionary technologies affecting contemporary organisational procedures is artificial intelligence (AI). AI applications have grown dramatically in a variety of industries in recent years, especially in hiring, managerial decision-making, and human resource management (HRM). To increase operational effectiveness and decision accuracy, organisations are using AI-driven technologies including machine learning algorithms, predictive analytics, and automated decision-support tools. Large data processing, more effective candidate evaluation, and streamlined hiring processes are all made possible by these technologies (Tambe et al., 2019; Davenport &Ronanki, 2018; Upadhyay & Khandelwal, 2018). AI is therefore becoming a crucial part of contemporary labour management and recruitment methods.

Innovative techniques for locating and assessing possible employees have been made possible by the use of AI in hiring procedures. Recruitment platforms with AI capabilities may screen resumes, evaluate candidate profiles, do automated interviews, and forecast a candidate's suitability for a certain position. According to Chamorro-Premuzic et al. (2016) and Köchling&Wehner (2020), these systems enable organisations to decrease hiring time, minimise administrative workload, and enhance uniformity in candidate evaluation. Additionally, AI technologies offer data-driven insights that facilitate strategic workforce planning and managerial decision-making (Brynjolfsson & McAfee, 2017).

The growing reliance on algorithmic decision-making has created serious ethical problems, notwithstanding the potential advantages of AI-driven recruitment systems. Algorithmic bias, which happens when AI systems inadvertently replicate or magnify biases present in past training data, is one of the most serious problems. According to research, biased datasets may cause AI recruitment tools to discriminate in hiring by favouring some demographic groups while disadvantaging others (Barocas et al., 2019; Binns, 2018; Raghavan et al., 2020). These prejudices can be based on age, gender, race, or educational background, which raises significant moral and legal questions about equitable employment opportunities.

The dangers of biased AI hiring tools are highlighted by a number of empirical research. According to Green and

Chen (2019) and Cowgill (2019), algorithmic systems that have been trained on historical organisational data may discover patterns that mirror previous discriminatory practices, hence sustaining inequality in hiring procedures. After finding gender-based prejudice in their algorithms, some companies have even stopped using AI recruitment tools (Dastin, 2018). These events show how the use of AI technologies without proper oversight or bias mitigation techniques may have ethical ramifications.

The lack of explainability and openness in algorithmic decision-making is another significant ethical problem with AI-based hiring systems. Many AI models function as intricate "black box" systems, which makes it challenging to decipher or explain their internal decision-making processes. As a result, rejected applicants might not learn much or anything about the rationale behind hiring choices. Accountability, equity, and organisational trust are all hampered by this lack of transparency (Selbst&Barocas, 2018; Veale et al., 2018). Researchers stress that explainable AI is necessary to guarantee moral judgement and uphold equity in hiring procedures (Mittelstadt et al., 2016).

Concerns about data security and privacy are especially important when talking about AI-driven hiring. Large amounts of personal data, such as resumes, social media information, behavioural analytics, and video interview data, are regularly gathered and analysed by AI systems. Concerns about candidate permission, data security, and ethical data governance are raised by the use of such sensitive data (Martin, 2019). AI technology may jeopardise applicant privacy or misuse personal information while making hiring decisions if appropriate protections are not in place.

The relationship between human decision-makers and automated systems presents another difficulty in addition to issues with bias, openness, and privacy. According to research, people frequently rely too much on algorithmic suggestions, a tendency called automation bias (Parasuraman & Riley, 1997). Recruiters may miss possible biases or mistakes in the system if they rely too much on AI-generated recommendations. Therefore, responsible AI deployment in hiring practices still requires human monitoring and critical appraisal (Leicht-Deobald et al., 2019).

Additionally, larger organisational outcomes like workforce diversity, employee trust, and business reputation may be impacted by AI-driven hiring tools. Businesses that use biased or opaque AI systems run the risk of losing stakeholder trust and harming their employer brand. Therefore, ethical questions about the adoption of AI go beyond technological problems to encompass wider organisational and social ramifications (Kellogg et al., 2020).

