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Navigating AI Adoption in Recruitment for Driving Organizational Performance: A Systematic Literature Review

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ABSTRACT

Purpose: In the dynamic and technology-driven era one cannot ignore the role of Artificial intelligence and its integration into numerous human resource practices,especially recruitment. It seeks to investigate the impact of AI adoption on the performance of organizations. AI-enabled recruitment demonstrates a vital role in influencingthe new generation to participate in such selection processes. By embracing digital strategies and technologies, recruiters can effectively attract, engage, and hold crest talent, driving organizational success in a progressively combative world.

Design/Methodology/Approach: This study employs a systematic literature review approach, sourcing articles from prominent database Scopus. The inclusion criteria encompass articles published between 2021 and 2024, focusing on AI adoption in recruitment processes. Relevant articles are analyzed to extract insights into the application of AI, with a particular emphasis on the factors affecting its adoption.

Findings: The findings are categorized into three focal points: (a) the detailed yearly analysis of studies on the adoption of AI in optimal hiring practices, (b) the thematic analysis of studies along with factors influencing AI adoption in recruitment across distinct fields, and (c) future trajectories for research in this domain.Moreover, the study uncovers the impact of AI adoption on organizational performance metrics such as efficiency, cost-effectiveness, and talent retention.

Research Limitations: This research contributes to the active literature by rendering an all-encompassing review on the adoption of AI in recruitment processes, focusing on its entailment for organizational performance.

Managerial Implications: It sheds light on novel perspectives and future trajectories for research in this domain, thereby enhancing the understanding of AI integration in recruitment practices.

Originality/Value: By taking cues from the Technology Acceptance Model and Unified Theory of Acceptance and Use of Technology, a universally established theoretical account, this study provides a mechanism to know the espousal and usage of AI technology in HR practices.

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Introduction

Concisely AI is defined as, "AI is a system's ability to interpret external data accurately, to learn from such data, and to utilize those learnings to accomplish specific goals and tasks through flexible adaptation" (Haenlein et. al, 2019; Nawaz et. al, 2019; 2020). With the need to solve time and cost issues as the main drivers, the shift from traditional to technology-driven hiring has been gradual but unavoidable. To choose potential candidates for organizational jobs, the hiring process was entirely dependent on traditional, non-technical approaches for many decades (Tian et al., 2023). The duty of selecting the prospective candidates for the organizations is thought to be mostly handled by human resources. But things have changed a lot in this field, and AI algorithms are being used in recruitment to make the process easier (van Esch, Black, 2019a; van Esch, Black, 2019b; J. McCarthy, 2019). Conventional methods were frequently ineffective in selecting the best candidates for open positions (Ahmed, 2018). Therefore, the adoption of technology, particularly AI, in recruitment, has gained momentum due to the limitations of conventional methods in navigating a highly competitive talent pool. AI offers an objective and unbiased approach, treating all candidates equally regardless of demographic factors. Nonetheless, concerns persist among managers regarding the costs, privacy implications, and ethical considerations associated with AI-driven recruitment processes (Chen, 2023, Hemalatha et al., 2021). However, AI negatively affects procedural and general justice perceptions among certain racial or ethnic groups, indicating potential bias in AI systems and highlighting implications for both theory and practice (Bedemariam & Wessel, 2023).

Assisted by AI, human resource managers and organizations have been supported in numerous administrative functions, including job posting, sourcing, screening, interview coordination, scheduling, as well as recording and verifying accounts (Langer et al., 2019; Nawaz & Gomes, 2019). Furthermore, businesses are increasingly acknowledging the significance of aligning organizational goals with societal impact. AI tools present an opportunity to identify individuals who possess both the requisite skills for profitability and dedication to making positive contributions to society and the environment (Sonne, 2021). With the competition for talented employees intensifying, companies are compelled to harness advanced technologies to meet their recruitment needs effectively which involves emphasizingthe importance of deploying suitable technological solutionssuch as AI videorecruitment programsto save time and cost (Langer et al., 2019; Suen et al., 2019; Tambe et al., 2019). AI is more than simply a tool for hiring, enabling hiring processes with previously unheard-of speed and accuracy. From this point on, its development may be observed (Black and van Esch, 2020). Employing AI in hiring enabled businesses to choose qualified candidates from a wide pool (Nawaz, 2020). In addition to cutting down on the amount of time spent screeching, it has also freed up HR professionals' productive time for other important tasks (Sithambaram & Tajudeen, 2023, Parry & Battista, 2019). AI-enabled solutions are thought to simultaneously improve leadership opportunities, decrease bias, and eliminate talent acquisition errors (Kshetri, 2020; Hemalatha et al., 2021).

