

THE ROLE OF ARTIFICIAL INTELLIGENCE IN TALENT ACQUISITION AND HR DECISION-MAKING: A BIBLIOMETRIC REVIEW OF STUDY CASES

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Abstract

This study investigates the impediments that artificial intelligence (AI) encounters during talent acquisition and the consequences of employing AI in talent acquisition. The advantages of utilizing AI in talent acquisition encompass the ability to identify AI vendors and companies that have integrated AI into their talent acquisition, investigating the current state of AI to streamline talent acquisition, and evaluating the effects of implementing AI in talent acquisition. This study examines various perspectives, theories, concepts, and viewpoints to regulate the application of artificial intelligence (AI) in human resource management. It draws upon papers published between 1988 and 2020. The results suggest that artificial intelligence is primarily implemented in high-tech or large corporations. The reports provided by these companies regarding the utilization of AI need to accurately depict the extent of its usage and comprehensive evaluation, as interviews are still incorporated into the talent acquisition process, allowing for the potential influence of human bias. Examining how AI can assist human resources in decision-making without posing a threat of replacing human roles in human resource management should be thoroughly investigated.

Keywords— Artificial Intelligence; Decision Making; Human Resource Management; Talent Acquisition.

Abstrak

Studi ini menyelidiki hambatan yang dihadapi kecerdasan buatan (AI) selama akuisisi bakat dan konsekuensi dari penggunaan AI dalam akuisisi bakat. Keuntungan memanfaatkan AI dalam akuisisi bakat mencakup kemampuan untuk mengidentifikasi vendor AI dan perusahaan yang telah mengintegrasikan AI ke dalam akuisisi bakat mereka, menyelidiki keadaan AI saat ini untuk merampingkan akuisisi bakat, dan mengevaluasi efek penerapan AI dalam akuisisi bakat. Penelitian ini mengkaji berbagai perspektif, teori, konsep, dan sudut pandang untuk mengatur penerapan kecerdasan buatan (AI) dalam pengelolaan sumber daya manusia. Ini mengacu pada makalah yang diterbitkan antara 1988 dan 2020. Hasilnya menunjukkan bahwa kecerdasan buatan terutama diterapkan di perusahaan teknologi tinggi atau besar. Laporan yang diberikan oleh perusahaan-perusahaan ini mengenai pemanfaatan AI perlu secara akurat menggambarkan tingkat penggunaannya dan evaluasi komprehensif, karena wawancara masih dimasukkan ke dalam proses akuisisi bakat, memungkinkan

pengaruh potensial bias manusia. Memeriksa bagaimana AI dapat membantu sumber daya manusia dalam pengambilan keputusan tanpa menimbulkan ancaman menggantikan peran manusia dalam manajemen sumber daya manusia harus diselidiki secara menyeluruh.

Kata kunci— Kecerdasan buatan; Pengambilan Keputusan; Manajemen Sumber Daya Manusia; Akuisisi Bakat.

INTRODUCTION

Organizations that demonstrate a strong candidate selection and talent acquisition strategy will hire well-suited individuals for the evolving business environment (R, Geetha., 2018). According to Deshpande (2018), sophisticated robotics has made talent acquisition easier by aggregating applicant data and presenting it to the Talent Acquisition User in a more comprehended format for data analysis. Consequently, decisions are made based on the information obtained (Deshpande, 2018). Deshpande further asserts that the process commences immediately, and the applicant receives an instant response. Investing in the appropriate technology has become a standard practice and is important for businesses to survive in business (Sufa et al., 2019). AI is used in human resources to identify candidates with high potential before submitting a job specification and applying for a specific job. The significance of talent acquisition is widely recognized, and prospective candidates are encouraged to apply for positions that align with their qualifications and skills (Guenole & Feinzig, 2018). The research by Albert E.T. (2019) investigates the application of artificial intelligence (AI) in the acquisition and decision-making of candidates (Albert, 2019). Moreover, it analyses the deployment of AI mechanisms in talent acquisition. Additionally, it examines the issues that are resolved through the implementation of AI and identifies the companies that are embracing these AI applications. Additionally, it examines and catalogs the vendors that provide these applications. Lastly, it delivers an overview of the widely adopted artificial intelligence (AI) applications in various companies.

