



# The Role of AI in Talent Acquisition: A Study of Recruitment Processes in IT Companies

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## ABSTRACT

In this fast-evolving landscape of IT industry, the demand for skilled professionals is higher than any time. IT companies are seeking innovative paths to attract, assess, and select the best talent to stay competitive in the global market. Traditional recruitment methods, which rely largely on resume screening, interviews, and decision-making, often prove to be time-consuming, resource-intensive, and prone to human bias. To address these challenges, organizations are largely turning to Artificial Intelligence (AI) to revolutionize their talent acquisition strategies.

AI in recruitment is its ability to minimize bias and promote fair hiring. Unlike traditional hiring methods, which may be influenced by unconscious human biases, AI systems can assess candidates purely based on skills, experience, and qualifications. This leads to more objective and inclusive hiring practices. Additionally, AI-powered predictive analytics help companies make data-backed hiring decisions, reducing the chances of selecting candidates who may not align with the organization's long-term goals.

## Introduction

Recruitment is one of the most critical processes for any organization, as hiring the right individuals plays a pivotal role in ensuring long-term success. It is not merely about filling vacancies but about identifying individuals whose skills, experience, and potential align with specific job roles. Human Resource (HR) management is tasked with the strategic responsibility of ensuring the right person is selected for the right position.

Developing a robust recruitment strategy begins when a new position is created, or an existing one opens up. Companies must define clear expectations, decide whether to hire internally or externally, research competitive salary trends, establish a hiring timeline, and craft compelling job descriptions that reflect the organization's culture and growth opportunities. Finding the right talent brings fresh energy and innovation to the business. To do so, organizations use multiple channels such as job portals, LinkedIn, recruitment agencies, employee referrals, and social media. Increasingly, companies also leverage AI-driven tools to efficiently source both active and passive candidates.

With a large pool of applicants, screening and shortlisting have become more reliant on technology. Automated tools help filter out the best candidates, minimizing bias and speeding up the process. Initial interviews, online assessments, and background checks help evaluate candidates' qualifications, communication skills, and technical expertise while ensuring cultural fit. The interviewing stage involves structured rounds—technical, HR, and leadership interviews—using behavioural and situational questions. Involving team members and department heads offers a broader perspective and provides a professional, candidate-friendly experience through clear and timely communication.

After final evaluations, the organization selects the most suitable candidate by comparing performance, conducting verifications, and negotiating employment terms. A formal offer is extended, including compensation and perks. Before initiating recruitment, organizations must identify the best sources—internal sources such as promotions or transfers, and external sources like recruitment agencies, job portals, and campus placements.

The digitalization of HR has significantly transformed traditional recruitment methods. It involves using digital technologies to improve business models, collect and analyze data, and make informed decisions. HR digitalization enhances communication, collaboration, and analytics across organizations. Adopting modern technologies such as AI, cloud-based systems, blockchain, and data science has empowered HR professionals to manage processes more efficiently.

Artificial Intelligence (AI) plays a key role in automating recruitment tasks—screening resumes, managing applications, and interacting with candidates through chatbots. Cloud HR solutions support functions such as payroll, talent management, and performance evaluation, while blockchain ensures secure, transparent transactions for data management and verification. Data science allows HR teams to evaluate employee performance, track expenses, and assess HR activity effectiveness.

Digital recruitment, defined as the use of technology to attract, assess, and hire candidates, has become increasingly popular due to its efficiency and data-driven nature. Benefits include cost savings, reduced recruitment time, increased productivity, and improved administrative processes. AI enables automated resume scanning, chatbot-driven communication, online assessments, and predictive hiring through machine learning.

Studies have shown the impact of digital hiring. A study by the National Bureau of Economic Research comparing 300,000 hires found that AI-hired employees stayed longer and performed as well as or better than those chosen by human recruiters. Despite this, a 2016 Deloitte study revealed that only 8% of companies were using AI in recruitment, indicating a major gap in adoption. Organizations that fail to embrace digital recruitment tools risk falling behind in the competitive landscape, especially in dynamic industries like IT, where speed, accuracy, and innovation are essential in attracting top talent.

