AI-based Personnel Selection:
Progress and Future Prospects

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Abstract: With the iterative development of machine learning technology and the emergence of large language models, the core features of AI-based personnel selection have gradually overturned traditional talent selection, bringing new opportunities and challenges to the academic and practical fields. The emergence of AI interview has already disrupted the characteristics of traditional human interview, with interviewer, interview decision, and the interview process being replaced by AI. In recent years, the academic community has conducted preliminary explorations around the validity of AI-based personnel selection and applicant reactions. This article expands on that framework by critically analyzing existing literature and proposing avenues for subsequent research.

We systematically reviewed and analyzed 21 key AI selection literature from the perspectives of organizations and applicants, focusing on the two core issues in personnel selection field: the validity of AI-based personnel selection and applicant reactions under AI personnel selection. And, we summarized the thematic content, research design, research findings, and limitations of existing research.

Overall, research on the validity of AI-based personnel selection has primarily viewed AI as a technological application. It has examined the construct validity and subgroup differences of AI technology in evaluating personality and competence. The research findings indicate that AI-based personnel selection shows good convergent validity, discrimination validity, and test-retest reliability. However, the impact on subgroup differences remains controversial. Studies on applicant reactions have focused on the influence of AI-based personnel selection on organizational attractiveness and interview performance, drawing from fairness theory and signaling theory. The results reveal that applicants tend to have a somewhat negative response to AI-based personnel selection compared to traditional human interviews.

Considering the current research status and limitations in the field of AI talent selection, we propose a theoretical framework for future research and put forward five future research directions. Systematically analyzing current research on AI-based personnel selection, this article not only contributes to the advancement of knowledge in the domain of AI-based talent selection, but also offers valuable practical advice and perspectives for organizations integrating AI into their recruitment processes.

Key Words: Artificial Intelligence; Personnel Selection; Interview; Human Resource Management

The Underlying Logic and Ethical Dilemmas of AI-based Personnel Selection

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Abstract：Li et al. （2024） has compiled an article on the topic of AI-based Personnel Selection， answering the question of the effectiveness of the technology from an organizational perspective， and revealing the possible outcomes from a candidate's perspective. As scholars continue to explore the future of humans and AI， this article provides a clear framework to lead us to further understand the new paradigm of AI-based personnel selection.

Combined with author's observations and reflections， this commentary expands on the theme of AI-based personnel selection sorted out by Li et al. （2024）. Firstly， the commentary analyses the underlying logic of AI-based personnel selection from environment （E）， technology （T） and organization （O） perspectives. Next， the commentary expands the ethical problems in AI-based personnel selection from a person （P） perspective， that HR practitioners will feel role ambiguity， and candidates will feel the organization is unfair and mistrust AI.

Key Words：Artificial intelligence；Personnel selection；Technology application；Ethics

AI-Enabled Human Resource Construction

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Abstract: He et al. (2024) reviewed and provided insights into the research on AI-based personnel selection, highlighting the need to adopt diverse theoretical perspectives and integrate the latest developments in large language models to conduct in-depth studies on more consequences and influencing mechanisms of AI-based personnel selection. Responding to this call and extending their work, this commentary proposes that resource orchestration theory offers a holistic and dynamic perspective to investigate how AI technologies empower human resource management to become a key source of sustainable competitive advantage for organizations. I briefly explain how this theoretical perspective is relevant for research on AI-enabled human resource management, with a focus on one of the key processes in human resource orchestration—human resource construction. I identify several important research questions, discuss how AI-enabled HR construction practices affect managerial outcomes and how these effects are moderated by boundary conditions, and suggest the method of agent-based simulation for future research.

