

Talent Acquisition by Means of Intelligence Tools: A Way to Ameliorate Recruitment Process in Organizations

Dr. Alka Sharma, Shinu Tomar

University College of Business Studies, Himachal Pradesh University, Shimla

Abstract - Success of an organisation should be intelligence driven. An organisation runs to achieve certain goals and commences with comprehension, planning, orchestrating activities, right decision making and adopting control measures. Handling muddled data effectively is a cumbersome task and in such a scenario use of intelligence tools act as a boon by which organizations can deal with huge data efficiently as its use helps to classify, process, analyse, parse the generated data and present it in a user-friendly way. The term Artificial Intelligence acts as a solution to many human resource problems as well. Technology has become an integral part of the recruitment process in today's world, revolutionising the way organisations search and appoint deserving candidates. This study aims at using such tools in recruitment practices in organisations and how these tools can ameliorate recruitment process in the organisation. The data is collected from sources like journals, magazines, articles and research papers. The research would be beneficial for recruiters and HR managers in talent acquisition by making use of various artificial intelligence tools.

Keywords: Artificial intelligence, talent acquisition, recruitment practices, decision making.

I. INTRODUCTION

The business world is continuously evolving and trying to adapt to the dynamic environment. With HR5.0 technology solution organisations are exploring the possibility of digitization that enable HR experts to muster knowledge to gain competitive advantage over the organisations that are not well versed with digitisation. Role of Artificial Intelligence tools in talent acquisition offers big advantage of performing tasks easily and in a short time and also eases orchestration of activities involved in recruitment process [11]. To attain edge over competitors, one must be very thoughtful of his decisions like hiring of suitable candidates that make optimum utilisation of resources for successful implementation of tasks. The term Artificial Intelligence was coined in 1965 by John McCarthy and since then, intelligence tools have been continuously used by organisations. Nowadays, global companies are seeking for new ways to entice and involve candidates and improve talent acquisition by finding a candidate who best fits in the organisation. To smoothen recruitment functions renowned MNCs like IBM, Deloitte, Accenture, CapeGemini, Amazon, Tech Mahindra, L'Oréal, Unilever Ltd. LinkedIn, Mindtree, and other HR companies have also been using various business intelligence tools like ATS, CVViZ, Recruitment chatbots, Skillate, ThrivMap etc.

An organisation can enhance its efficiency if it acquires right personnel at the right time and at right positions. Thus, the task of acquiring requisite talent must be done with utmost

care in an organisation to reap best results. As per Statista Research Department, the unemployment rate in India is currently 7.8% and hence there is a plethora of applicants who wish to work but do not get work sometimes because of being unskilled and sometimes because of other reasons. Therefore, to find the most appropriate candidate for the organisation, a large number of jobs seeking applicants must be scrutinised and the most suitable one's must be shortlisted for final selection. More than 52% of recruiters find this task very challenging as well as time consuming because around 70-80% curriculum vitae of applicants does not even fulfil recruitment criterion for the position to be filled and screening various documents of those applicants require investment of long working hours. In doing so, use of Business Intelligence tools can act as an instrument to achieve objectives of the organisation by hiring people at the right time requiring capabilities needed to perform in the organisation. This way, working of an organisation can be streamlined if the right candidate acquiring a set of talents could be found from a large pool of job seekers in less time and with less human effort [5]. Such tools can be used in early stages of recruitment process by improving the language used on career site, job boards and social media and developing job title and descriptions of the candidates as well as the hiring company. Use of such tools is helpful even when the candidate is hired for performing functions like evaluating performance, payroll, training, on boarding, development etc [1]. According to past studies, technology driven recruitment does not only provide convenience to the

recruiters but also prove to be highly satisfactory and reliant for the selected candidates as it streamlines the workflow, thus reducing time and cost involved.