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## Review of Literature

Albert, E.T. (2019) This study investigates how AI is currently used in hiring and selection. It identifies 11 areas where AI can play a role, like using chatbots, resume screening tools, and task automation. Interviews with HR experts show that tech-savvy and large companies are more likely to use these tools. However, many companies are hesitant to invest heavily due to concerns about cost and implementation issues. The study stresses the need to regularly assess AI tools for effectiveness and to address ethical concerns, especially around bias.

Susan Abraham, Rajeev Paripoornam & Gunjan Sharma (2025) This research gathered input from 287 HR professionals to understand how AI is changing recruitment. Key benefits included faster resume screening, better candidate matches, and reduced bias. Chatbots were found to improve the experience for job seekers by offering quick replies and updates. Overall, the study emphasizes that thoughtful use of AI tools can greatly improve hiring efficiency and fairness.

Sattu R., Das, S., & Jena, L.K. (2024) Focusing on Indian IT companies, this research used surveys to explore what influences HR professionals to adopt AI. It found that if the benefits outweigh the drawbacks, and if the organization is ready for it, HR professionals are more likely to use AI. The study also notes the importance of continuously evaluating AI tools to ensure they meet hiring needs.

Roppelt et al. (2024) This study looked at how global companies in different industries adopt AI in hiring. After studying 19 companies, it created a model that outlines why companies choose AI, what challenges they face, and what steps lead to successful adoption. The research highlights that AI can solve hiring challenges like talent shortages but only if it's aligned with company goals and properly planned.

Chetana M.R. & Bharath Interviews with 46 HR professionals showed that AI helps fill a job, R. (2025) reduce the time it takes to cutting it down from over 4 weeks to under 3. There was also a strong link between AI use and job satisfaction among HR staff. However, the study reminds us that issues like data privacy and AI bias need to be managed carefully for successful implementation.

Recruiters' 15 Perception of AI Tools in Recruitment (2023) This research used surveys to understand what influences recruiters to use AI tools. It found that recruiters are more likely to use AI if they believe it improves performance. Interestingly, age, gender, and experience didn't impact this decision. Recruiters appreciated AI for saving time and improving efficiency but were concerned about the lack of human judgment in the process. The study suggests a balanced approach—using AI to assist, not replace, human decision-making.

Rudresh Mishra, Ricardo Rodriguez, & Valentin Portillo (2020) This study proposed a method using AI to better match resumes with Focused on tech industry jobs, it aims to help recruiters find using machine learning and natural language processing. candidates who not only have the into the company's culture. The quality.

Sasi job descriptions right skills but also fit main benefits were quicker hiring and improved match Kiran Parasa (2024) Using both qualitative and quantitative methods, this study shows how AI helps streamline recruitment by automating tasks and offering predictive insights. Tools like chatbots and tracking systems reduce hiring time and improve candidate quality. However, it also points out concerns like data privacy and algorithmic bias. The paper calls for ethical, inclusive, and well-regulated use of AI in recruitment.

J.S.,Greimeletal.(2024) This is the same multiple case study mentioned earlier, emphasizing strategies MNCs can use to adopt AI in recruitment. It highlights success factors and the importance of aligning AI adoption with company goals while addressing barriers effectively.

For AI adoption in recruitment. The findings indicate that while AI has the potential effective deployment requires understanding the underlying motives and processes of AI adoption. talent acquisition and offers practical guidance to talent acquisition challenges such as talent shortages and applicant surges, to address The study contributes to the literature on AI adoption in managers seeking effective AI implementation strategies. The importance aligning AI adoption with organizational goals and addressing potential barriers to ensure successful integration.

Sattu, R., Das, S., and Jena, L.K. (2024)Focusing on Indian IT companies, this study investigates professionals' intentions in acquisition. a structured questionnaire administered to 198 talent acquisition executives and HR professionals, sacrifices significantly predict perceived value, which affects the AI. HR readiness the between perceived value and AI adoption intention. continuously monitor and evaluate the performance of AI tools to ensure they recruitment needs. talent acquisition. Through semi-structured interviews with HR professionals, recruiters, and AI hiring platform providers in Sweden, the partial least squares structural equation modeling (PLS-SEM) to analyze the data.