Therefore, many companies depend on automating processes and HR practices, such as decision-making, organizational performance, promotions, and personal accomplishment measurement, through effective AI systems (Barboza, 2019). Aiming to streamline the candidate evaluation process, the organization employs sophisticated artificial intelligence tools to analyze resumes to ascertain their suitability for the position (Chin & Rothmann, 2019; Johansson et al., 2019). Johansson & Herranen analyze the consequences of technological progress, particularly in Artificial Intelligence (AI), on the hiring and selection procedures (Johansson et al., 2019). The study investigates the potential implementation of particular

artificial intelligence (AI) tools across different domains to aid talent acquisition. Additionally, it assesses the utilization of these specific AI tools. This study examines the current status and influence of artificial intelligence (AI) on conventional talent acquisition.

The objectives of this research are to analyze the implementation of artificial intelligence (AI) tools, the obstacles encountered during their performance, and the findings that were obtained. Additionally, it examines the companies that implement artificial intelligence (AI) and identifies the suppliers of these AI applications. Ultimately, this study examines and scrutinizes the influence of artificial intelligence (AI) on the talent acquisition process.

The objectives of this research are as follows: (1) to recognize and investigate the particular challenge of talent acquisition and selection that is being addressed by an AI application; (2) to recognize the solutions provided by AI applications; and (3) to discuss the benefits of putting AI applications into practice. (4) Investigate the implementation of AI applications, (5) Determine the current vendors offering artificial intelligence (AI) applications, (6) Evaluate the current status of artificial intelligence to streamline the talent acquisition process, and (7) Analyse the effects of implementing artificial intelligence in the talent acquisition process.

LITERATURE REVIEW

2.1 Current Situation Analysis

This chapter examines the application of artificial intelligence (AI) in businesses, including the specific challenges it solves, the results achieved through its utilization, the roster of companies that employ these AI applications, and the registration of vendors that offer these AI solutions. In addition, it investigates the implications of utilizing AI applications in the talent acquisition procedure and the present state of AI in this procedure. The traditionally practiced talent acquisition method has been scrutinized in great detail and lauded for its importance in interpersonal communication. On the other hand, having assistance from AI in scanning and gathering information can be beneficial. Artificial intelligence is becoming more widespread; however, businesses are hesitant to make financial investments in technology for talent recruitment and selection. Interviews continue to be an essential part of the process of acquiring new talent and have a significant influence on the decision-making process as a whole. Artificial intelligence cannot evaluate a person's

compatibility with a specific job role in terms of cultural alignment and level of motivation. Interviews that are conducted to select employees can help reduce biases related to gender and age. Still, they do not address preferences that continue to exist in the workplace (Albert, 2019; Johansson et al., 2019).

In the following portion, Albert E.T. investigates the difficulties that can arise when a business implements artificial intelligence and the solutions that can be applied to address these problems. In addition, it examines the application of the specific AI by organizations, analyses the effects of this implementation, and identifies the vendors that provide these AI applications (Albert, 2019).

2.2 Talent Acquisition Problem Identification

The Use Of AI

This section comprehensively analyzes the specific issues that AI applications strive to resolve. This section discusses the difficulties businesses experience when using traditional methods for talent acquisition, such as screening and selecting candidates, and how AI can solve these problems. AI applications help employers tackle talent acquisition and selection challenges when employees leave an organization without prior notice, reducing the costs of finding new qualified candidates. AI applications also solve the problem of evaluating multiple applications for a specific job, sifting through many expensive resumes, and reducing the risk of errors caused by humans during the traditional talent acquisition. Another challenge AI attempts to solve is the problem of inappropriate messages being sent to the wrong recipients. If talent acquisition is archaic, unattractive, and needs assessment mechanisms, it harms the employer's reputation, necessitating an AI-based hiring approach. Current pre-screening applications are costly and time-consuming to operate. As a result, it calls for developing more advanced artificial intelligence (AI) systems. Applications of AI also address the decline in the quality of the pool of talented individuals that a poor reputation among employers has brought about. Meetings, interviews, and examinations of candidates are all time-consuming and expensive processes to go through to select candidates.

Traditional talent acquisition and relationship management approaches are costly and laborious (Albert, 2019). Ochmann (2019) provides a comprehensive analysis of the extent to which AI can address issues related to fairness, diversity, ethics, and biases (Ochmann & Laumer, 2019).

2.3 Examining AI Applications' Solutions Shows Their Benefits

The following part analyses the benefits and remedies that artificial intelligence (AI) presents to organizations, as described by (Albert, 2019). Vacancy prediction software, a fake intelligence application, distinguishes employee conduct and predicts their propensity to leave the organization. By doing so, the organization can proactively strategize and reduce costs associated with the rapid acquisition and recruitment of skilled personnel. Job description optimization tools are applications powered by artificial intelligence (AI) that provide suggestions for optimizing job descriptions to correspond more precisely with the unique qualifications of various candidates. It promotes the recruitment of skilled personnel from different demographic backgrounds and safeguards against bias. Job description optimization is an artificial intelligence application that improves the clarity and specificity of job requirements, thereby increasing the likelihood that prospective candidates will be aware of the position and decide to apply. CV screening is subject to inadequate time allocation, which leads to escalated screening expenditures.