Many AI technologies and algorithms are employed to streamline the hiring process on several levels. Numerous studies on the use of AI in the hiring process that have been published in reputable databases, such as Scopus, have brought attention to the enormous amount of work that has been done on the elements that mould and hinder businesses. The effectiveness and scalability of AI-enabled hiring are two important factors that facilitate its adoption. It assists businesses by automating repetitive tasks like matching appropriate candidate profiles and shortlisting the most suitable resumes. It also aligns with strategic agendas to improve recruitment processes in response to changing talent demands (Wang et al., 2021; Hemalatha et al., 2021). Furthermore, it is impossible to overlook the accuracy of AI algorithms' predictions (Yu, et. al, 2024). It has a significant impact on hiring decisions and raises the caliber of new personnel. All datasets can be evaluated by these algorithms, which can then produce patterns or trends about the performance of candidates and their suitability for various job categories. In addition to improving hiring outcomes, this predictive ability also boosts organizational performance and competitiveness (Li et al., 2019).

The talent acquisition process should be just and equitable in every way and abide by every law, such as the General Data Protection Regulation of Europe which places a strong emphasis on open-

ness in all areas pertaining to artificial intelligence (Franca et al., 2023). However, AI cannot always be used to fairly pick candidates, therefore it cannot be considered a tool for fostering diversity in the workforce (Shams, et. al, 2023). The adoption of AI is therefore fraught with difficulties. Discrimination may result from its influence on the biases present in historical data. When Amazon discovered that the AI-enabled hiring process was favouring male applicants and thereby harassing female candidates, it disabled it (Hunkenschroer & Luetge, 2022; Dastin, J. 2018). Because of its complexity and cost, it also inhibits small organizations. The adoption of AI in recruitment is heavily influenced by economic considerations, which highlight the importance of ROI and cost-effectiveness (Nguyen et al., 2022). It's interesting to note that AI usage in hiring is not influenced by industry type or organizational size (Yadav, 2023).

AI has changed HRM in a number of ways, most notably in hiring and selection. Therefore, it becomes essential to balance the roles of recruiters and employees in firms and use AI to streamline tasks (Kaushal, N, et. al, 2021). Although the field has a broad reach and a wealth of content, systematic literature reviews (SLRs) are scarce and frequently concentrate on particular subdomains, such as AI in the workplace or HR procedures and systems. As a result, by combining various data, a number of gaps were found, prompting more research in the area. This makes it possible to address the difficulties, close the gaps, and find different themes and trends that are emerging from the literature in order to improve comprehension of the subjectand navigate its scope for organizational performance.

Literature Review

The consolidation of artificial intelligence in the recruitment stages indicates an important transformation in hiring practices. Therefore, this study opens up a clear framework of research methodology, exhaustive literature identification scheme, data extraction and precise literature shortlisting for further analysis. Furthermore, it digs deep into the examination of findings, focused on highlighting relevant research gaps within the ambit of AI-enabled recruitment. This vital evaluation lays the basis for delineating future research arenas, offering notable insights into the required area demanding scholarly attention. The study is then closed with highlights of findings, bringing a sense of conclusion to the discourse while also pinpointing avenues for exploration in future studies.

Bonomi, S., et al. (2024) gave a kind of framework to look at how digital change affects the working of the public sector, mainly by looking at what can be done by cloud and AI technology. This framework is trying to fully check how normal worker jobs and services can be replaced and gives some future ideas on how admin jobs and services could be done by machines in the next ten years. At the same time, the framework also points towards the fairness problems (Lavanchy, et. al, 2023) in government jobs and hiring ways, trying to help with better choices when using digital technology (Chilunjika, et. al, 2022). Putting AI into how people are hired has made a big change, helping get better work done by finding the best people faster. It helps companies be better than others by letting them hire fast but still keeping good standards. Also, using AI makes the work of finding new people easier, making the recruitment process smoother and giving good help to recruiters (Black & van Esch, 2021). A new study looked at how people see the good and bad parts of HR teams being ready, mostly in Indian IT jobs, and how all this makes them want to use AI. The results show that how useful people think it is, which changes based on how willing HR is, really affects if HR people want to use AI in hiring. The study wants to check how AI tools work so that the hiring process can be made better and gives some smart ideas to further improve it in the context of the Indian IT sector. The study is also novel for showing a new kind of thinking about why people use technology, and it's helpful for learning more about how technology is used in India (Sattu et al., 2024).

In essence, these points pave the way for the transformative potential of AI and digital technologies in restructuring recruitment and enhancing the organizational efficiency (Upadhyay, et. al, 2018), while also emphasizing the importance of strategic decision-making and ongoing evaluation in leveraging these technologies effectively.