Nowadays, more than 46 % of small-scale businesses consider Intelligence tools as the essence of their business strategy and also as per a recent study, about one third of large businesses will embrace Business Intelligence by end of 2023 to support business decisions. Intelligence driven tools are equipped with advanced features like predictive analytics that assist the organisational teams to compete with rival firms and attain better results. All major giants have already started using Artificial Intelligence for their survival in today's time and each progressive day firms are coming up with their plan to use such advanced technology. A recent article published in August 2023 stated that Air India like other firms will deploy machine learning and Artificial Intelligence to upgrade airline's human resources aspects in order to refurbish its services to provide exceptionally good experience to its customers. These firms use intelligent tools in various areas of operation like HR, finance, marketing, research and development and others. But the entire working process or efficient working rely on the workforce of the organisation and past research reveals that the hiring process takes around 30-90 days without use of technology, which is a long duration and can be curtailed if carried on with the use of automated tools.

II. LITERATURE REVIEW

Review of literature is carried after examining the existing literatures on the topic of research. It gives an analysis of different perspectives of various researchers who carry their study on a particular research topic. The present literature review of the study based on existing studies provides an insight into usage of Artificial Intelligence in various HR processes with special reference to talent acquisition and how its usage can bring better results for the organisations. According to the Forbes Coaches Council, 2018, almost 16% of HR jobs are will be replaced with AI in next 10 years. This technology is preferred because of its potential to ease decision making related to searching, screening, interviewing and selecting suitable candidates based on refined information generated through BI tools. Majorly, success of an enterprise relies on appropriate utilisation of information at one's disposal.

Cui et al. (2007) consider Intelligence tools important for improving performance of a business by making accessible the actionable information to organisation's decision makers. These tools add value to the data that empower the business and hence considered as technology that enhances organisational efficiency.

Calhoun and Srinivasan (2012) pay attention to the extensive use of dashboards. The reason why dashboards have become so prevalent in today's time is because of their ability to liaise between business users and communicating business trends over past years and thus helping the managers to take

timely decisions. The authors highlight that, to maintain accuracy and to develop a well-designed dashboard, few aspects like relevance of data, time when data must be updated, user performance etc. must be given due consideration. Authors also suggest that best practices must be followed while designing a dashboard and it can be successfully implemented when business user engages himself during early stages of dashboard development.

Thiagarajan et al. (2012) view that Intelligence tools functions differently in accordance with different domains but more or less perform some common functions which include collection, and analysis of information to equip organisation with inputs which turn out to be beneficial in taking decisions. With wide range of analytics, organisations can assess how deeply they need to penetrate into information to satisfy their needs.

Rudin (2012) highlights that Intelligence tools have aided various sectors like commercial, educational and even governmental organisations. With the help of these tools various sectors have gained insight into their work processes and have helped them by improving effectiveness. The author provides in detail the concept, practices and challenges of on-demand tools. The author also highlights that on-demand solution is easy to buy and install as no hardware cost is involved to pre-built solution.

Jalileh et al. (2013) assume that Intelligence tools play pivotal role in drawing up strategies that assist in increasing the profits of the business. Such tools lay different techniques like data mining and other analytical techniques and derive information from storage repository which business managers utilise for better decision making and thus increasing profits.

Terziev V (2018) view man as the most significant factor that contributes the organisation in achieving strategic goals. The organisation comprises of workforce that collectively work to attain objectives commonly regarded as the human resource of the organisation [9]. It is thus opined that out of the 5 M's (man, money, material, machine and methods) or the internal sources of the organisation, human resources play vital role.

Dastin (2018) highlights a major concern related to gender biasness and pointed out that by making use of algorithmic programming, Amazon use such tools that are biased towards men which give preference to men over women for recruitments related to software development jobs. Such examples convey that advanced technology besides having advantages have disadvantages too.

DiRomualdo A, El-Khoury D, Girimonte F (2018) examines that in earlier times recruitment process was confined to selection of the candidate but with the advent of digitalisation, the recruitment process has been transformed from only hiring of the candidate to enhancing his experience through feedback and continuous interaction by using tools like chatbot [13].