By leveraging artificial intelligence and data analysis, and targeted job advertising optimization empowers organizations to provide precise recommendations to qualified candidates. By employing this strategy, the probability of candidate engagement is optimized, and advertising costs are reduced. The scanning and sourcing of potential candidates via multi-database candidate sourcing entails the examination of their social media profiles, including LinkedIn. This approach enables the rapid analysis of candidate profiles that satisfy the intended standards. By evaluating numerous CVs, CV Screening Software identifies and ranks the most pertinent ones, reducing the inherent human bias in conventional recruiting systems. It reduces costs and allows human resources to focus on critical duties. Artificial intelligence algorithms are employed by AI-driven psychometric testing software to generate aesthetically pleasing assessments that augment the candidate evaluation procedure. This allows human resources specialists to focus on critical duties.

The analysis of applicant video interviews by video screening software is conducted to assess the candidate's performance during the interview process with the organization. It diminishes bias and empowers professionals to focus on critical responsibilities. The AI-powered background-checking software verifies candidates by analyzing their references and prior criminal records, among other data sources. The talent acquisition process can be improved by monitoring employer branding, which fosters a positive perception among prospective candidates and expedites the talent acquisition. Employer branding monitoring

identifies deficiencies in the talent acquisition process by examining publicly accessible data, thereby enhancing the organization's reputation by projecting a favorable image. Interacting with applicants: To interact with prospective candidates, chatbots and CRM systems are artificial intelligence (AI) applications that simulate human communication abilities. These tools have the potential to streamline the interview and communication processes. The Automated Scheduling system improves the selection procedure and allows specialists to focus on critical responsibilities by utilizing human expressions to carry out these tasks.

The implications of AI implementation on the workforce were investigated across multiple domains in the 2019 McKinsey Global Survey. Employers should consider the potential need for workforce reductions when integrating AI technology. The research findings suggest an imminent decrease in employment rates in sectors including automotive and telecommunications. Krapivin, P. (2018) has argued that AI is replacing humans, but this is an invalid claim (Krapivin, 2018). Forbes conducted a case study on Google in 2018 to demonstrate how artificial intelligence (AI) can facilitate the deployment of employees while enhancing their professional performance without posing a threat to their job security. Managing a sizable workforce with AI in the hiring and selection process reduces the costs associated with such operations. In addition, 44% of the participants reported a reduction in business expenses as a result of AI implementation, according to the study. Moreover, empirical investigations by Albert Edward Tristram (2019) and Johansson, J., & Herranen, S. (2019) have demonstrated that organizations can augment their income while reducing their expenditures (Albert, 2019; Johansson et al., 2019).

2.4 Explore AI-App Adoption

As organizations observe enhanced profitability after integrating AI tools, there is a growing trend among them to adopt artificial intelligence (AI). According to research conducted by McKinsey, the adoption of AI tools by businesses increased by 25% in one year. Artificial intelligence (AI) systems have been implemented by the following corporations: IBM, Facebook, Goldman Sachs, Cisco, American Express, Johnson & Johnson, Newton, Johnson, Netflix, YouTube, Intel, eBay, Hilton, Accenture, LinkedIn, Fortune 500 firms, Uber, Axa Insurance, Sephora, H&M, Burberry, Disney, Coca-Cola, Walmart, and Survey Monkey (Albert, 2019).

In a 2017 case study on AI adoption, IBM stated that they aimed to generate a “meaningful experience” and gain insight into the technology’s suitability for a specific function within the organization by adopting AI. Utilizing an artificial intelligence application called Watson Candidate Assistant (WCA), the obstacle was surmounted. IBM used face-to-face interviews as a component of their candidate screening procedure, which was conducted by the traditional recruitment system. Chatbots have replaced conventional interviews at IBM, providing candidates a customized environment. Chatbots function as a mechanism for efficiently transmitting information to potential candidates. Carrie Alterie, the vice president of IBM, provided her viewpoint on the implementation of WCA, comparing it to the search for a needle in a haystack to efficiently identify the appropriate candidate within a reasonable time period, given that IBM receives 7,000 resumes daily. We have significantly increased Net Promoter Scores (NPS) by a factor of two, decreased the time required to hire new employees, and improved the alignment between candidates and job positions through implementing WCA. Designed with machine learning in mind, chatbots are perpetually enhancing their intelligence. Video capabilities are integrated into chatbots to offer candidates a personalized synopsis of the organization. By implementing artificial intelligence tools, IBM has attracted many innovative and creative individuals (Guenole & Feinzig, 2018).