Scholars and decision-makers have proposed several ethical frameworks to guide the appropriate use of AI in recognition of these challenges. According to Floridi et al. (2018), fairness, accountability, openness, and explainability are often highlighted as crucial requirements for moral AI systems. Global assessments of AI governance frameworks further emphasise the need for organisational policies and regulatory norms that ensure the ethical deployment of AI technology (Jobin et al., 2019). These rules aim to protect individual rights, promote responsible innovation, and stop discriminatory results in automated decision-making systems.

Examining the ethical ramifications of AI systems has become a crucial field of study due to the increasing use of these technologies in hiring and organisational decision-making. Organisations may create equitable, open, and responsible recruiting procedures by being aware of the moral dilemmas raised by AI-driven hiring technologies. Thus, the purpose of this study is to investigate the ethical ramifications of AI in employment and decision-making procedures, with a focus on algorithmic bias, accountability, transparency, and privacy. The study aims to help the creation of ethical frameworks that encourage responsible AI deployment in organisational contexts by examining these obstacles.

Objectives of the Study: The major objectives of this research are:

1. To examine the role of AI in hiring and organizational decision-making.
2. To identify ethical challenges associated with AI-based recruitment systems.
3. To analyze issues of bias, transparency, and privacy in AI-driven decision-making.
4. To suggest ethical guidelines for responsible AI implementation in organizations.

Hypothesis Development

H1: Artificial Intelligence technology in recruitment has a significant influence on ethical decision-making in hiring.

H2: Algorithmic bias in AI-based recruitment systems negatively affects ethical decision-making in hiring.

H3: Lack of transparency in AI recruitment systems negatively influences ethical decision-making in hiring.

H4: Data privacy concerns in AI-based recruitment significantly affect ethical decision-making in hiring.

H5: Lack of accountability in AI-driven recruitment systems negatively influences ethical hiring decisions.

Literature Review

Artificial Intelligence in Recruitment and Organizational Decision-Making: Artificial intelligence has emerged as a revolutionary force in contemporary organisational processes, especially in the areas of recruiting and human resource management. To increase productivity and decision accuracy, businesses are rapidly using AI technologies like machine learning algorithms, predictive analytics, and natural language processing into recruitment systems. Large applicant datasets can be analysed by AI-driven recruiting platforms, which can also spot trends in candidate profiles and forecast possible job performance

results (Tambe et al., 2019). These tools facilitate data-driven recruiting decisions, lessen administrative burden, and expedite recruitment procedures (Davenport &Ronanki, 2018).

Automated resume screening, candidate ranking, and behavioural analysis through video interviews are just a few of the tasks that AI recruitment tools can accomplish. According to Chamorro-Premuzic et al. (2016), these technologies greatly shorten the time needed for candidate selection and enhance the uniformity of review processes. Additionally, by examining a variety of data sources, such as resumes, professional networking sites, and online tests, AI-based systems help businesses find talent more successfully (Upadhyay & Khandelwal, 2018). AI is now a crucial tool for personnel management and workforce planning as businesses depend more and more on data analytics for strategic decision-making (Brynjolfsson & McAfee, 2017).

However, academics have expressed worries about the ethical ramifications of depending on automated decision-making processes in hiring practices, despite the many benefits of AI-driven recruitment systems. AI raises concerns about accountability, fairness, and transparency even while it promises efficiency and impartiality (Leicht-Deobald et al., 2019).

Algorithmic Bias in AI-Based Hiring: One of the most talked-about ethical issues with AI technology in hiring and decision-making is algorithmic prejudice. Historical datasets, which frequently contain hidden biases reflecting previous organisational practices, are used by machine learning algorithms to learn. As a result, discriminatory employment outcomes may result from AI systems' replication or amplification of existing biases (Barocas et al., 2019). Gender bias, ethnic bias, and educational bias are just a few of the ways that bias in AI systems might appear.

According to research, hiring algorithms may inadvertently give preference to applicants who resemble successful former employees of a company (Raghavan et al., 2020). Candidates from under-represented origins may be disadvantaged by this tendency, which could restrict workforce diversity. AI-based hiring algorithms trained on past data, for instance, may favour applicants from specific universities or demographic groupings while rejecting equally qualified individuals from other backgrounds, according to studies (Binns, 2018).