As per CEIPAL (2019) report, the companies that are having a lot of trouble getting candidates are 15% more likely to use AI-enabled recruitment than the ones who face minimal recruitment-related problems (Figure 1). It can also be seen in how 80% of the companies with big problems are planning to

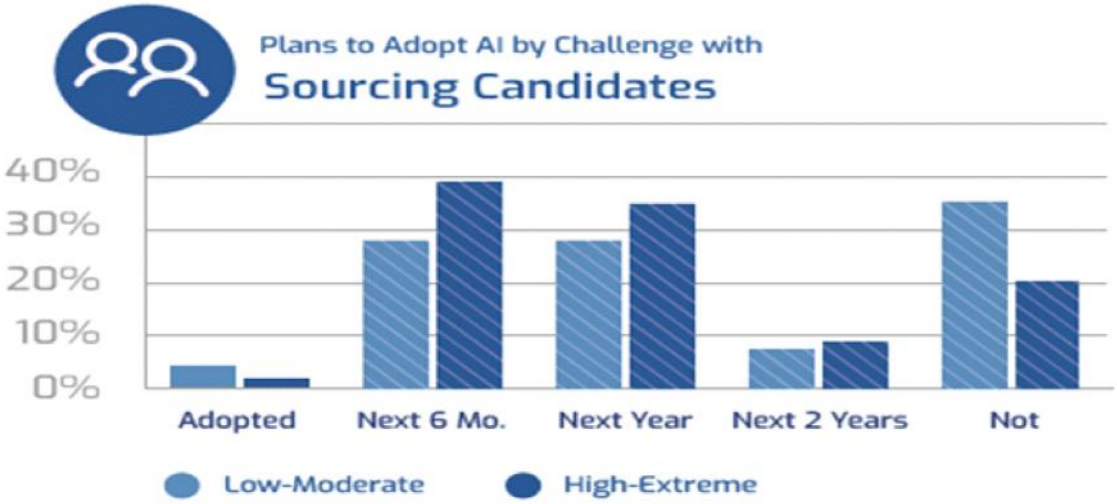

Figure 1: Source: 2019 CEIPAL Corp.

use AI in next two years, while only 65% of the companies are poorly inclined towards AI if their recruitment process is smooth and is in a position to hire talent at an ease. These numbers show that using AI is kind of a must for companies if they want to fix their hiring troubles and do better work.

Figure 2 demonstrates the evolution of AI-enabled recruitment publications, providing proof of swift growth and rampant adoption of AI technologies across human resource practices in the early 2020s. Large corporations increasingly recognize the strategic advantages of embedding AI in recruitment frameworks, aiming for streamlined operations, informed decision-making, and a competitive edge in talent acquisition. This accentuates the critical requirement for intensified research efforts to delve into AI's transformative potential across organizational spectra, particularly within large enterprises. As AI continues to revolutionize recruitment, continuous exploration and innovation are essential to harness its full potential for enhancing organizational performance and achieving strategic objectives. Thus, it underscores the imperative of further exploration, paving the way for new research in the years to come. While the year 2024 is on par with its two predecessors in terms of publications, there remains optimism for continued growth, especially considering that only one-quarter of the year has elapsed at the time of data compilation. This suggests that the growth of AI-enabled recruitment research is likely to continue upward, reflecting ongoing interest and advancements in the field.

In the realm of research closely aligned with AI and recruitment adoption from 2021 to 2024, Business, Management and Accounting collectively dominate with a significant share of 36.1%. Following closely behind is social science with a share of 22.2%, indicating a substantial engagement in this field. Meanwhile, the computer science domain contributes 11.1% to the research landscape, reflecting a noteworthy but comparatively smaller presence. Other subject areas, including but not limited to, engineering, psychology, and education, each hold shares below 5%, illustrating their relatively limited involvement in AI-based recruitment adoption research during this period. This distribution underscores the profound interest and active exploration within business management and accounting, likely driven by the inherent synergy between these disciplines and the evolving landscape of AI-powered recruitment technologies.

Methodology of the Study

The research study is primarily based on the underlined questions of research:

RQ1: What are the key findings and insights derived from previous studies regarding the adoption of AI in recruitment processes?

RQ2: Which fields are significantly influencedby the adoption of AI in recruitment?

RQ3: What are the different themes that pertain to the adoption of Artificial intelligence and recruitment?