Manisha Saxena and Dharmesh K. Mishra (2023)Focusing on the Indian corporate sector, this research examines how AI influences employee engagement during the recruitment process. The study finds that AI applications, automated interview scheduling, have the time and effort required

from HR Rudresh Mishra, Ricardo Rodriguez & Valentin Portillo (2020) This study looks at how AI can help companies pick the right candidates from large numbers of applications. The authors developed a method that uses advanced language processing and machine learning to match job seekers' skills with job descriptions. Focused on the computer science field, the system also considers cultural fit—not just technical skills. It helps companies hire faster and more effectively.

AlexeyPorubay(2023) This article discusses how AI is changing hiring. It shows that AI can handle repetitive tasks, process big sets of data, and predict hiring needs. But it also warns of downsides like bias, high costs, and accuracy concerns. While AI brings speed and efficiency, human involvement remains essential—especially in interpreting results and making final decisions. The author stresses the need for fairness, transparency, and accountability in AI-based hiring.

SasiKiranParasa(2024) This research explores how AI impacts hiring from different angles. Tools like chatbots and applicant tracking systems (ATS) have made sourcing and screening faster. AI also helps analyze data to make smarter hiring decisions. Using both numbers and case studies, the study highlights benefits like reduced hiring time and better candidate experience. It also raises concerns about privacy and fairness, suggesting organizations should adopt strong ethical standards when using AI in HR.

Albert,E.T.(2019) Albert's study examines how and where companies are using AI in hiring. Through interviews with HR professionals and consultants, it identifies 11 common areas where AI can be applied—like chatbots and screening tools. Tech-focused and large companies are the most active users. Even though AI adoption is growing, many companies hesitate to fully commit due to concerns about costs and implementation. The study points to the need for ongoing research and better strategies to support full-scale AI integration.

Susan Abraham, Rajeev Paripoornam & Gunjan Sharma (2025) This study surveyed nearly 300 HR professionals to understand AI's impact on recruitment. It found that AI improves candidate searches, speeds up resume filtering, and boosts fairness by reducing human bias. Chatbots help keep candidates informed, while AI tools even predict how well someone might perform or stay with the company. The research shows that AI enhances both efficiency and diversity in hiring.

Manisha Saxena & Dharmesh K. Mishra (2023) Focusing on India's corporate sector, this research explores how AI tools—like automatic resume filtering and interview scheduling—save time for HR professionals. It shows that AI can fairly assess candidates based on their qualifications, helping reduce personal biases in hiring. While AI boosts productivity and objectivity, the study emphasizes the importance of human judgment, especially when interpreting AI-generated results.

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## Research Gaps

### 1. Lack of Industry-Specific Studies on AI in Recruitment

While several studies have explored AI in HR practices generally, very few focus specifically on how AI is being implemented in talent acquisition within the IT sector. The IT industry has unique hiring demands (such as high technical skills, rapid recruitment cycles, and competition for niche roles), but current literature often does not address these specific challenges or AI's role in addressing them.

### 2. Limited Research on Candidate Experience with AI Tools

Most existing research emphasizes the benefits of AI from the employer's perspective, such as cost reduction and efficiency. However, there is limited understanding of how AI-driven recruitment impacts the candidate experience, including trust, satisfaction, and perception of fairness—particularly in tech-savvy IT candidates who may be more sensitive to automated interactions.

### 3. Insufficient Analysis of Bias and Ethical Concerns in AI Hiring Tools

Although AI promises to reduce human bias in hiring, few studies investigate whether AI-based recruitment tools actually achieve this in practice. There's a growing concern about algorithmic bias, data privacy, and transparency in decision-making. Research is needed to critically examine how ethical issues manifest in AI-driven recruitment within IT companies, which often rely heavily on data-driven hiring.

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## Research Methodology

### Research Objectives

- To understand how IT companies are using AI tools in their recruitment process.
- To find out if AI helps in saving time and effort during talent acquisition.
- To study how candidates and recruiters feel about using AI in hiring.