2.5 Current Vendor Selling AI-Application

Workday Talent, Bamboo HR, Monster Talent Management, Click IQ, Pando Logic, Talentcube, InterviewStream, X.ia, Thematic, Microsoft, Arctic Shores, Ideal, Recruitiz, Three sourcing, Knack, Wepow, Pymetrics, WEpow, Olono, Tact, Troops, Semantria, Montage, and Zoho Recruit are just some of the AI tool providers. With the release of "Google for Jobs," the tech giant has introduced an AI tool that ensures a perfect fit between companies using the tool and job seekers. Currently, "Google for Jobs" is only available to job seekers in the US. The ultimate goal, however, is to broaden its scope and appeal to applicants worldwide. This system was developed by collaborating with Google, Johnson & Johnson, and FedEx. According to Google, the number of applications to this system increased by 18% after Google began promoting it. Job-seekers can research numerous fields using the "Google for Jobs" portal. Features like company assessments and reviews that are unique to the companies that users are interested in applying to are just two examples of how this software improves the job-hunting process for users. In addition, "Google for Jobs" highlights noteworthy job openings to keep job-seekers abreast of the latest opportunities in the job

market. The Google Cloud Job API is another AI tool the search giant uses. This machine is at the heart of education in the "Google for Jobs" ecosystem. Many different types of workers across three distinct industries use the Cloud Job API (Hr-on, 2014).

2.6 Analyse AI's Current State

The passage asserts that AI is an evolving technology that requires numerous advancements and developments before it can be fully integrated into organizations. This research also found that experts use AI applications for screening and selection during the early phases of the selection process. The AI system gives top priority to job requirements and makes use of candidate personality traits to filter and pre-screen them. Pre-screening occurs on social media platforms like LinkedIn and Facebook as well. Specific artificial intelligence tools aim to help businesses find the best possible employees. Companies can take the AI's suggestions for new hires or find their people. As candidates are selected, the AI system learns more about them. When a company selects from the top 10 candidates, AI identifies the specific types of candidates needed and excludes any other potential candidates. Each specialist assures us that they will contact the applicants as soon as possible after the selection is complete. This claim is supported by Buchanan and Smith, who argue for incorporating the trial-and-error methods specialists use into expert system software. Chatbots collect information, which is converted into a CV for later review. In a recent study, a chatbot was found to be more effective than a human recruiter at communicating with applicants (Johansson et al., 2019).

To survive, companies must do whatever they can to attract and keep talented people on staff. This action needs to be coordinated with the company's goals. Planning for an organization's communication needs to make use of an appropriate system model, and effective communication between communicators inside the organisation must connect (Prastiyo, W. E., & Suartha, 2021). Currently, businesses are experimenting with new recruitment methods to attract qualified applicants. Therefore, it is essential to incorporate cutting-edge technology and AI into the talent acquisition. Many companies and organizations rely on human resources departments to provide qualified workers. The Talent acquisition tool is an AI tool that helps companies find the best possible employees by performing tasks like pre-screening, scanning resumes, and selecting the best candidates. Consequently, using cutting-edge technology for pre-screening results in less work for HR managers. Human resources professionals and recruiters can use the AI system to assess potential candidates.

Chatbots are helpful internal communication tools because they automate tasks like responding to employees' questions about their remaining vacation time.

This frees HR managers' time to focus on deep thinking and problem-solving (Abdeldayem & Aldulaimi, 2020). Despite the fact that AI is already being used in the preliminary stages of talent acquisition, such as screening and assessing job suitability, it is becoming a prominent trend in overall talent acquisition (Wesche & Sonderegger, 2019).

2.7 Examine AI's Impact On Talent Acquisition Process

An examination of the benefits, challenges, and inherent human biases that are presented to a business as a result of the implementation of AI technologies can be used to analyze the impact of AI.

2.8 Advantages

Several benefits associated with utilizing AI in staffing are highlighted in the research. Automation of mundane administrative tasks is one advantage of artificial intelligence technology. This spare time can be put towards interviewing and hiring the best possible candidates to meet the company's needs. It also helps recruiters evaluate candidates by facilitating the prioritization and qualification of resumes. The use of chatbots in the recruitment process is becoming increasingly common. The recruitment process is sped up with the help of AI tools, which also improves efficiency.