The dangers of biased AI hiring algorithms have been illustrated by a number of real-world incidents. In one prominent instance, a big tech business stopped using their AI hiring tool after learning that it discriminated against female applicants based on their gender (Dastin, 2018). In order to guarantee justice in employment decisions, such occurrences underscore the significance of detecting and reducing bias in AI systems.

Additionally, scholars contend that algorithmic bias is a social and organisational issue in addition to a technical one. Algorithm design, data collection procedures, and the interpretation of algorithmic results can all lead to bias (Green & Chen, 2019). In order to identify and minimise bias in AI recruitment systems, companies must put in place stringent testing and monitoring procedures (Cowgill, 2019).

Transparency and Explainability in AI Decision-Making: The lack of openness in algorithmic decision-making procedures is another significant issue with the use of AI in hiring. Many AI models function as intricate systems with hard-to-understand underlying decision-making processes. Because their decision-making logic is difficult for users or stakeholders to comprehend, these systems are frequently referred to as "black boxes" (Mittelstadt et al., 2016).

Organisations face serious difficulties as a result of the lack of openness, especially when applicants want to know why they were hired. Rejected candidates may believe that the hiring process is discriminatory or unjust if they are not given clear justifications. According to academics, explainable AI is required to guarantee moral and responsible decision-making in corporate settings (Selbst&Barocas, 2018).

Additionally, preserving organisational legitimacy and trust depends heavily on transparency. Employees and candidates are more inclined to trust organisational decisions when they believe that hiring procedures are fair and transparent (Veale et al., 2018). As a result, companies need to implement explainable AI models and give precise instructions on how AI systems assess applicants.

Privacy and Data Protection Concerns: Important issues with data security and privacy are also brought up by the usage of AI technologies in hiring. AI systems frequently depend on gathering a lot of data, including private information from social media profiles, resumes, and video interviews. In certain instances, AI systems use voice patterns, facial expressions, and behavioural data to assess a candidate's eligibility (Martin, 2019).

Candidates may be exposed to privacy risks during the gathering and analysis of such sensitive data if it is mishandled or incorrectly maintained. To guarantee the ethical application of AI technology, academics stress the necessity of stringent data governance procedures and adherence to data protection laws (Floridi et al., 2018). Companies need to put strong privacy measures in place and make sure that candidate information is only utilised for appropriate hiring.

Additionally, candidates' desire to take part in AI-driven hiring procedures may be influenced by worries about data protection. Candidates may lose faith in the company and refrain from applying for jobs if they believe these technologies are intrusive or unethical (Jobin et al., 2019).

Human–AI Interaction and Automation Bias: The interaction between human decision-makers and AI systems is another important issue in AI-driven recruitment. Research indicates that people may rely too much on

algorithmic recommendations, despite the fact that AI technologies are intended to support human decision-making. Automation bias is the term for this phenomena, which happens when people have faith in automated systems despite the possibility that the system would yield biased or erroneous results (Parasuraman & Riley, 1997).

Over-reliance on AI advice during hiring decisions may result from automation prejudice. Recruiters may reinforce biased or inaccurate decisions if they accept algorithmic results without critically evaluating them (Leicht-Deobald et al., 2019). As a result, academics stress how crucial it is to keep human oversight in AI-driven hiring processes.

When assessing complicated candidate traits like creativity, emotional intelligence, and cultural fit, human judgement is still crucial. Human engagement is required for balanced decision-making because AI systems may find it difficult to appropriately evaluate these qualitative traits (Kellogg et al., 2020).

Ethical Frameworks for Responsible AI: To address the ethical challenges associated with AI adoption, researchers have proposed several ethical frameworks for responsible AI governance. In the development and application of AI systems, these frameworks place a strong emphasis on concepts like explainability, transparency, accountability, and justice (Floridi et al., 2018).