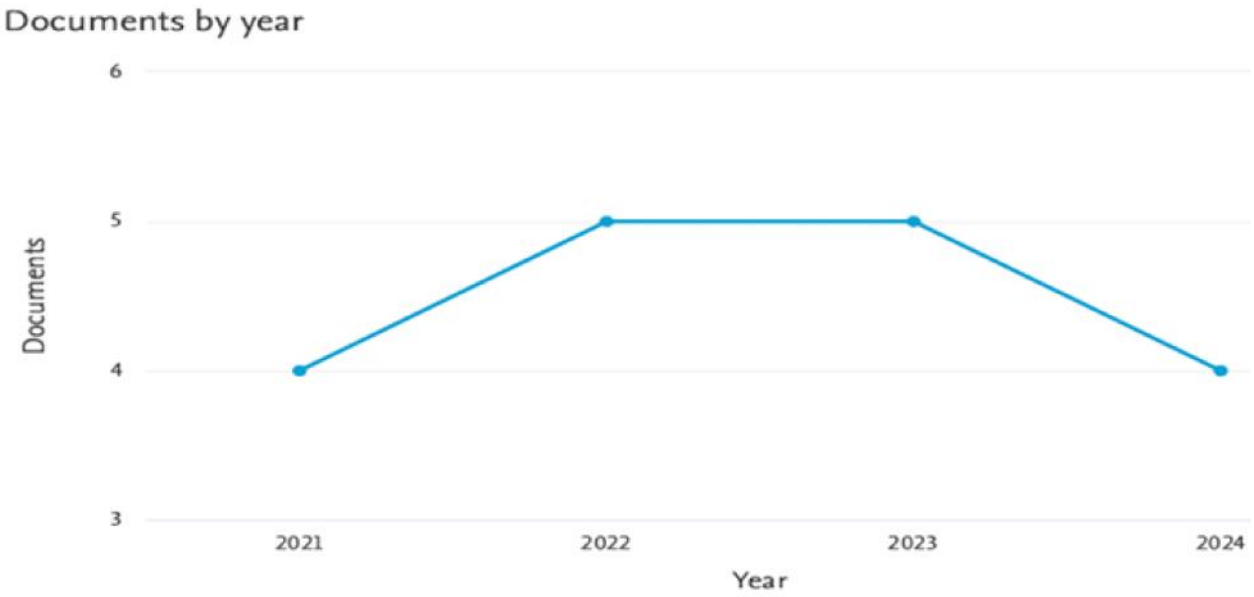

Figure 2: Source- Scopus Database: Adoption of AI-based recruitment from 2021- 2024

Documents by subject area

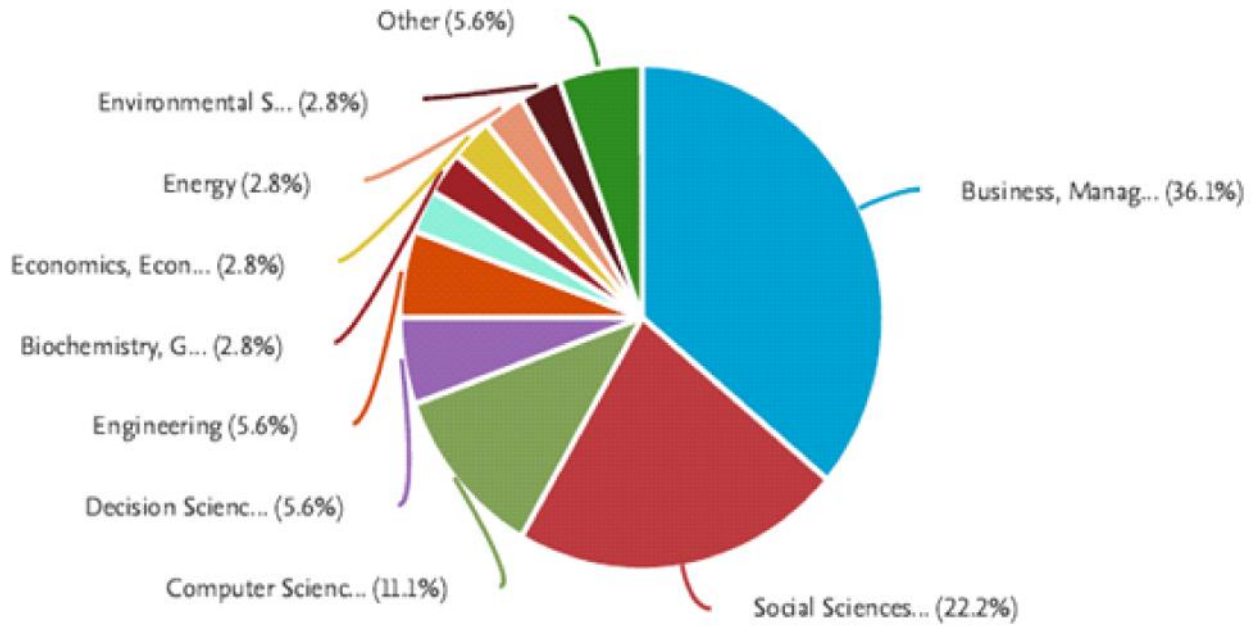

Figure 3: Source- Scopus: Fields which undertook the Adoption of AI-based recruitment from 2021- 2024

Objectives

The research study is based on the following objectives:

1. To investigate the factors that form the adoption of AI in the recruitment process.
2. To explore the influence of different themes on the integration of AI in the recruitment process.

