

## Asian Perspective of Artificial Intelligence in Hiring: A Systematic Review

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**Abstract:** *Artificial intelligence (AI) is the ability of technology, either algorithms or computers to carry all those activities that would otherwise need human brain or intelligence. It has the potential to play a pivotal role in an organization's overall strategy due to its ability to synthesize information, perform a sequence of tasks and draw conclusions based on it. The purpose of the present study is to conduct a systematic review on the uses and applications of AI in hiring process by HR professionals from an Asian perspective. The most recent and relevant literature on artificial intelligence in hiring was compiled from research studies published from 2018 to 2023 in the Scopus database. The data was filtered to select English and studies conducted in Asian countries only. The total of 20 qualitative studies were reviewed systematically. The Mixed Methods Appraisal Tool version 2018 was used to assess and ensure quality of the selected studies. To collate and synthesize an overview of AI applications in hiring process, PRISMA methodology has been used. Descriptive analysis shows most of the studies are from India and other Asian countries also contributing to the field. The graph of year-wise publications shows that the use of artificial intelligence in the process of recruitment and hiring is increasing and organizations are paying close attention to the use of AI. Articles from Research Gate, Taylor and Francis, Emerald and Elsevier, Springer, SAGE and Wiley were considered for the current systematic review due to their authenticity and significance. 60% of articles are related to human resource management, with 20% from IT. This demonstrates the collaborative efforts of IT experts with HR professionals to use AI in recruitment. After extensive review of literature, it is concluded that AI applications are particularly useful in effective recruitment strategies, as quality of talent is essential for organizations in competitive environments. The current generation is taking advantage of formal learning opportunities and technology to use AI-based technologies in shifting circumstances. AI-powered systems must be*

*contemporary, secure, safe and with friendly user interface for both recruiters and potential candidates. This study will help organizations decide which technology to use for upgrading their recruitment process based on skills, number of hires, budget, and time. AI also plays a role in improving behavioral and psychometric assessments and recruitment. This area should be studied utilizing sequential exploratory inquiry and deductive methods. This hybrid topic requires a multidisciplinary examination in future.*

**Keywords:** Artificial Intelligence, AI, recruitment, hiring, Asia

## I. Introduction

In business organizations, human resources are regarded as the most important strategic resources and considered as the source of long-term competitive advantage (Black & Van Esch, 2020; Patel et al., 2019). But finding the proper skill is still a big task (Vardarlier & Zafer, 2020) due to the less success rate of LinkedIn and other conventional ways to find and hire the ideal candidates (Iqbal, 2018). Traditional HRM procedures have faced numerous challenges from new digital technologies (Florkowski & Olivas, 2006). However when it comes to the potential of its use and overall public concern, most of the other technologies are unable to keep up with artificial intelligence (AI). Artificial intelligence (AI) is the ability of technology, either algorithms or computers to carry all those activities that would otherwise need human brain or intelligence. (Guenole & Feinzig, 2018). The goal of artificial intelligence (AI) is to make it possible for computers and machines to mimic human behaviours. Synthesizing information, performing a sequence of tasks and drawing conclusions based are all the abilities that artificial intelligence possesses. The way it thinks and behaves is comparable to that of human intellect. Automation, natural language processing, robotics and machine learning are the four major constituents that make up AI technology (Kaplan, 2016). The enterprises in emerging economies, whether in the private or public sector, face various challenges that necessitate the formulation of distinctive strategies. These challenges include economic and political fluctuations, increased competition from the global market, and other related factors (Ghosh and Rajan, 2019). The greatest barrier to AI adoption among professionals is their fear of AI replacing humans and causing extensive job losses in the future (Babu, 2021). However the possibility of a loss of jobs is not the whole truth about the implementation of artificial intelligence (AI), as the World Economic Forum (2018) indicated

that while AI will cause a small number of job losses (75 million jobs), it will also create a large number of new job opportunities (133 million new jobs), as well as benefit the global economy by reducing costs and improving quality (ICTD, 2019).