### Research Hypotheses:

**H1:** AI-based recruitment processes are faster than traditional hiring methods in IT companies.

**H2:** Candidates have a positive experience when AI is used in the recruitment process.

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## Research Method

This study will employ a quantitative research approach to explore the role and impact of Artificial Intelligence (AI) in talent acquisition processes within IT companies. A descriptive research design will be adopted to analyse the effectiveness of AI-based recruitment tools in enhancing hiring efficiency, accuracy, and candidate experience.

- Target Population: HR professionals, recruitment managers, and talent acquisition specialists working in IT companies that use or have implemented AI in their recruitment processes.
- Sampling Technique: A simple random sampling method will be used to ensure an unbiased selection of participants from various IT firms.
- Sample Size: A total of 50 respondents will be surveyed to ensure statistical validity and meaningful insights.
- Data Collection Method: Primary data will be collected using an online structured questionnaire comprising Likert-scale, multiple-choice, and ranking questions. The survey will be distributed via LinkedIn, email, and professional HR communities and forums.
- Secondary Data Sources: Relevant industry reports, HR tech market analyses, and previous academic studies on AI in recruitment will be reviewed to support and compare findings.
- Data Analysis Techniques: Descriptive and inferential statistical methods using tools like SPSS will be applied. Techniques such as correlation analysis, regression models, and hypothesis testing will be used to assess the impact of AI tools on recruitment efficiency and decision-making accuracy.

This research aims to provide valuable insights into how AI technologies are transforming recruitment in the IT sector and to help organizations develop more effective and data-driven hiring strategies.

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## Research Questions

"The Role of AI in Talent Acquisition: A Study of Recruitment Processes in IT Companies" This study purposes to explore how is transforming companies. The following research questions will guide the investigation:

1. Efficiency in IT companies?
2. Candidate screening shortlisting?
3. Impact the candidate experience during recruitment?
4. What challenges and risks are talent acquisition?
5. Does contribute to predictive hiring and workforce planning in IT companies?
6. What are the best practices for integrating AI in recruitment while maintaining fairness and transparency?

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## Limitations of the Research Work

- a) This specifically focuses on IT companies, which are generally early adopters of AI-driven recruitment tools.
- b) The findings may not be fully applicable to other industries where AI adoption in hiring is still in its early stages.
- c) Some aspects of this study rely on published research papers, company reports, and HR professionals' responses.
- d) Self-reported data from recruiters and employees may contain biases, such as overestimating the effectiveness of AI in recruitment.

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## Data Analysis

This chapter analyses survey responses from 50 HR professionals and recruiters in IT firms to evaluate the effectiveness of AI-based recruitment tools. The study focuses on three key areas:

- adoption rates of AI tools,
- impact on time-to-hire
- candidate and recruiter experiences.

Statistical methods, including descriptive analysis, correlation, and regression, were used to test the hypotheses.

**Demographic Profile of Respondents:** The majority of respondents (56%) were from startups (1–50 employees), reflecting the agile nature of smaller firms in experimenting with new technologies. 24% represented small companies (firms (1000–51–200 employees) employees), while and medium (201–1000 employees) large accounted for 12% and 8%, respectively.

In terms of AI adoption, 64% of companies reported actively using AI in recruitment, while 20% did not, and 16% were unsure. Notably, startups showed the highest adoption rate (75% of startup respondents used AI), suggesting that smaller firms are more inclined to leverage AI for competitive advantage in talent acquisition.

Experience levels varied, with 62% of respondents having 0–5 years in the IT industry, indicating that newer professionals are more engaged with AI-driven recruitment processes.

#### Descriptive Statistics:

AI Effectiveness (Scale: 1–5, where 5 = Very Effective)

- Mean = 3.82 (moderately high effectiveness)
- Median = 4.00 (half of respondents rated AI tools as effective or very effective)
- Mode = 5.00 (most frequent response was "very effective")
- Standard Deviation = 0.91 (moderate variability in perceptions)
- Time-to-Hire Impact - 68% reported that AI reduced hiring time, supporting Hypothesis 1 (AI speeds up recruitment).
- 20% saw no significant change, while 12% experienced increased time-to-hire, often due to implementation challenges (e.g., tool integration delays).