Governments, organisations, and research institutes are progressively creating regulations to control AI technologies and prevent unethical effects, according to global evaluations of AI ethics guidelines (Jobin et al., 2019). These frameworks promote algorithmic audits, guarantee decision-making process transparency, and put accountability mechanisms in place.

Furthermore, academics contend that cooperation between technology developers, legislators, and organisational leaders is necessary for ethical AI governance. Organisations can guarantee that AI technologies are utilised ethically while reducing potential hazards by implementing ethical standards and regulatory rules (Barocas et al., 2019).

Summary of Literature Gap: There are still a number of holes in the literature, despite the fact that previous research has thoroughly examined AI applications in hiring and the moral issues surrounding algorithmic decision-making. Fewer studies look at the wider organisational ramifications of AI-driven employment procedures, whereas many concentrates on the technical issues of AI bias and fairness. Furthermore, little study has looked at how ethical issues like accountability, privacy, and transparency affect hiring choices in corporate settings.

The ethical ramifications of AI technologies in hiring and decision-making processes therefore require more investigation. Organisations can create ethical AI systems that support accountability, transparency, and fairness in employment practices by taking these ethical issues into consideration.

Ethical Issues of AI in Hiring and Decision-Making

Discrimination and Algorithmic Bias: In order to train algorithms, AI systems mainly rely on historical datasets. AI algorithms may duplicate or even magnify biases in employment judgements made in the past. Discrimination against minority groups or people pursuing unconventional career routes may come from this.

Insufficient Openness (Black Box Issue) : Many AI hiring models are unable to provide a clear explanation of how they arrived at a given conclusion. Because rejected applicants might not comprehend why they were not chosen, the "black box" aspect of AI poses ethical questions concerning responsibility and fairness.

Privacy and Data Protection: AI recruitment systems often collect large amounts of personal data, including social media profiles, facial recognition data, and behavioral patterns. The use of such data raises privacy concerns and potential misuse of sensitive information.

Responsibility and Accountability :

It becomes challenging to identify who is accountable for biased or unjust results when AI systems offer hiring recommendations—the software developer, the company, or the HR manager.

Diminished Human Evaluation : AI systems may ignore crucial human traits like creativity, emotional intelligence, and cultural fit in favour of quantifiable measurements and patterns.

Benefits of AI in Hiring

Despite ethical challenges, AI also offers significant advantages:

1. Faster candidate screening
2. Reduced administrative workload
3. Data-driven hiring decisions
4. Improved efficiency and productivity
5. Potential reduction of human biases

However, these benefits can only be realized if AI systems are designed and implemented responsibly.

Ethical Framework for Responsible AI Hiring



Figure 1: Ethical Framework for Responsible AI Hiring

To ensure ethical use of AI in recruitment and decision-

making, organizations should follow these guidelines:

1. **Fairness and Bias Mitigation** – Regular audits of algorithms to detect and eliminate bias.
2. **Transparency** – Use explainable AI systems that clearly describe decision-making processes.
3. **Human Oversight** – Maintain human involvement in final hiring decisions.
4. **Data Privacy Protection** – Ensure ethical data collection and compliance with data protection laws.
5. **Regulatory Compliance** – Follow national and international AI governance frameworks.

Conceptual Fremework

Figure 2: Conceptual Framework



Independent Variable (IV)

AI Technology in Recruitment and Decision Making

1. AI resume screening
2. Automated interviews
3. Predictive hiring analytics

These technologies influence how organizations make hiring decisions.

Mediating Variables (Ethical Issues)

Ethical concerns that influence the relationship between AI use and hiring outcomes:

1. **Algorithmic Bias** – AI may reproduce discrimination from historical data.
2. **Transparency Issues** – AI decision processes are often difficult to explain.
3. **Data Privacy Concerns** – Large amounts of candidate data are collected.
4. **Lack of Accountability** – Responsibility for AI decisions can be unclear.