Recent noticeable funding of 220 million dollars has substantially increased the overall value of an AI-based platform Eightfold for identifying talent which helps in attracting, developing, and retaining high performing workers, and now they are valued above \$2 billion (Singh, 2021). In an event of motor show, took place in Brussels, Volvo, a leading Swedish luxury car brand, received utmost acknowledgement for showcasing their AI-embedded automobile, which enabled them to interview candidates for the position of service technicians (Vedapradha et al., 2019; Usak et al., 2019). During the hiring process, artificial intelligence is utilised to analyse the competitors' outer appearances to determine whether or not their personalities are a good fit for the activity, as well as to evaluate the credibility of their responses (Van & Black, 2019). According to IBM, the company saved more than 100 million dollars since the application of artificial intelligence in their organization (Guenole & Feinzig, 2019). As developers have a very limited perspective on ethics of using the AI and they have prioritized business interests above moral ones, the moral and societal effects of a widespread approach of automation are likely to be minimized (Crawford, 2021; Simonite, 2021). In holistic scenario, the benefit of utilising Artificial Intelligence for recruiting is that it protects firms from unwelcoming errors and violations in the process of conducting transparent recruitment. Apart from resumes, AI is providing recruiters with additional information about a candidate's personal characteristics and suitability to a job. However, artificial intelligence has only seen little use in Bangladesh, despite the country's growing interest in other emerging technologies such as the Internet of Things (IoT), big data, and block chains (Uddin et al., 2021). Apart from the low rate of adoption, there haven't been many studies done in different Asian countries on the subject (Muduli & Trivedi, 2020; Palshikar et al., 2019; Salleh & Janczewski, 2019). The adoption of AI practices in the process of recruiting ideal candidates in Asia is still in its early stages and is progressing slowly (Mehrotra & Khanna, 2022). For instance, Pillai and Sivathanu (2020) mentioned that 22 percent of Indian firms are utilising AI to find solutions in order to resolve problems they encounter in their business operations.

It's worth noticing that there's a dearth of studies when it comes to the adoption of AI applications for controlling and aiding the process of recruitment from the perspectives of businesses and HR managers (Uddin et al., 2021). In addition, there is a lack of studies in developing nations that assess AI adoption benefits and their consequences. Therefore, the objective of this study is to conduct systematic review on the uses and applications of Artificial Intelligence (AI) in hiring process by HR professionals from an Asian perspective.

### **I.I Researh Questions**

- How Artificial Intelligence (AI) is affecting the process of hiring in the Asian context?

## **2. Literature Search**

On the subject of artificial intelligence in hiring, the most recent and relevant literature has been compiled from research studies that were published from 2018 to 2023, found in the Scopus database. During the process of collecting data from the database, the language is filtered in order to choose just those papers written in English and from an Asian perspective. The papers have been collected and chosen using the filter option in the database. For the purpose of gathering as much relevant information as possible, the data collecting process made use of each and every journal in the Scopus database. Because of this, the subject-based research filter is not applied to the investigation. Keywords utilized for data collection and inquiry are “artificial intelligence, recruitment, hiring, Asia”. The database displayed total results as 1141, and when the duplications were filtered, 729 results were identified. This review paper only uses the articles published from 2018 to 2023 and when this filter is employed, the studies reduced to 566. Then the filter applied to select only those articles which are relevant to the subject area of the study, the studies further reduced to 161. However the country specific filtration brought drastic reduction in the studies and there were only 36 studies left. In the end, when the type of research was filtered out, only 20 qualitative studies were left. So, in this systematic review, only 20 qualitative studies are reviewed critically.