Article Identification and Screening

The authors utilized a structured approach, following Jesson & Lacey et al.'s (2011) methodology. They identified articles focusing on AI in recruitment from 2021 to 2024 using keywords such as AI, artificial intelligence, recruitment, and adoption. Employing Boolean operators "OR" and "AND," the search query was constructed as follows: "AI" OR "Artificial Intelligence" AND "Recruitment" AND "Adoption."

TITLE-ABS-KEY (artificial AND intelligence OR ai AND recruitment AND adoption) AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "SOCI") OR LIMIT-TO (SUBJAREA, "ECON") OR LIMIT-TO (SUBJAREA, "ARTS") OR LIMIT-TO (SUBJAREA, "MULT")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (DOCTYPE, "ar")). From this query, 18 relevant documents were selected and finally 13 for taken for the study. However, articles lacking full text, proceedings, conference papers, book chapters, editorials, papers older than 2021, non-English languages, and those outside the business/ management category were excluded.

PRISMA flow diagram for Systematic Review

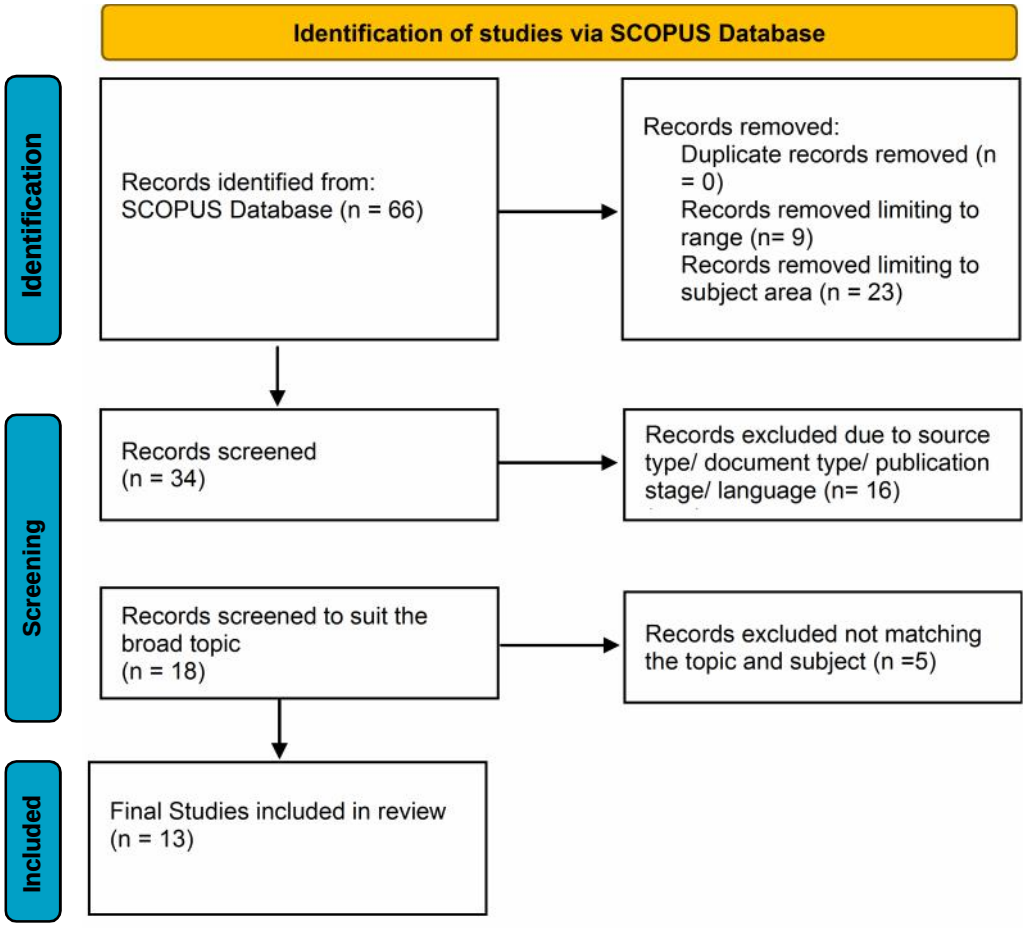

Figure 5: Source- Scopus Database (Data Collection) & http://www.prisma-statement.org/ (PRISMA template)

Thematic background of the Studies forming part of SLR

Based on the VOSviewer's cluster analysis from the 13 studies, the following themes emerge regarding the adoption of AI in recruitment. These themes call attention to the diverse aspects of AI adoption in HRM, ranging from factors influencing adoption to its impact on HR processes, challenges

and implications, and sustainable approaches used in research.The detailed table analysis of the identified themes is depicted below.