Johansson J, Herranen (2019) views that Information System nowadays is programmed in a way much alike to human behaviour [8]. In recruitment process, intelligence tools aids to streamline workflow and automate parts of recruiting work.

Albert (2019) highlights contribution of intelligence tools in increasing employer brand, diversity, improved rate of candidates and better candidate experience during entire process of selection of a candidate. Also, use of advanced tools assists in identifying talent within organisation as well as promoting such talent.

Albert et al. (2019) views that Business Intelligence and other intelligent tools will align various capabilities of humans like their skill, knowledge, experience and identity and match the requirements of the job and will thus standardise the recruitment function.

Albert, E.T. (2019) highlights reliance of practitioners on 3 major tools used in recruitment process like chatbots, software used for screening candidates and tools that automate tasks. The companies heavily relying on such tools are large and tech- focused. Besides having enormous benefits of adopting AI, still many firms are reluctant to adopt such technology for recruitment and selection because of their high costs.

Emily McMichael (2021) according to a report by Deloitte released in March 2020, company professionals were surveyed and 63% of them regarded AI as integral for the success of their business and this percent is likely to soar to 81% in coming next two years.

Garg, S., Sinha, S., Kar, A.K. and Mani, M. (2022) examines through the semi- systematic approach that the most suitable application in the scope of recruitment as well as performance management is machine learning and also the same can be used as the strongest tool in decision trees for classification and performing other functions of HRM [7]. Machine learning exercises are still at a nascent stage as far as complex processes are concerned and require Machine Learning specialists and HR experts for the same.

Gupta and Mishra (2022) emphasise the role of AI with context to morals and ethics concerning data privacy and unfairness. The biasness generated by adopting AI may be a consequence of algorithmic input, but to ensure the selection of the most suitable candidate such major concerns must be properly addressed.

Meenal Arora et al., (2022) highlights little less adoption of HR analytics in construction industry. They are of the view that hedonic motivation, plethora of information, and data expectancy act as a driving force to adopt HR analytics whereas factors like social influence act as a hinderance to its adoption [10].

Chen (2023) highlights the pivotal role played by AI in every step that recruitment process follows. The connection linking humans and AI eases operations and enhances efficiency. With the aid of AI, recruiters can provide equal opportunities to the candidates by doing away with biasness and thus carry out a fair recruitment process [16].

Vikas et al., (2024) highlight importance of human intervention in recruitment process. Hiring employees in an organisation with the aid technology like AI, calls for various advantages but can have downsides as well. It is an HR responsibility to ensure that the Talent Acquisition process turns out to be a blend of human touch as well as technology. Hunting for the most suitable as well as qualified candidate is a strategic process which requires appropriate planning, sourcing and uninterrupted refinement to match with the organisational goals. Thus, carrying out such activities require an optimal approach, striking a balance between technology and humans [17].

Objectives of the study

1. To study various intelligence tools used by the companies in talent acquisition process.
2. To understand the various application areas of Artificial Intelligence in Talent Acquisition process.
3. To understand the change in recruiter’s role after the adoption of Intelligence tools in recruiting.
4. To investigate the pros and cons and challenges in the adoption of Artificial Intelligence tools in recruitment.

III. AI TOOLS USED BY ORGANISATIONS FOR TALENT ACQUISITION.

The competitive and dynamic environment of the business is making it hard for the business professionals to hire suitable candidate who is well qualified as well as best fits for the job. An organisation to be successful demands for a diverse workforce and Artificial Intelligence tools can facilitate hiring process by helping hiring teams in screening and evaluating the applicants that are most appropriate to carry out tasks in the organisation [2]. Artificial Intelligence tools can cater to the needs of the organisation in various ways by filling vacant positions with the deserving candidates. Recruitment Intelligence tools scrutinise resume cover letters and draw out relevant information considering aspects like job titles, experience and skills required for the position and finding the best match for job. Following table displays some AI tools and their capabilities used by hiring teams in organisations.