Key Words: artificial intelligence; resource orchestration theory; human resource construction; agent-based simulation

Crossing Technological Boundaries：Dilemmas and Coping Strategies in AI Recruitment

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Abstract：The advent of generative artificial intelligence（AI），exemplified by Chat GPT，has sparked a new wave of technological revolution，significantly supporting human resource（HR）functions across multiple dimensions. Wang Mo and He Wei（2024）have focused on the talent recruitment，systematically reviewing and analyzing existing AI recruitment literature from both the organizational and candidate perspectives，while also outlining future research directions. Building on their framework，this paper delves into the causes and preventive strategies for candidates' negative reactions to AI recruitment. It analyzes the current dilemmas and challenges faced by AI recruitment from four aspects：the illusion of fairness and algorithmic bias，algorithmic "black boxes" and opacity，ethical dilemmas and human rights concerns，as well as social isolation and neglect of uniqueness. Furthermore，this paper explores strategic actions enterprises can take to prevent negative candidate reactions，including mitigating algorithmic bias，enhancing AI interpretability and transparency，strengthening AI anthropomorphism and personalization，and innovating HR－AI collaboration models. These insights provide practical guidance and valuable perspectives for enterprises to adopt AI recruitment correctly.

Key Words：artificial intelligence；AI recruitment；AI interview；human resource management

Comment on "AI-based Personnel Selection": Reflections on Conceptual Scope, Boundary Conditions, and Contextualization in China

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Abstract: In the current era of artificial intelligence (AI), AI-based personnel selection has emerged as a significant topic of interest for both academia and industry. Scholars have conducted various studies on this topic. Wang and He (2024) systematically reviewed the existing literature on AI-based personnel selection from both organizational and applicant perspectives, focusing on two critical issues: the validity of AI-based personnel selection and applicant reactions to AI personnel selection. They identified four future research directions that hold significant value for both academic research and practical applications. Based on a synthesis of existing literature and industry practices on AI-based personnel selection, we extend the review and future research directions proposed by Wang and He (2024) by offering new insights and perspectives, along with further suggestions for specific implementation paths.

Specifically, our research identified three major research gaps in the extant literature on AI-based personnel selection. First, existing research primarily focuses on the interview process of AI-based personnel selection, exploring factors such as interview medium, selection decision-making, and information provision and their effects on interview effectiveness and applicant responses. However, AI-based personnel selection encompasses more than just interviews; it also includes the algorithm design process before selection, feedback process after selection, and job placement optimization process after recruiting the right person. Unfortunately, these processes are still under-researched. Second, research on the boundary conditions of AI-based personnel selection has mainly focused on the characteristics of AI technology and applicants. However, the effectiveness of AI-based personnel selection and its impact on applicants are influenced by various contextual factors, which have not been sufficiently examined. Lastly, AI-based personnel selection studies are largely based on Western contexts. Given the significant cultural and institutional differences between Eastern and Western settings, it remains questionable whether findings from Western contexts are applicable to Eastern contexts like China. However, research on AI-based personnel selection that takes into account the unique characteristic of Chinese culture is still limited.

To address these research gaps, we propose several future research directions that could advance AI-based personnel selection literature. First, this paper expands the conceptual scope of AI-based personnel selection by suggesting that future studies should move beyond focusing solely on specific processes of the AI selection process, such as AI interviews. Instead, researchers should explore the comprehensive impact of the entire AI-based selection process on both selection effectiveness and applicant reactions. This broader approach should include key processes such as algorithm design before selection, feedback after selection, and

job placement optimization. Second，we highlight the importance of examining the boundary conditions of the effectiveness and impact of AI‒based personnel selection，calling for research into the moderating effects of various contextual factors，including societal，organizational，and social contexts. Lastly，given the profound influence of cultural factors，we call for future research to focus on Chinese cultural elements，such as Confucianism，Collectivism，"Face" culture，and Humanism，to develop AI‒based personnel selection systems tailored to the Chinese context.

AI‒based personnel selection is an important research area that warrants further investigation. Although some scholars have conducted some explorations，there is still a vast landscape of research opportunities. We hope that the three research directions proposed in this paper will provide valuable guidance for future studies in AI‒based personnel selection，encouraging scholars to explore these uncharted areas. We are optimistic about the future development of this field and believe that，with the collective efforts of scholars，research on AI‒based personnel selection will yield more in‒depth，innovative，and practically relevant outcomes.