2.9 Difficulties

This research has uncovered two significant barriers to implementing AI in talent acquisition. First, artificial intelligence is still in its infancy in integrating new technologies. Second, companies generally need to find faith in AI. Although the benefits of AI in hiring are still up for debate, Ochmann (2019) argues that AI tools are inadequate in terms of cybersecurity and testing (Ochmann & Laumer, 2019). This is a significant risk for the business using the AI system. Most applicants need to be made aware of the AI tools or bots they will be required to interact with, which presents a moral dilemma that still needs to be resolved. Given the substantial investment necessary to acquire AI systems, another difficulty lies in a company's ability to adopt and apply AI successfully.

2.10 Social Prejudice

AI is implemented in organizations to mitigate the human bias inherent in traditional recruiting systems. Even after screening and suitability checks have been conducted by AI tools, human trends may still be present in the talent acquisition process. Since AI

cannot analyze employee motivation, humans play a crucial role in talent acquisition. Johansson and Herranen (2019) found that AI tools could not recognize and address issues related to the study of employee motivation (Johansson et al., 2019).

RESEARCH METHODOLOGY

This study uses qualitative research and examine various perspectives, theories, concepts, and viewpoints to regulate the application of artificial intelligence (AI) in human resource management. It draws upon papers published between 1988 and 2020.

RESULT

4.1 AI/HRM Application Analysis

The results of a literature review of artificial intelligence (AI) applications in candidate selection, hiring, and hiring are presented in Table I (Albert, 2019). Experts will benefit from the fact that it draws attention to the difficulty of using AI for talent acquisition and selection. Table II compiles a literature review of the existing findings and a list of technological developments and research areas that can implement AI tools in talent acquisition (Albert, 2019).

Table 1. Review of Artificial Intelligence Uses in Talent Acquisition and Decision Making

Title	“AI in Talent Acquisition: A Review of AI- applications used in Recruitment and selection.”
Year	2019
Author Name/s	Edward Tristram Albert
Purpose	This study examines the utilization of artificial intelligence (AI) in selecting and hiring job applicants. Investigate the use of AI in recruitment, including its scope, organization, and current implementation.
Techniques of Research	The study was implemented using a two-step methodology. Researchers combed through the published literature to discover the many ways in which AI can be used to improve the talent acquisition process. Most of the information came from reports submitted by practitioners,

	<p>with additional support from brief scholarly articles. Professionals in research and personnel selection participated in eight semi-structured interviews.</p> <p>1) Personnel directors, 2) Consultants, and 3) academics will assess and compare the utilization of AI mechanisms described in the researchers' prior work with the AI tools currently being implemented in talent acquisition.</p>
Hypothesis	<ol style="list-style-type: none"> 1) What problem with personnel acquisition does this AI solution solve? 2) How does the AI tool offer a resolution to the problem? 3) Why is it beneficial to use this AI tool? 4) What kinds of businesses have adopted these AI instruments? 5) Which businesses are peddling these AI software packages?
Aspects That Can Change By Themselves Or Are Influenced By Other Factors	No longer relevant
Major Results	<p>Numerous results have been uncovered from this investigation:</p> <ol style="list-style-type: none"> A) The paper first analyses eleven critical areas of talent acquisition that use AI mechanisms. B) The research shows that chatbots, candidate pre-screening software, and work automation tools are the top three AI applications businesses use today. C) Inventive, Artificial intelligence (AI) is more likely to be rapidly adopted by large, technologically advanced organisations.

	D) Although the number of businesses that use AI has increased rapidly, many still need to be more hesitant to use it to help them find and hire new employees.
Current and future research gaps and limitations	<p>Inadequate prior research on the application of AI to personnel selection and hiring is the primary motivation for this investigation. It focuses primarily on the low standard of previous studies in this area.</p> <p>For experts in the field who need a quick grasp of AI's role in hiring, this study's concise overview of the current status of AI in talent acquisition is invaluable.</p> <p>Constraints:</p> <p>As such, exploratory research into the uptake of AI tools is essential to the success of this study.</p> <p>Questions that need more research:</p> <p>Quantitative and qualitative methods can be used to explore further the topics covered in the study and characterized more by values than by numbers.</p>
Remarks	Considering the investigation was qualitative and exploratory in natural phenomena, it did not specify certain dependent or independent variables.
Reference	Albert, E. T. (2019). AI in talent acquisition: a review of AI applications used in recruitment and selection. <i>strategic HR review</i> , 18, 215-221. doi:10.1108/SHR-04-2019-0024

The examination of "AI in Talent Acquisition" conducted on case of study by Edward Tristram Albert on Table 1 yields valuable insights; nonetheless, certain aspects necessitate consideration for potential improvements:

1. Limited Data Source Scope: Heavy reliance on published literature, practitioner reports, and a small number of semi-structured interviews constitutes a limitation. Such a

narrow spectrum of data sources may result in a biased or incomplete comprehension of the current state of AI implementation in talent acquisition.