Sl. No.	Author(s)	Title	Factors Identified	Summary
Theme 1: Adoption of AI in Human Resource Management (HRM)				
1	Lee, C. & Cha, K., 2023	"FAT-CAT – Explainability and augmentation for an AI system: A case study on AI recruitment-system adoption"	● Explainability, ● Human-AI augmentation, ● Trust, ● Fairness, ● Transparency, ● Decision-making	The study emphasizes the significance of explainability and human-AI augmentation in fostering trust and adoption of AI recruitment systems. Additionally, it envisions a collaborative relationship where humans and AI complement each other's capabilities to ensure fairness, transparency, and effective decision-making.
2	Wang, X., Haque, M.J., Li, W., Butt, A., Ahmad, H., & Shaikh, H.A., 2021	"AI-enabled E-recruitment services make job searching, application submission, and employee selection more interactive"	● Job applicants' perceptions, ● Quality application submissions, ● Candidate experience .	The goal of this study was to find out how job seekers felt about artificial intelligence (AI) in hiring. The findings showed that AI tools improve the quality of applications by enabling more creative job searches and more individualized application processes. It was discovered that AI has affected not just the candidate pool but also the selection process's quality and options.
3	Nguyen, L.A. & Park, M., 2022	"Artificial Intelligence in Staffing"	● AI adoption, ● Path model, ● Systematic framework, ● Emerging trends	The centering of this study is the increased appeal of AI in many HR functions and areas, especially staffing. AI offers a thorough framework for comprehending the adoption, causes, and effects of AI. It attempts to integrate the key themes and patterns from a thorough literature analysis, offering insightful information for utilizing AI's potential in industry settings and staffing procedures.
4	Yadav, S. & Kapoor, S., 2023	"Adopting artificial intelligence (AI) for employee recruitment: the influence of contextual factors"	● Complexity, ● Technological proficiency, ● Regulatory support, ● Organization size, ● Industry, ● AI features,	This study used the TOE model and Transaction costs transaction cost theory to give AI-enabled hiring a new meaning. It was discovered that while technology expertise and regulatory support help adoption, complexity limits it, and the other aspects are not that important to have some impact. Additionally, the association between expertise, complexity, and adoption was found to be moderated by transaction costs.

Sl. No.	Author(s)	Title	Factors Identified	Summary
5	Balcioðlu, Y.S. & Artar, M., 2024	"Artificial intelligence in employee recruitment"	• Candidate attitudes, • AI-supported chatbots, • Analytic hierarchy process (AHP), • Performance anxiety, • Environmental compliance, • Trust, • Comfort	This study used the analytic hierarchy process (AHP) to determine preferences and focused on candidate attitudes about AI-supported chatbots as an alternative to traditional recruitment interviews. The study highlighted the potential of AI in improving the hiring process and assisting firms with adoption concerns by finding that AI-based interviews are more advantageous for performance anxiety, environmental compliance, self-trust, and comfort level.
Theme 2: Influence of AI Adoption in Recruitment				
6	Tanantong, T. & Wongras, P., 2024	"A UTAUT-Based Framework for Analyzing Users' Intention to Adopt Artificial Intelligence in Human Resource Recruitment: A Case Study of Thailand"	• Perceived value, • Autonomy, • Effort expectancy, • AI adoption intention .	This study investigates HR and recruitment professionals' perspectives on AI integration, employing the UTAUT model tailored to local recruitment practices. It identified perceived value, autonomy, effort expectancy, and facilitating conditions as key factors influencing AI adoption intention, providing valuable insights for enhancing recruitment processes and promoting effective AI tool utilization.
7	Ore, O. & Sposato, M., 2022	"Opportunities and risks of artificial intelligence in recruitment and selection"	• Potential benefits of AI • Automation, • Job displacement, while highlighting • Trust issues, • Importance of human recruiters	It deals with the perspectives of professional recruiters in a multinational organization, revealing AI's potential benefits in automating routine tasks concerns surrounding job displacement and trust issues. It underscores the importance of human recruiters despite AI adoption, offering insights into the chances and endangerment related to AI in staffing.
8	Islam, M., Mamun, A.A., Afrin, S., Ali, Quaosar, G.M.A., Uddin, M.A., 2022	"Technology Adoption and Human Resource Management Practices: The Use of Artificial Intelligence for Recruitment in Bangladesh"	• UTAUT model, • Perceived credibility, • AI adoption, • Gender, • Firm size	This study investigates AI adoption in recruitment among human resource professionals in Bangladesh using the UTAUT model and perceived credibility. It revealed significant relationships but no tempering effects were found for gender and firm size. The findings offer policy implications and recommendations for future research.