Dependent Variable (DV)Ethical Decision Making in Hiring: This reflects whether recruitment decisions are:

1. Fair
2. Transparent
3. Non-discriminatory
4. Responsible

Outcome: When ethical issues are properly addressed, organizations can achieve:

1. **Fair Hiring Practices**
2. **Improved Organizational Trust**
3. **Responsible AI Governance**

Research Methodology

Research Design: The present study adopts a **quantitative research design** to examine the ethical implications of Artificial Intelligence (AI) in hiring and organizational decision-making. The quantitative approach enables the researcher to analyze relationships among variables such as AI recruitment systems, algorithmic bias, transparency, data privacy, accountability, ethical decision-making, and fair hiring practices.

A **descriptive and explanatory research design** was used to investigate how AI-driven recruitment technologies influence ethical decision-making and fairness in hiring.

Population and Sample

Population: The target population of the study consisted of:

1. HR professionals
2. Recruitment managers
3. Employees involved in hiring decisions
4. Professionals familiar with AI recruitment technologies

These respondents were selected because they are directly involved in **organizational hiring and decision-making processes**.

Sample Size: A total of **250 respondents** participated in the study.

Sampling Technique: The study used a **convenience sampling method**, as respondents were selected based on accessibility and willingness to participate.

Data Collection Method

Primary Data: Primary data were collected using a **structured questionnaire**.

The questionnaire was distributed through:

1. Online survey platforms (Google Forms)
2. Email distribution
3. Direct sharing with professionals

Respondents were requested to provide their opinions regarding the ethical use of AI in hiring processes.

Secondary Data: Secondary data were collected from:

- **Academic journals**

Data Analysis and Interpretation

Reliability Analysis (Cronbach's Alpha)

Reliability was tested using **Cronbach's Alpha** to measure internal consistency of the questionnaire items.

Construct	No. of Items	Cronbach's Alpha	Interpre-tation
AI Recruitment (AIR)	5	0.87	Excellent
Algorithmic Bias (AB)	5	0.84	Good
Transparency (TR)	5	0.86	Good
Data Privacy (DP)	5	0.83	Good
Accountability (AC)	5	0.85	Good
Ethical Decision Making (ED)	5	0.88	Excellent
Fair Responsible Hiring (FR)	5	0.89	Excellent

Overall Cronbach Alpha = 0.91

Interpretation: The reliability values are **above 0.70**, indicating **high internal consistency** of the questionnaire. Therefore, the dataset is reliable for further statistical analysis.

Descriptive Statistics

Variable	Mean	Std. Deviation
AI Recruitment	3.98	0.68
Algorithmic Bias	3.62	0.74
Transparency	3.85	0.69
Data Privacy	3.71	0.72
Accountability	3.79	0.70
Ethical Decision Making	4.02	0.65
Fair Responsible Hiring	4.05	0.63

Interpretation: The mean scores above **3.5** indicate that respondents generally **agree that ethical considerations are important in AI-based recruitment and decision-making processes**.

Correlation Analysis: Pearson correlation was conducted to examine relationships among variables.

Variables	ED	FR
AI Recruitment	0.54**	0.58**
Algorithmic Bias	-0.46**	-0.42**
Transparency	0.63**	0.61**
Data Privacy	0.51**	0.53**
Accountability	0.59**	0.64**

(**p < 0.01**)

Interpretation

1. Transparency and accountability show the **strongest positive relationship** with ethical decision-making.
2. Algorithmic bias shows a **negative relationship**, meaning higher bias reduces fairness and ethical hiring.

Regression Analysis

Multiple regression was used to test the effect of independent variables on **Ethical Decision Making and Fair Hiring**.

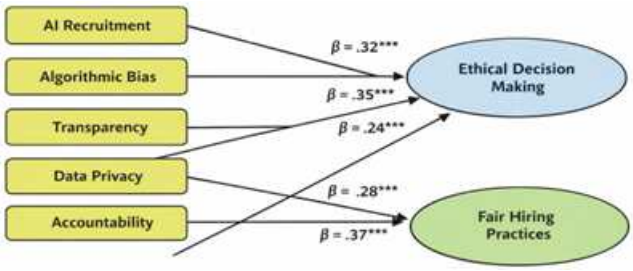
Model Summary

R	R^2	Adjusted R^2
0.72	0.52	0.51

Interpretation: About **52% of the variance** in ethical AI decision-making is explained by the independent variables.