2. **Temporal Sensitivity:** Executed in 2019, the study may fall behind the rapidly evolving landscape of AI. The presented information risks becoming outdated, overlooking new developments or trends in AI applications for talent acquisition that emerged post-study.

3. **Generalization Challenges:** The study's assertion that AI is more likely adopted rapidly by large, technologically advanced organizations raises concerns of oversights. This generalization might fail to capture the diversity among industries, organizational sizes, or geographical locations, potentially compromising the findings' accuracy.

4. **Methodological Rigor Shortcomings:** Described as exploratory and qualitative, the study's methodology may restrict generalizability. The absence of clearly specified dependent or independent variables weakens the study's capacity to draw robust conclusions.

5. **Insufficient Critique on AI Implementation:** The study leans towards highlighting positive aspects of AI in talent acquisition, lacking a critical analysis of challenges, ethical considerations, and unintended consequences. Inclusion of such elements would offer a more balanced perspective on the implications of AI in recruitment and selection.

6. **Incomplete Insight into AI Tools:** While the study identifies chatbots, candidate pre-screening software, and work automation tools as the top AI applications, it lacks detailed information on their specific functionalities and effectiveness. A more comprehensive analysis of these tools could augment the practical applicability of the study.

7. **Transparent Identification of Research Gaps and Limitations:** Although the study cites inadequate prior research as a primary motivation, explicit outlining of specific gaps and limitations would enhance clarity. This step is crucial for guiding future research and fostering a deeper understanding of areas requiring further exploration.

8. **Omission of Ethical Discussion:** Considering AI's potential impact on recruitment and selection, the study neglects a vital discourse on ethical implications. Key considerations such as bias in AI algorithms, privacy concerns, and the risk of discrimination warrant attention for a more comprehensive analysis.

Addressing these outlined points stands to elevate the study's quality and applicability, fostering a deeper and more nuanced understanding of AI's role in talent acquisition. To address the identified shortcomings in the study on "AI in Talent Acquisition," the following recommendations are proposed:

1. **Broaden Data Sources:** Expand the spectrum of data collection beyond relying heavily on published literature and reports. Enrich the study by incorporating insights from a diverse array of sources, including case studies, company-specific data, and feedback from a more extensive and varied group of practitioners.

2. **Conduct a Follow-up Study:** Initiate a subsequent study to capture the latest trends and developments in AI applications for talent acquisition. This iterative approach ensures that the information presented remains current and reflects the dynamic evolution of AI in recruitment.

3. **Nuanced Analysis of Organizational Adoption:** Undertake a more nuanced analysis of organizational adoption based on industry, size, and geographical location. Abandon broad generalizations and, instead, present findings that offer specificity tailored to the distinct characteristics of different organizational types.

4. **Strengthen Methodological Rigor:** Bolster the study's methodology by clearly defining dependent and independent variables. Incorporate quantitative methods where applicable to facilitate a more robust analysis of the relationships between variables.

5. **Critical Examination of AI Implementation:** Incorporate a dedicated section that critically scrutinizes the challenges and potential drawbacks associated with implementing AI in talent acquisition. Engage in a comprehensive discussion on ethical considerations, potential biases, and any negative implications to present a balanced view of AI's impact.

6. **In-depth Analysis of AI Tools:** Provide a more detailed and comprehensive analysis of the identified AI tools. This includes delving into their specific functionalities, exploring success stories, and elucidating potential limitations. Such an approach will furnish readers with a more practical understanding of how these tools can be effectively applied in real-world scenarios.

7. **Explicit Identification of Research Gaps:** Clearly outline the gaps and limitations identified during the research process. This transparent delineation will guide future researchers in addressing specific areas and contribute to a more focused and impactful exploration of AI in talent acquisition.

8. **Integration of Ethical Considerations:** Integrate a dedicated section discussing the ethical implications of utilizing AI in talent acquisition. Thoroughly explore issues related to algorithmic bias, privacy concerns, and the potential for discrimination. This comprehensive examination ensures a nuanced understanding of the ethical challenges associated with AI.

9. Engage in Collaborative Endeavors: Foster collaboration with industry experts, researchers, and practitioners to enrich the study. By incorporating diverse perspectives, the analysis becomes more well-rounded and attains practical relevance for a broader audience.