Key Words：AI－based personnel selection；entire AI－based personnel selection process；contextual boundaries；Chinese context

Clan Culture and Family Business Identity

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Abstract：Family business identity is an effective means for family businesses to create unique competitive advantages，and it plays an irreplaceable role in the strategic decision-making process of family businesses. Despite the growing role of family business identity in the economic development of family businesses，there is still the distinct phenomenon that some family businesses are keen to display their family business identity，while others strive to hide or eliminate their family business identity，which may be relevant to the cultural environment in which the family business is located. According to social identity theory，individuals' identity of an organization will be largely driven by the sociocultural environment in which they live. Therefore，this paper attempts to analyze the impact of clan culture on family business identity.

In light of the above analysis，this paper takes the A-share listed companies on Shanghai and Shenzhen stock exchange from 2010 to 2020 as samples，empirically studies the impact of clan culture on family business identity，and explores the impact of different ways of founding and controlling family businesses on the relationship between clan culture and family business identity，and investigates the specific paths through which clan culture impacts family business identity. In addition，given that the environment and upbringing experiences of individuals have sustained influences on their cognition and behavior，this paper examines the impact of family members´ hometown imprints and overseas imprints on the relationship between clan culture and family business identity，respectively. This paper also explores the economic consequences of clan culture impacting family business identity from the perspectives of agency costs and agency ability，and on this basis examines the moderating effects of the level of specialization of family executives.

The research results show that clan culture can promote family business identity and this result remains unchanged after a series of robustness tests such as endogeneity test，substitution model test，substitution variable test，and placebo test. Compared with reformed family businesses and indirect control family businesses，the promoting effect of clan culture on family business identity is stronger in entrepreneurial family businesses and direct control family businesses. The mechanism test shows that the promoting effect of clan culture on the identity of family business is mainly achieved by improving family members' emotional attachment to the family business and their attention to the orientation of family interests，which is specifically manifested as：Family cohesion，family trust，family control intention and family interest bias all play a partial mediating effect on the relationship between clan culture and family business identity. Heterogeneity analysis shows that hometown imprints significantly enhance the promoting effect of clan culture on family business identity，while overseas imprints significantly weaken the promoting effect of clan culture on family business identity. Economic consequences analysis shows that although clan culture reduces agency costs by promoting family business identity，clan culture also reduces management competence by promoting family business identity，The level of specialization of family executives can strengthen the positive impact of family business identity on agency costs due to clan culture，

while weakening the negative impact of family business identity on management capability due to clan culture. The specialization level of family executives can strengthen the inhibiting effect of family business identity on agency costs due to clan culture，while weakening the inhibiting effect of family business identity on management capability due to clan culture.

This paper illustrates the reasons why family firms value identity from the informal institutional perspective of culture，and contributes to relevant research on the impact of clan culture on corporate governance in family firms. This paper also provides empirical evidence and managerial insights on how to dialectically view traditional culture and rationally discard its impact on family businesses governance from a clan culture perspective.

Key Words：clan culture；business identity；business establishment mode；business control mode；family businesses

The More Authentic the Leader, the More Subordinates Offer Help: A Model of "Teach a Man to Fish"

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Abstract: Does more authentic leadership lead to more helping behavior from subordinates? At present, research on the relationship between authentic leadership and subordinates' helping behavior mainly focuses on the reason mechanism and energy mechanism from subordinates' perspective. On the one hand, there are limitations in how the two mechanisms capture the core characteristic of authentic leadership, which is "authenticity", and the capability mechanism is overlooked. Authentic leaders have an intrinsic belief in promoting the self-development of their subordinates, and fostering the capabilities of subordinates is an important goal of authentic leadership. Moreover, the enhancement of subordinates' capabilities is a prerequisite for helping others. On the other hand, authenticity is a relational concept that arises from the interpersonal interactions between leaders and subordinates, but existing research mostly focuses on the psychological or behavioral mechanisms of subordinates, lacking a more comprehensive portrayal of the process of authentic leadership.