#### Candidate Experience:

- 72% of respondents observed positive candidate feedback when AI was used, aligning with Hypothesis 2 (AI improves candidate experience).
  - 18% reported neutral experiences, and 10% noted negative feedback, primarily due to impersonal interactions (e.g., chatbot-only communication).
- Interpretation:

- AI tools are generally effective, but perceptions vary based on company size and implementation maturity.
- Time savings are significant, but not universal—some firms face initial slowdowns during AI adoption.
- Candidate experience is mostly positive, but a subset of candidates prefers human interaction, highlighting the need for a balanced AI-human approach.

#### Correlation Analysis

Variable	Correlation (r)	p-value	Interpretation
AI Effectiveness vs. Time-to-Hire Reduction	0.65	0.000	Strong positive relationship: More effective AI tools lead to faster hiring.
AI Effectiveness vs. Candidate Experience	0.58	0.001	Moderate positive relationship: Better AI tools improve candidate satisfaction.

#### Interpretation:

- The strong correlation ( $r = 0.65$ ) between AI effectiveness and time-to-hire reduction confirms that AI streamlines recruitment, particularly in resume screening and interview scheduling.
- The moderate correlation ( $r = 0.58$ ) with candidate experience suggests that while AI improves efficiency, other factors (e.g., communication, transparency) also influence satisfaction.

#### Regression Analysis

Model Summary:

- $R^2 = 0.72$  (AI tools explain 72% of the variance in recruitment efficiency).
- Adjusted  $R^2 = 0.70$  (accounts for sample size, confirming robustness).
- F-value = 42.15,  $p < 0.001$  (model is statistically significant).

Key Predictors:

Variable	Impact	t-value	p-value	Interpretation
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AI Effectiveness	0.68	6.49	0.000	Most critical factor: A 1-unit increase in AI effectiveness boosts efficiency Company Size (Large) 0.12 1.98 0.054 by .068 units
Company Size (Large)	0.12	1.98	0.054	Larger firms see marginal benefits, likely due to resource advantages.
AI (Yes) Adoption	0.25	3.12	0.003	Firms using AI report 25% higher efficiency than non-adopters.

**Interpretation:**

- AI effectiveness drives recruitment efficiency more than any other factor.
- Company size plays a minor role, suggesting AI benefits are scalable across firms of all sizes.
- Adoption status matters: Companies using AI clearly outperform those that do not.

**Hypothesis Testing**

Hypotheses	Test Result	Key Insights
H1: AI reduces time-to- hire.	Supported ( $p < 0.01$ )	AI tools cut hiring time by 30–50% in most cases.
H2: AI improves candidate experience.	Supported ( $p < 0.01$ )	Candidates appreciate faster feedback but want more human interaction.

**Implications:**

- H1 Validation: AI is a game-changer for speed, especially in high-volume hiring.
- H2 Validation: While AI enhances experience, over-automation risks alienating candidates

**Summary of Findings**

**Adoption and Effectiveness of AI Tools:** Recruitment tools in AI adoption is most prevalent among startups, with 75% of small firms (1–50 employees) actively using AI in recruitment, compared to 50% of large firms (1,000+ employees). This trend suggests that smaller companies are more agile in integrating AI to gain a competitive edge in talent acquisition. Overall, AI tools were perceived as moderately to highly effective (mean score = 3.82/5), with resume screening and interview scheduling being the most commonly used applications. However, effectiveness varied significantly based on implementation maturity—firms with well-established AI processes reported stronger outcomes.

**Impact on Time-to-Hire:** A majority of respondents (68%) confirmed that AI tools reduced time-to-hire, supporting Hypothesis 1 (AI accelerates recruitment). The most significant time savings occurred in high-volume tasks like resume screening and automated interview scheduling. However, 12% of firms experienced increased hiring times, primarily due to initial integration challenges, such as system compatibility issues or staff training gaps. This highlights that while AI can streamline recruitment, its benefits are not instantaneous and require careful implementation.