10. Emphasize Transparency: Clearly articulate the study's methodology, data sources, and limitations to enhance transparency. This transparency not only strengthens the credibility of the research but also empowers readers to critically assess the study's findings.

Implementation of these comprehensive suggestions holds the potential to elevate the study on AI in talent acquisition, rectifying identified issues and providing invaluable insights for both researchers and practitioners in the field.

In line with, below is the case of study dealing with AI app adoption and current behaviour and the impact on recruitment.

Table 2. AI App Adoption and Current Behaviour and Their Impact on Recruitment.

Title	“The application of Artificial Intelligence (AI) in HRM Management: the current state of AI and its impact on the traditional recruitment process.”
Year	2019
Author Name/s	Jennifer Johansson & Senja Herranen
PURPOSE	The primary objective of this research is to look at how AI and other forms of technology have changed the talent acquisition game. The research also analyses the effectiveness of utilizing AI for talent acquisition, a secondary objective.
RESEARCH METHODOLOGY	This qualitative study uses semi-structured interviews with eight global firms. Analysis with generalised reasoning characterises this research.
RESEARCH QUESTION/ HYPOTHESIS	This research addresses these questions: A. A. “How is AI being used in the talent acquisition currently?” B. How can AI impact the talent acquisition?
Aspects That Can Change By Themselves Or Are Influenced By Other	Due to the qualitative nature of this investigation, this criterion does not apply.

Factors	
KEY FINDINGS	<p>The research showed that many businesses still need to start using AI to aid in hiring. Second, Artificial intelligence can be used in three stages of the talent acquisition: initial screening, interacting with potential candidates and reporting back to those interested in what they've found. Then, Increased efficiency, higher quality, and less work each day are the main advantages of using AI in hiring.</p> <p>The primary evaluation was a company's openness to and adoption of cutting-edge technologies.</p>
DIFFERENCES AND CONSTRAINTS IN CURRENT AND FUTURE STUDIES	<p>Insufficient research on technology-based hiring allows for comprehensive analysis based on theories that consider flexibility and accessibility.</p> <p>Study limitations: This study examines AI hiring today. The complete data is only for AI-hiring companies.</p>
REMARKS	<p>The research was qualitative and exploratory, so dependent and independent variables were not identified.</p>
REFERENCE	<p>Johansson, J., & Herranen, S. (2019, 10 30). The Application of Artificial Intelligence (AI) in Human Resource Management: the current state of AI and its impact on the traditional recruitment process. Retrieved from Jonkoping University: https://ju.se/en</p>

The supplied research reveals various potential concerns and areas requiring refinement which occurs on case of study based on Table 2:

1. Clarity in Purpose Statement: The purpose statement is somewhat broad, lacking specificity. While it mentions investigating how AI has influenced talent acquisition, it lacks precision regarding the specific dimensions or aspects under examination.

2. Expanding Research Objectives: The research objectives concentrate on scrutinizing how AI has altered talent acquisition and assessing its effectiveness. However, expanding

these objectives to encompass a more detailed exploration of challenges and limitations associated with AI in HRM would enrich the study.

3. Qualitative Methodology's Limitations: Although the qualitative approach, utilizing semi-structured interviews with eight global firms, provides valuable insights, it may lack the comprehensive insight that a combination of qualitative and quantitative methods could offer.

4. Refinement of Research Questions: The research questions could benefit from greater explicitness and detail, especially concerning the specific AI technologies under scrutiny and the criteria employed for evaluating their impact on talent acquisition.

5. In-depth Exploration of AI Impact: While the study briefly addresses how AI is utilized in talent acquisition and its impact on efficiency and quality, a more profound exploration of potential challenges, ethical considerations, and broader implications for HRM is warranted.

6. Diversifying Data Sources: Solely relying on interviews with eight global firms may limit the diversity of perspectives. Including data from a more extensive array of organizations, potentially across different industries or regions, would enhance the study's applicability.

7. Consideration of Time Sensitivity: Conducted in 2019, the study may not capture recent developments in the rapidly evolving field of AI. A consideration of more recent developments is necessary to ensure the findings remain pertinent.

8. Identification of Variables: The research, being qualitative and exploratory, lacks the identification of dependent or independent variables. Clearly defining these variables would fortify the study's design and analytical approach.

9. Acknowledgment of Study Limitations: The study acknowledges limitations, such as insufficient research on technology-based hiring and a focus solely on AI-hiring companies. These limitations may impact the generalizability of findings to a broader context.

10. Usage of URL in References: The reference includes a URL from the university website, which may not align with standard or preferred citation formats in academic contexts. Employing a more conventional citation format is advisable for formal research papers.