Sl. No.	Author(s)	Title	Factors Identified	Summary
9	Sattu, R., Das, S. & Jena, L.K., 2024	"Should I adopt AI during talent acquisition? Evidence from HR professionals of Indian IT organisations"	• Perceived value, • AI adoption intention, • HR readiness, • Talent acquisition, • Indian IT companies	This study investigates the impact of perceived value on AI adoption intention in talent acquisition among Indian IT companies, highlighting the significant moderating role of HR readiness. Its findings emphasize the importance of continuously evaluating AI tools to optimize talent acquisition processes.
10	Pan. Y., Froese. F.. Liu. N., Hu, Y. & Ye, M., 2022	"The adoption of artificial intelligence in employee recruitment: The influence of contextual factors"	• TOE model, • AI adoption, • Employee recruitment, • Complexity, • Technology competence, • Regulatory support, • Actual behavior, • Transaction costs	This study combines the TOE model and transaction cost theory to examine AI adoption behavior in employee recruitment among Chinese companies, revealing perceived complexity as a constraint and technology competence and regulatory support as facilitators. The findings underscore the moderating role of transaction costs on technological complexity and organizational competence, contributing to a deeper understanding of AI adoption in HRM.
Theme 3: Challenges and Implications				
11	Allal-Chérif, O., Yela, Aránega, A. & Castaño, Sánchez, R., 2021	"Intelligent recruitment: How to identify, select, and retain talents from around the world using artificial intelligence"	• Digital technologies, • Recruitment, • Tool performance, • Convergence	This research explores the impact of digital technologies on recruitment processes, encompassing e-recruitment from candidate identification to job matching. Using grounded theory and qualitative data collection, the study analyzes various tools including social networks, MOOCs, serious games, chatbots, and data analysis systems for recruitment. The study discusses tool performance, convergence, and managerial recommendations, particularly beneficial for social businesses aligning employee values with their mission.
12	Aydýn, E. & Turan, M., 2023	"An AI-Based Shortlisting Model for Sustainability of Human Resource Management"	• AI adoption, • Recruitment & shortlisting, • Algorithms, • Company culture, • Preferences, • Performance evaluation	This study explores the adoption of artificial intelligence for recruitment and shortlisting, aiming to enhance HR operations by utilizing algorithms to remove noisy data from resumes and shortlist candidates on the basis of the culture and preferences of the organizations. By improving the process of recruitment and reducing costs, the study fills a gap in the literature by presenting the performance evaluation results of learning algorithms for resume screening.

Sl. No.	Author(s)	Title	Factors Identified	Summary
13	Kot, S., Hussain, H.I., Bilan, S., Haseeb, M. & Mihardjo, L.W.W., 2021	"The role of artificial intelligence recruitment and quality to explain the phenomenon of employer reputation"	• AI-based HR functions, • Employer reputation, • AI-based recruitment, • AI-based quality, • AI adoption	This research investigates the role of AI-based HR functions in determining employer reputation within Indonesia's pharmaceutical industry. It empirically examined how AI-driven hiring and attributes impact AI adoption, which in turn reshapesemployer reputation. The findings highlight the significant intermittent role of AI adoption among AI-based HR functions and employer reputation.

Discussion

The use of UTAUT, TAM, TOE and transaction cost models discussed in the study help in understanding the espousalof artificial intelligence (AI) in the functions of human resource management, particularly in recruitment, and therefore are the areas of growing interest among the new researches of the decade. Drawing insights from the 13 thematic studies onthe adoption of AI in recruitment three themes can be identified and the prominent among them is adoption itself.It is categorized under two different themes namely, Adoption of AI in Human Resource Management (HRM) and Influence of AI Adoption in Recruitment. The third theme pertains to the challenges and implications of AI in recruitment.

Several key factors consistently emerged across the thirteen studies included in this systematic literature review, with some standing out prominently. Notably, AI adoption is greatlyinfluenced by trust factors. It features prominently in three studies, emphasizing theirmoderating effect on the relationship between different factors and AI adoption behavior. In two research, perceived value is observed. This demonstrates how crucial it is in influencing how people view the applicability of AI. When considering the employability of AI, individuals consider the benefits it can offer. They favour the adoption of AI if they think it will benefit them. Two studies also mention complexity. This implies that AI systems can be challenging to comprehend. Workplace policies and procedures can often be complicated. People find it challenging to integrate AI into their work because of these. Therefore, while employing AI, both the company's operations and AI's design are important. Additionally, two research each focus on recruitment, AI-based HR activities, and regulatory support.This illustrates the need for hiring, HR AI tools, and legalities while utilizing AI. These factors can either support or hinder the effective use of AI. Additional factors such as chatbots, people's opinions, hiring the proper people, company name, trust in AI, and AI performance also appear once each. The usage of AI in hiring is similarly impacted by these factors. They are important even if they just show up once.