AI Tools	Competence	Result	Adoption
ATS (Applicant Tracking System)	It helps to handle recruitment to simplify the process of appointment of candidates in an organization.	It helps to streamline the recruitment workflow faster and with more efficiency.	Most of the companies having more than 500 employees have an ATS adoption rate of 89%.
CVViZ	It identifies suitable candidates	It apprehends resumes of candidates on	Companies like RED.

	internally as well as externally before the onset of recruitment and selection process with the help of its intelligent automation.	contextual ground and matches the resume database that best fits the job.	Recruitment & Human Services Group, Link Consulting Solutions and more than 100 companies use such tools.
RPA (Robotic Process Automation)	It helps in cataloging resumes and conveying the information to candidates. It saves time and avoid repetition of tasks like sorting of resumes.	Such tools provide solution to various problems that occur while hiring candidates and helps in sourcing right candidates.	Companies like Cognizant, Accenture, Deloitte, Capgemini and other use such tools.
Recruitment chatbots	Helps in conversing with candidates during recruitment process. The chatbots mimic humans and solve candidates' queries through chatting.	Improve candidates' experience during recruitment process. It saves time of the recruiters and also, they can gain a better insight into candidate's behavior.	Around 69% of users prefer to use chatbots because of their ability to respond quickly. Companies likes IKEA, McDonald's, Netflix and others use recruitment chatbots.
Skillete	The software helps by drawing out information from resumes and writes job description with the aid of job description assistant, schedule automated interviews and offer analytics of hiring process.	The use of software accelerates hiring decision and helps the organization in taking unbiased decisions by concealing candidate's personal information.	Major giants which use Skillete software are Big Basket, Ola, Sony, Mahindra, Larsen and Toubro, BYJU'S among others.

Table1.

Application areas of Artificial Intelligence in Talent Acquisition

1. Candidate sourcing: Sourcing intelligence tools can be used for the best precision sourcing of the candidates in the organizations. These tools help to automate, streamline, scale, and improve the sourcing practices in the organizations. Intelligent sourcing tools can inevitably examine with hundreds of databases to get the right kind of candidates, allowing the team to work on other important tasks like developing strategies etc. A 2022 SHRM report showed that 42 percent of large companies (5,000 or more employees) already use automation or AI tools for their hiring needs. It also showed that one in four of all organizations (large and small) plan on using AI in recruitment in the next five years. According to SHRM report it has been found that 30 percent of the companies which uses automation have found it easier to source candidates and also reduced the bias in hiring process. 64 percent believed that AI tools helped the companies to automatically filter the unwanted candidates during the hiring process.

2. Screening: For one job posting, multitude of applicants line up out of which usually all are not worthy to be appointed. Scrutinising relevant applications become a prolonged process for recruiters if carried manually [15]. Therefore, large organisations use AI tools to expedite screening process by assessing the resumes for talent acquisition [4]. Machine learning algorithms rank candidates according to their skills and abilities assisting recruiters in tracing patterns and traits of successful personnel (Elizabeth Parker, 2023). Consequently, it becomes easy for recruiters to place their focus on propitious candidates. Thus, intelligence tools adhering teams in assessing candidates and predicting which candidates are more likely to perform tasks triumphantly.

3. Candidate Engagement: Candidate engagement is when the recruiter remains in a constant touch with the prospective candidate to make him feel valued. Without this, the potential candidate may feel ignored and lose interest in the recruitment process. With the use of AI tools email templates can be created or customised as per the requirement to converse with potential candidates and also attractive messages can be created to catch the attention of candidates rather than writing from the scratch for engaging them (Allison McLellan, 2023). Nowadays, screening software, AI chatbots and ChatGPT is also being used for getting human-like responses for various queries. Such technology is used by organisations which tend to be more innovative and technology focussed [3].