Addressing these identified issues is imperative to enhance the research's clarity, methodological rigor, and overall contribution to comprehending AI's impact on talent acquisition in HRM. There are some ideas to address the identified issues in the research:

Certainly! Here are suggestions for addressing the identified issues in the research:

1. **Enhancing Clarity in Purpose Statement:** Reframe the purpose statement to articulate precise dimensions or aspects of talent acquisition influenced by AI. Provide a clear delineation of the study's objectives and scope to ensure a more focused and purposeful investigation.

2. **Enriching Research Objectives:** Broaden the research objectives to encompass a thorough exploration of challenges and limitations associated with AI in HRM. Integrate sub-objectives that delve into specific facets, including ethical considerations, technological constraints, and the organizational readiness for the adoption of AI.

3. **Integrating Qualitative and Quantitative Approaches:** Enhance the research design by combining qualitative methods with quantitative approaches for a more comprehensive analysis. Implement surveys or gather quantitative data from a larger and diverse sample to complement the nuanced insights derived from semi-structured interviews.

4. **Fine-tuning Research Questions:** Improve the specificity of research questions by explicitly defining the particular AI technologies under examination. Additionally, articulate the criteria employed to assess the impact of these technologies on talent acquisition, providing a coherent framework for analysis.

5. **Deepening Exploration of AI Impact:** Expand the discourse on AI impact by undertaking a more profound exploration of potential challenges and ethical considerations linked to AI in talent acquisition. Include a dedicated section addressing unintended consequences and proposing potential areas for improvement.

6. **Diversifying Data Sources:** Extend the data collection process to encompass a broader spectrum of organizations beyond the initial eight global firms. Incorporate participants from varied industries, diverse company sizes, and different geographical locations to capture a more comprehensive and diverse perspective on AI in talent acquisition.

7. **Considering Time Sensitivity:** Conduct a follow-up study or comprehensive literature review to incorporate recent developments in the field of AI in talent acquisition. This ensures that the findings remain relevant and aligned with the rapidly evolving landscape of AI technology.

8. **Explicit Identification of Variables:** Strengthen the research design by clearly identifying both dependent and independent variables. This meticulous definition enhances the analytical approach and contributes to a more robust interpretation of the research findings.

9. **Conscious Acknowledgment of Study Limitations:** Acknowledge the study limitations explicitly, offering insights into how these limitations may affect the generalizability of findings. Discuss potential strategies for mitigating these limitations in future research endeavors.

10. **Refining Reference Format:** Update the reference format to adhere to standard or preferred citation styles for academic papers. Employ conventional citation formats to bolster the professionalism and credibility of the research within academic contexts.

Implementing these strategies can significantly enhance the research, addressing the identified issues, and elevating its overall quality and contribution to the comprehension of AI's impact on talent acquisition in HRM.

CONCLUSION

According to Albert (2019) and Johansson and Herranen (2019), the partiality that is inherent in the reports that companies produce creates ambiguity regarding the extent to which AI applications are utilized (Albert, 2019; Johansson et al., 2019). According to Johansson and Herranen (2019), the adoption of AI by companies is occurring at a relatively slow pace (Johansson et al., 2019). Furthermore, Albert (2019) states that the organisations that are adopting AI are typically large companies with ample resources or high-tech firms (Albert, 2019). Furthermore, certain AI applications may exhibit lower costs or possess less widespread popularity compared to others. For instance, the 11 potential applications may not be utilised to the extent suggested by reports (Albert, 2019). The use of artificial intelligence (AI) in the talent acquisition is still in its infancy, with only a select few businesses having adopted this technology. Consequently, evaluating the efficacy of AI in this process is challenging due to the limited number of firms utilising it (Johansson et al., 2019). An in-depth analysis of the expenses associated with purchasing advanced AI tools should also be conducted. Proven research theories that utilise AI tools should be promoted to encourage their implementation in organisations. Research has definitively established that organisations experience growth in sales, efficiency, and profitability when they make substantial investments in human resource management.

Therefore, based on both studies, it can be inferred that the majority of large organisations are capable of implementing AI at this point, despite the financial and technical challenges that may impede the integration of AI tools within organisations. Interviews or

reports may lack accuracy, making it impossible to obtain a comprehensive understanding of usage without a thorough and detailed evaluation. Results depend on input from domain experts rather than a precise and comprehensive examination. Despite the fact that many businesses believe AI will make the screening process more efficient and save them time and effort, interviews will continue to play a significant role in the talent acquisition. Consequently, human bias continues to be prevalent (Farokhmanesh, 2019; Johansson et al., 2019).

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