Hypothesis Testing

Table (see in last page)



H1: AI Recruitment → Ethical Decision Making

Analysis

The standardized beta coefficient β **= 0.32** indicates a **moderate positive relationship** between AI recruitment systems and ethical decision-making.

Interpretation: This result suggests that the use of **AI technologies in recruitment positively influences ethical decision-making processes** when implemented properly. AI tools can enhance efficiency, reduce human bias, and improve data-driven hiring decisions.

H2: Algorithmic Bias → Fair Hiring Practices

Analysis

The coefficient β **= -0.28** indicates a **significant negative relationship** between algorithmic bias and fair hiring practices.

Interpretation

The results show that **higher algorithmic bias leads to lower fairness in recruitment decisions**. If AI systems are trained using biased historical data, they may unintentionally discriminate against certain groups of candidates.

H3: Transparency → Ethical Decision Making

Analysis

Transparency shows the **strongest positive influence** on ethical decision-making with β **= 0.35**.

Interpretation

This finding indicates that when organizations **clearly explain how AI algorithms make hiring decisions**, employees and candidates perceive the process as more ethical.

H4: Data Privacy → Ethical Decision Making

Analysis

The beta coefficient β **= 0.24** indicates a **moderate positive relationship** between data privacy protection and ethical AI decision-making.

Interpretation

AI recruitment systems collect significant amounts of candidate data. When organizations implement **strong data privacy protections**, respondents perceive the hiring process as more ethical.

H5: Accountability → Fair Hiring Practices

Analysis

Accountability shows the **strongest influence on fair hiring practices** with β **= 0.37**.

Interpretation

This result suggests that **clear responsibility and human oversight in AI systems significantly improve fairness in hiring decisions**.

Factor Analysis

KMO and Bartlett Test

Test	Value
KMO	0.89
Bartlett's Test	p < 0.001

Interpretation

1. KMO value above **0.80** indicates **sampling adequacy**.
2. Bartlett's test being significant confirms that **factor analysis is appropriate**.

Seven factors were extracted corresponding to the conceptual variables.

Key Findings:

1. AI recruitment systems positively influence ethical decision-making when transparency and accountability are present.
2. Algorithmic bias negatively affects fairness in hiring, highlighting the importance of bias monitoring.
3. Transparency in AI algorithms significantly improves trust and ethical decision-making.
4. Data privacy protection increases acceptance of AI-driven hiring systems.
5. Ethical governance mechanisms such as accountability frameworks enhance responsible AI hiring practices.

Conclusion : By examining the effects of variables like AI recruitment systems, algorithmic bias, transparency, data privacy, and accountability on moral decision-making and equitable hiring practices, the current study investigated the ethical implications of AI in hiring and organisational decision-making. The results show that the efficacy and equity of AI-based hiring systems are significantly influenced by ethical governance.

Overall, the results indicate that although AI technologies can greatly increase the effectiveness, speed, and data-driven nature of hiring procedures, their responsible and successful application necessitates robust ethical governance structures. To maintain fairness and confidence in automated recruiting systems, organisations must aggressively address algorithmic bias while placing a high priority on accountability, transparency, and data privacy. Organisations can take advantage of technology progress while upholding moral norms in hiring and decision-making procedures by using responsible AI practices. The study adds to the expanding corpus of research on AI ethics and offers useful information to HR specialists and legislators who want to create AI-driven hiring systems that are just, open, and responsible.

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Hypothesis	Relationship	Beta	t-value	p-value	Result
H1	AI Recruitment → Ethical Decision Making	0.32	5.84	0.000	Supported
H2	Algorithmic Bias → Fair Hiring	-0.28	-4.91	0.000	Supported
H3	Transparency → Ethical Decision Making	0.35	6.22	0.000	Supported
H4	Data Privacy → Ethical Decision Making	0.24	4.18	0.001	Supported
H5	Accountability → Fair Hiring	0.37	6.40	0.000	Supported

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