**Candidate and Recruiter Experiences:** The study found that 72% of respondents observed positive candidate experiences with AI- driven processes, aligning with Hypothesis 2 (AI enhances candidate satisfaction). Candidates appreciated faster response times and streamlined application steps. However, 10% reported negative feedback, often citing impersonal interactions (e.g., over-reliance on chatbots) or lack of transparency in AI decision-making. Recruiters also noted challenges, including high implementation costs (40%), accuracy concerns in AI screening (30%), and ethical issues like bias (20%). These findings balanced hybrid approach, where AI handles repetitive tasks while humans manage relationship-building and final decisions.

**Conclusion**

The research concludes that Artificial Intelligence is playing a significant and growing role in revolutionizing talent acquisition processes in IT companies. It has brought notable improvements in efficiency, especially in time-to-hire and resume screening, and has generally enhanced the candidate experience. AI tools provide recruiters with valuable predictive insights, help manage high applicant volumes, and support more objective decision-making, making the recruitment process faster, data-driven, and less prone to human bias.

However, the study also reveals certain challenges. While AI can process large datasets and automate workflows, it cannot fully replace human judgment. The lack of emotional intelligence, ethical risks such as algorithmic bias, and impersonal interactions are concerns that cannot be overlooked. Moreover, successful AI integration depends on various factors, including organizational readiness, technical infrastructure, employee training, and a clear understanding of business needs.

The findings suggest that a balanced approach—where AI supports the recruitment function and humans lead strategic and empathetic decision-making—is the most effective way forward. Companies that blend automation with personalization are likely to achieve the best outcomes in attracting, engaging, and retaining top talent. The study also highlights the importance of ongoing research, regular evaluation of AI systems, and the need for industry standards to guide ethical and effective AI implementation in recruitment.

Overall, this research contributes to the growing body of knowledge on AI in HR by focusing specifically on IT companies and offers practical insights for organizations seeking to modernize their hiring strategies while ensuring fairness, transparency, and human-centered practices.

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## Recommendations

1. **Adopt a Hybrid Recruitment Model:** AI should be used to automate repetitive tasks such as screening resumes, matching job profiles, and sending updates, while human recruiters should handle tasks requiring emotional intelligence, such as final interviews and cultural fit assessments. This hybrid approach balances speed with empathy and fairness.
2. **Invest in Implementation, Training, and Change Management:** Successful AI adoption requires not only the right tools but also skilled users. Organizations should invest in employee training, change management programs, and technical support to ensure smooth integration and effective use of AI in recruitment.
3. **Ensure Ethical Use and Transparency:** Companies must establish clear policies for ethical AI usage in hiring. Regular algorithm audits, use of explainable AI (XAI) models, and transparency in how decisions are made will help prevent algorithmic bias and promote fairness.
4. **Continuously Monitor and Improve AI Tools:** AI systems should not be "set and forget." Organizations should evaluate their performance periodically using KPIs such as time-to-hire, quality of hire, and candidate satisfaction to ensure the AI tools remain relevant, unbiased, and effective.
5. **Enhance Candidate Communication:** Over-reliance on automated responses can harm the candidate experience. Employers should ensure timely human follow-ups, personalized messaging at key touchpoints, and clarity in feedback to create a more engaging recruitment journey.
6. **Encourage Collaboration Between HR and Tech Teams:** For AI to be effective, HR professionals must collaborate with data scientists and IT teams to ensure tools are customized to organizational needs and aligned with business objectives.
7. **Foster a Culture of Data-Driven Decision-Making:** Organizations should leverage AI-generated insights in workforce planning, succession planning, and diversity hiring. Building a data-centric recruitment culture can improve decision-making and long-term talent strategy.
8. **Promote AI Adoption Across All Company Sizes:** Startups have shown agility in AI adoption. Larger firms should take cues and explore pilot projects before scaling AI use across departments. Government incentives and industry collaborations can also support smaller firms in adopting AI technology.

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