The most often used term across the 13 research is "Artificial Intelligence." "Recruitment" and "Human Resource Management" follow. According to VOSviewer's keyword research, "artificial intelligence" is closely related to both HR and hiring. Looking at countries, India has 2 studies. Bangladesh, India, and Thailand together have 4 studies. That is 30.77% of all. This shows that BIMSTEC countries are doing more research in AI and HR fields.

Practical Implications of the Study

Businesses that use AI to hire can perform better. According to this review, AI is beneficial in numerous ways for businesses as it can easily adapt to business needs. It is fair, transparent, and honest while also helping to improve people. AI assists businesses in identifying areas for improvement, such as hiring speed, quality, and selection of candidates. Employees who receive training are better able to employ AI. Additionally, it improves hiring for applicants. It is ideal to let humans and AI collaborate. AI is quick at the same time involves human expertise. It protects the data so that people have faith in the business. When AI is applied to

business objectives, it helps find good workers, plan better, and grow business. All this makesthe company do better with AI.

Social Implications of the Study

By altering the long-standing search patterns for jobs and employment possibilities, the combination of AI and recruitment has completely changed the job markets. In addition to being efficient and objective, AI-based hiring raises concerns about job displacement and the growing skill gaps, necessitating corrective action to retrain and upgrade the workforce. Concerns about prejudice and transparency are raised by AI's growing role in candidate selection, which calls for governmental monitoring. Additionally, a firewall is required to guard against security, privacy, and data breaches in order to safeguard critical applicant data. All things considered, implementing AI in hiring necessitates a comprehensive strategy that strikes a balance between technological advancement, morality, and stakeholder welfare. To build trust between employers and job seekers, this means addressing societal values and making sure algorithms are fair.

Limitations of the Study

No study is free of limitations and to go with this rule this study is no exception. First off, it only looks at a small number of research, most of which are regarding AI and recruitment. Future research should examine more studies, as well as various industries and nations, in order to improve the generalization. Secondly, HRM's hiring function is the only one it covers, ignoring others like training and pay. Because the study primarily employs self-written reports, it could not be very robust. Future research on the subject will require a better approach, such as in-depth analysis or prolonged investigation. Further research is required on privacy, AI equity, and issues that businesses encounter. Therefore, resolving all of these will advance the understanding of AI in recruitment.

Future Scope of the Study

HR's digital revolution, especially in recruiting, merits more research to monitor the effectiveness of digital efforts and examine the complex effects of AI on future employment environments. To optimize hiring procedures, it is essential to comprehend how AI enhances human knowledge. Referencing influential studies such as Frey and Osborne's (2017) "The Future of Employment," evaluating AI adoption in HR entails striking a balance between complete automation and combining algorithmic recommendations with human decision-making. For a business to succeed in the face of digital revolutions, skill development and staff retention must be prioritized.In order to achieve alignment with human demands and ethical issues, incorporating human-centric principles into AI research is recommended. Initiatives should include retraining staff members to develop abilities like empathy and intuition, and recognizing the continued importance of human traits in HR roles. Furthermore, investigating how race intersects with other elements in AI adoption offers a thorough comprehension of how it affects candidate responses. Investments in staff development are essential to ensuring that they are prepared for a workplace that is becoming increasingly digital.

Conclusion

The need for doing research on the applicationof artificial intelligence (AI) driven recruitment is very epochal as technology is now playing a game-changer role in today's competitive and skill-based world. Globally, numerous things affect how companies start using AI, and the most important ones are how easy it is to use, how useful it seems, and what social good it brings. This research is very meaningful for HR people, job seekers, incumbent workers, and the ones who make AI systems because it gives useful ideas on how to use AI in different domains of HR, especially in hiring, when there are more skills needed to identify prospective candidate from the pool of job applicants. Recruiters can get a lot of help by using AI tools to make hiring better. By using smart computer systems, recruiters can make their strategies better and make resume checking faster and more accurate. Also, using data and analysis in hiring makes the work smoother, removes biases, and assists in better onboarding. AI tools have proven their advantage in making the desired training and upskilling programs, helping workers grow and keeping the company flexible. But, if companies delay in adoption of AI-enabled hiring, they may fall behind others and fail to meet societal and competitive expectations. It is very important to know that AI can have limits and can sometimes be unfair. So, using AI in a fair and smart way is epochal. If companies adopt itrightly, they can do

better, support diversity and inclusion at work, and stay ahead in the changing job market. By choosing to use AI in a planned and fair way, companies can stay strong and successful in today's digital world.

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