Based on this, combined with social role theory, self-presentation theory and social learning theory, this study attempted to fill this gap by integrating the perspectives of leaders and subordinates. Specifically, it established a "teach a man to fish" model: Authentic leadership promotes subordinates' helping behavior by providing them with autonomy-oriented helping, that is, provides subordinates with appropriate tools and knowledge to independently solve similar problems. Moreover, for subordinates with high self-verification striving, this effect is more significant.

This study conducted a three-round on-site matched questionnaire surveys, with one month time interval between each round. The initial data composed of 121 team leaders and 619 subordinates, and finally this study obtained 99 team leaders' and their 337 subordinates' valid responses.

Data analyses results revealed that①authentic leadership was positively related to leaders' autonomy-oriented helping; ② leaders' autonomy-oriented helping mediated the relationship between authentic leadership and subordinates' helping behavior; ③self-verification striving moderated the relationship between authentic leadership and leaders' autonomy-oriented helping, such that the relationship was stronger for subordinates with high (vs. low) self-verification striving; ④self-verification striving moderated the indirect positive effect of authentic leadership on subordinates' helping behavior via leaders' autonomy-oriented helping, and specifically the positive indirect effect was stronger for subordinates with high (vs. low) self-verification striving.

This study provides several theoretical contributions to leadership and helping literatures. Firstly, this study opens up the ca-

pability mechanism between authentic leadership and subordinates' helping behavior through the leaders' autonomy-oriented helping. Compared to the reason mechanism and the energy mechanism, the capability mechanism is more capable of capturing the "core" concept of authentic leadership—authenticity. Secondly, by integrating the perspectives of both leaders and subordinates, this study reveals the mediating role of autonomy-oriented helping between authentic leadership and subordinates' helping behavior through a detailed portrayal of the process of providing help by authentic leaders and the social learning process of subordinates, which contributes to a comprehensive understanding of the impact process of authentic leadership. Thirdly, this study enriches the boundary conditions of the effectiveness of authentic leadership. By introducing the self-verification striving of subordinates as a moderating variable, it is found that when the interaction between leaders and subordinates disrupts the balanced processing and relational transparency of authentic leadership, it limits the positive impact of authentic leadership. Furthermore, in exploring the impact mechanism of authentic leadership, the role of dependency-oriented helping was not found, providing a new context for the differential study between autonomy-oriented helping and dependency-oriented helping. Besides, this study presents practical implications for informing leaders on how to provide effective help, promote employees' self-development in the long run, and create an authentic organizational atmosphere.

The study has certain limitations, which provide directions for future research on the role of authentic leadership. First, authentic leaders value the self-development of their subordinates and emphasize the establishment of long-term relationships, thus often providing autonomy-oriented helping. However, it does not exclude the possibility that in some situations, they may hesitate to provide different types of help. In these situations, how do leaders balance and make decisions? Future research can explore the micro-mechanisms through longitudinal design studies or experimental studies. Second, this study found that the self-verification striving regulates the relationship between authentic leadership and leaders' autonomy-oriented helping by affecting the balanced processing and relational transparency of authentic leadership. Future research can also consider moderating factors that can affect the self-awareness and internalized moral perspective of authentic leadership. Third, authentic leadership may affect employees and other extra-role behaviors of the team through leaders' autonomy-oriented helping, such as team-level team performance, team cohesion, and team helping behavior. Lastly, the participants in this study are from two enterprises in the optoelectronic industry. Although such a research design can make the conclusions of this study immune to the influence of industry and enterprise levels, it will to some extent affect the generalizability of the research conclusions. Future research can collect relevant data from other industries and enterprises to verify and expand the findings of this study.