4. Onboarding: The onboarding process of the organisation gets started from the recruitment process and may last for a year for new appointees. Onboarding process encompasses orientation program, instructions, performance measurement and feedback and use of AI tools can prove to be highly beneficial to streamline all these activities. It is when the newly hired employees acclimatize to the environment of the organisation. The impression of the company on the new employee may make or break his experience with the job and therefore to retain talent the HR department must make all possible efforts to provide him a satisfactory experience. As per research replacing an employee is an expensive affair for the organisation and can cost the organisation an expense equivalent to an average 6 month's salary (Hanna Kleinings, 2022).

Changes in recruiter's role after adoption of Intelligence Tools

Use of AI tools have become prevalent in almost all areas of an organisation and HR department is no less. According to former reports by 2025 investment in AI is estimated to

outstretch on an average of £35.8 covering almost all sectors (Rob Dance, 2022). To cope with the soaring marketing prices people these days engage themselves in multiple jobs and try to fit in any kind of job having no match with their skills. In such a scenario, recruiters' job gets tough. Talent shortage is one of the major challenges for companies but AI powered technologies have proven to be a great solution to fight against such challenges. Research by Society for Human Resource Management (SHRM) stated that 75% of HR workers fall short of time in analysing the pool of candidates and half of their time is wasted on sorting vague applications, thus neglecting relevant ones. Digitalisation has transformed the way organisations used to work and AI powered technology has turned out to be a boon in terms of saving time and increasing efficiency. By automating work processes recruiters can get the work done like candidate screening, short listing, interview scheduling very easily so that they can utilise the saved time on other tasks that require human attention. The automation of work also provides a first-class experience to the clients of the organisation which turns out to be beneficial for recruiters in terms of appreciation for their work.

AI embraces technology that simulates human intelligence and each successive day it is gaining more importance because of its indomitable capabilities. 5th Industrial Revolutionise more of worker centric that emphasise role of industry on society and aim beyond productivity. The present study focuses on AI in context of talent acquisition. HR professionals are heavily relying on this powerful technology because of its problem- solving capabilities by use of algorithms. But it is not all roses. Everything that offers benefits, comes with some cost to be paid. AI also comes with downsides like security and privacy concerns which cannot be ignored [12]. Therefore, it is imperative to study some pros as well as cons of AI.

Pros of using AI

1. Automation of tasks in organisations makes the work easy and quick. Short listing relevant profile among enormous profiles of candidates may take more than 23 hours but by automating the tasks the work can be done in much less time. (Vrinda Agarwal 2020). Use of appropriate tools and software's can help in sifting of resumes helping recruiters to do away with tedious manual work.
2. Use of AI brings great ease in handling administrative tasks and improve the working experience of internal sources of the organisation by sorting huge database but by employing tools with advanced features like chatbot sit offers convenience to external sources as well. Chatbots aids external parties to have quick answers to their queries and thereby help organisations in gaining better insight towards their behaviour.
3. Intelligence tools call for intelligent decisions. Intelligence softwares have the potential to assess

choice, speech and behaviour patterns of job seeking candidates who can prove to be a great choice to be hired. By hiring the right candidate turnover rate of an organisation can also be curtailed.

4. Machines are programmed to work 24*7 without any sense of tiredness and are free from distractions. Besides expecting continuous results derived after continuous use of intelligence tools, these tools also have predictive capabilities that can avoid potential future risks that can pose threat to the organisation.
5. Intelligence tools access personal information of employees as well as its associated parties for various reasons but they also come with some security and the data cannot be easily misused as companies using AI tools have to comply with certain data protection regulations hence maintaining privacy Rita Maggioli (2023).

Cons of using AI

1. The advancement of technology revolves around automation. AI undoubtedly can-do wonders to increase efficiency in organisations but use of technology cannot replace human intervention in terms of responsibility and other human factors. Intelligence tools can be used to perform tasks but does not have the tendency to think critically.
2. AI offer features that reduce workload and help the organisations to streamline workflow but at the same time the work done with the help of AI cannot be relied on if remain unattended.
3. Advancement in technology is the result of human efforts and therefore if manhandled, it can be misused by humans themselves. By using algorithms such tools can be created which can be biased and can produce results that are not accurate and reliable.
4. Use of intelligence tools can produce results only when the information is fed into the systems which cannot be done on its own and require human intervention. 4th Industrial revolution focused on automation and robotization but the next revolution or the 5.0 give importance to the synergistic effects of humans and machinery and not the machinery alone.
5. Leveraging entirely on AI to complete tasks be its relating to HR or other areas pose various threats that cannot be ignored like security concerns, accuracy issues, reliability on AI generated results etc.

Challenges in adopting Intelligence tools

Formulating a business strategy is itself a challenge for many organisations. Adoption and implementation of business intelligence tools require a lot of time, effort, expertise as well as cost. Investment on adoption of business intelligence tools demand for a promised rate of return, but it is not always the case. Few challenges that organisations face while adopting BI are:

1. Huge investment: Use of Business Intelligence solutions requires huge hardware resources. In addition to increasing the installation price, these data marts and processors also increase the time required for setting up making adoption as well as installation of Business Intelligence tools an expensive affair.
2. Combining data from different source systems: Growth in data sources means many organizations need to pull together data for analysis from a variety of databases, big data systems and business applications.
3. Quality issues: Business applications exhibit accuracy from the data they are built on. Users need to have access to high-quality data before beginning any BI projects. The entire data process as well as its functioning depends on the already stored data. The quality of the data will be reflected in the results derived by use of business intelligence tools.
4. Low adoption of BI tools: End users are often resistant to change and restrict themselves for using advanced technology and look to continue using familiar tools. Rather than making use of intelligence tools to analyse data to derive insights, they export data and then perform their analyses elsewhere.
5. End user training: Training and change management programs related to BI initiatives also require the involvement of business executives and managers to be successful. With time use of Business Intelligence has become common but still an unprofessional will find it difficult to perform tasks while using such intelligence tools.
6. Bad visualisation practices: Data visualizations often go wrong, making it hard to decipher the information they are trying to illustrate. Similarly, a BI dashboard or report is only valuable if it is easy for end users to navigate and understand the data that is being presented.
7. Complex reporting: Business Intelligence can be very technically focused, making it hard to understand. Sometimes only IT staff or data analysts can navigate the information and extract key actionable insights. This makes reporting a long and complex process.

IV. CONCLUSION

The above study concludes that use of Artificial Intelligence trigger for rational decisional making and ameliorates the efficiency of the organisation. Despite its positive impact on organisations, it is to be kept in mind that business intelligence requires continuous development and adjustment to coming challenges in this competitive time. Also, successful implementation of Artificial Intelligence demands for effective management of resources as well as information. Since, adopting AI solutions is an expensive affair for the organisations, therefore, all members of the organisation must be aware of the tools used in the

organisation and adopt tools in such a way that are best suited for the kind of work being performed keeping in view the objectives of the firm. Thus, it can be concluded that in today's time, it is imperative to use Artificial Intelligence for its various benefits for clients as well as candidates, but with fast changing technology as well as competition in almost every sector the organisations have to keep updating as well as continuously adapt them with more advanced technology to face challenges and handling them with ease. The members of organisation must also try to delve deeper into Artificial Intelligence because deeper the insight, better are the results for the individual as well as the entire organisation. Gaining a better insight into the experiences of the candidates hired through AI driven tools can expand the scope of the research by ascertaining the impact of such recruitments on the goodwill of the firm as well [14]. Past research recommended ways to ameliorate recruitment process by introduction of AI and revealed how AI has radicalised the working of organisations [6]. By comprehending the aforementioned areas and addressing the related concerns, we can better understand the growth aspects and prospective benefits of Artificial Intelligence Tools in Talent Acquisition practices.

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