Key Words：authentic leadership；self-verification striving；autonomy-oriented helping；helping behavior；social learning

Business Model Innovation: Conceptual Connotation, Research Framework, and Future Prospects

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Abstract:

Purpose: In recent years, business model innovation has attracted more and more attention. On the one hand, the homogeneity of business model is gradually increasing, which leads to the loss of traditional competitive advantage of enterprises. On the other hand, with the rapid growth of consumers' personalized demand, enterprises must seek new business models to meet customers' needs. In addition, the progress of emerging technologies, such as big data, artificial intelligence, cloud technology and virtual reality, is changing the traditional manufacturing technology, competitive environment and business philosophy of enterprises, and constantly giving birth to the emergence of emerging industries. Therefore, business model innovation, as an important approach for enterprises to develop and utilize resources, build core competitiveness and improve business performance, has attracted more and more attention from academia and industry. However, the views of the existing literature are scattered, which affects the accumulation of research. This paper systematically reviews research on business model innovation in order to clarify existing research gaps and provide future research directions for further development in the field of business model innovation.

Design/methodology/approach: Based on the retrieved 189 academic articles published in top journals, this paper systematically combs the literature related to business model innovation with the logical framework of "connotation and dimensionalization—driving factors—consequences".

Findings: The research findings of this paper are as follows. First, the connotation and dimension division of business model innovation can be divided into two perspectives: "element view" and "holism view". Based on the "element view", the definition of business model innovation usually focuses on the components of business model. The dimensions are usually divided into value proposition innovation, value creation innovation and value capture innovation. Based on the "holism view", scholars pay attention to the changes in the overall business logic of enterprises brought by business model innovation. The dimension of business model innovation is usually divided into novelty centered business model innovation and efficiency centered business model innovation. Second, the driving factors of business model innovation are mainly divided into external driving factors and internal driving factors. From the external perspective, technological innovation, external stakeholder pressure, environmental uncertainty and innovation legitimacy are the most common driving factors in the existing research. From the internal perspective, the driving factors of business model innovation include management cognition, internal resources and capabilities, and changes in organizational structure and organizational activities. Third, the consequences of business model innovation mainly includes three aspects, which are corporate performance, competitive advantage and innovation.

Originality/value: Innovation, as a necessary way for any organization to make full use of its available resources and occupy an advantage in the hands of competitors, is crucial. Due to the increasingly fierce competition and changing customer needs, busi-

ness model innovation is becoming more and more applicable in most industries，even sometimes necessary，because business model innovation can help enterprises take advantage of emerging opportunities and improve business performance. The review of the literature related to business model innovation in this paper is expected to open up a new vision for future researchers to develop and empirically test the framework related to business model innovation. The three themes systematically summarized in this paper help to clarify the important aspects of business model innovation. It can not only strengthen the theoretical basis of business model innovation research，but also help enterprise managers develop and implement business model innovation in their organizations.

Implications/research limitations/suggestions for future research：There are still some deficiencies and gaps in the existing research，which is worthy of academic attention. Firstly，future research still needs to clarify the connotation and extension of the concept of business model innovation. It is necessary to develop a universal language to make the conceptualization and connotation of business model innovation clearer，and further refer to knowledge in areas such as strategic management，marketing，and financial management to deepen the understanding and grasp of this concept. Secondly，future research needs to systematically and deeply reveal the driving factors of business model innovation. There are many driving factors of business model innovation that are located at different levels，and there may be interactions between them. Therefore，future research should further consider the integration of various driving factors. Thirdly，future research should comprehensively analyze the consequences of business model innovation and the boundaries of the consequences of business model innovation. Future research can focus on the "element view" perspective，explore the specific impact results generated by internal changes in business model innovation，and observe the impact of the business model innovation process on enterprises from a vertical perspective. Fourthly，future research should delve deeper into the innovation of business models in the context of the digital economy. Corporate managers should recognize which digital technologies are more conducive to promoting the innovation and transformation process of business models，which management capabilities organizations need to develop to support the innovation process of business models，and how enterprises should make complex business decisions in the face of the digital paradox to achieve positive impact results.

Key Words：business model innovation；connotation；driving factors；consequences