## 2.1 Quality assessment

The review paper was constructed on the basis of the original articles. In order to prevent duplicates of documents, it was made sure to check for any instances of paper duplication as thoroughly as possible. In addition, the abstract and conclusion were evaluated to help limit down the total number of records that were available. The Mixed Methods Appraisal Tool (MMAT) version 2018 has been applied to assess and ensure the quality of the chosen studies for the review. In addition to that, references and citations were investigated as well.

## 2.2 Eligibility and inclusion criteria

After going through a selection procedure that was both very thorough and highly accurate, the identified and accessible literature were compiled. The articles published in each of the languages are taken into consideration, and the language chosen is English for the studies that are collected. In order to collect as much information as possible, we chose to look through Scopus's full catalogue of journals. In this study, we conduct a systematic review on the application of artificial intelligence in hiring process from Asian perspective. A few of the papers that also discussed ethics of technology use and technology applications in the context of hiring were chosen as well. During the selection process, both articles that have open access and those that do not have open access are chosen. During the course of the process, duplicates of the documents are subject to rigorous monitoring. Country wise filtration also applied to select only studies that were carried out in Asian context. In the end, only qualitative studies were chosen and the quality was assessed through MMAT version 2018.

## 2.3 Studies included in qualitative synthesis

After the selection of 20 papers, the further procedure of analysis consisted of various steps. In the first stage, a detailed descriptive analysis is undertaken of the published literature on the applications of artificial intelligence in the process of hiring, including the year wise distribution, country wise distribution, distribution of subjects, publishers wise distribution, and citation based distribution, has

been performed using Microsoft Excel.

In the subsequent step, a content analysis was carried out with the purpose of determining and examining the selected research studies, reporting in an absolute and comprehensive manner on the many subject areas, and also stating the potential prospects and difficulties associated with future research (Rodrigues & Mendes, 2018).

### 3. Methodology

A literature review is performing the role of a facilitator for the formation of theory. This review is also assisting to fill any possible research gaps and highlighting the parts of the extensive literature that cover the issue in which further exploration is required on the use and applications of artificial intelligence in hiring process.

Figure I elaborates the four key stages for conducting a systematic review which includes review of literature review, assessment of quality, eligibility criteria and inclusion criteria as well. The descriptive reviews of literature minimise bias in a systematic review by identifying, selecting, synthesising, and summarising the various studies.

Not only a summary of the most important findings from the research literature produced by the systematic review, but it also differentiates the findings of the various studies (Nussbaum et al., 2019).



Fig I: PRISMA 2023 Flow Diagram

#### 4. Descriptive Analysis

The graphs constructed below indicate that there have been several publications on the effect of Artificial Intelligence in hiring process over the past six years. As the economy rapidly transitions to a digital economy and technology is replacing manual work, AI is becoming increasingly popular. The primary goal of this systematic review is to compile all previous research related to hiring process in which Artificial intelligence is being utilized. Despite the fact that experts are certain of the advantages of using AI, its application is still very uncommon (Hossin et al., 2021).

Due to the COVID 19 pandemic's appearance, recruiters began using digital means of recruiting, which ultimately led to the adaptation of numerous digital recruiting techniques including AI. It also

saves time and money for both the recruiter and the job seekers. However, there are still dearth of research in the context of underdeveloped nations that analyze the causes and effects of AI adoption specifically in hiring process (Islam et al., 2022). This study shows the trend of research studies in the HR context and demonstrates how people can lead efficient recruitment drives by using artificial intelligence applications properly. Every single person with an android phone can readily access these AI softwares. For corporate and academic purposes, the willingness of recruiters in Asian countries to deploy such applications is still debatable (Charlwood & Guenole, 2022).

#### 4.1 Country Base

It has become recently famous, as you can see there mostly studies are from India when talk about adoption of artificial intelligence practices in Asian context. The country wise distribution of publications that were acquired from the Scopus database and incorporated in the current study has been graphed. India is topping the list with seven research studies. There is a lot of research going on in Bahrain also on the use of artificial intelligence in the recruiting process. Other Asian countries are also contributing towards the field of study.

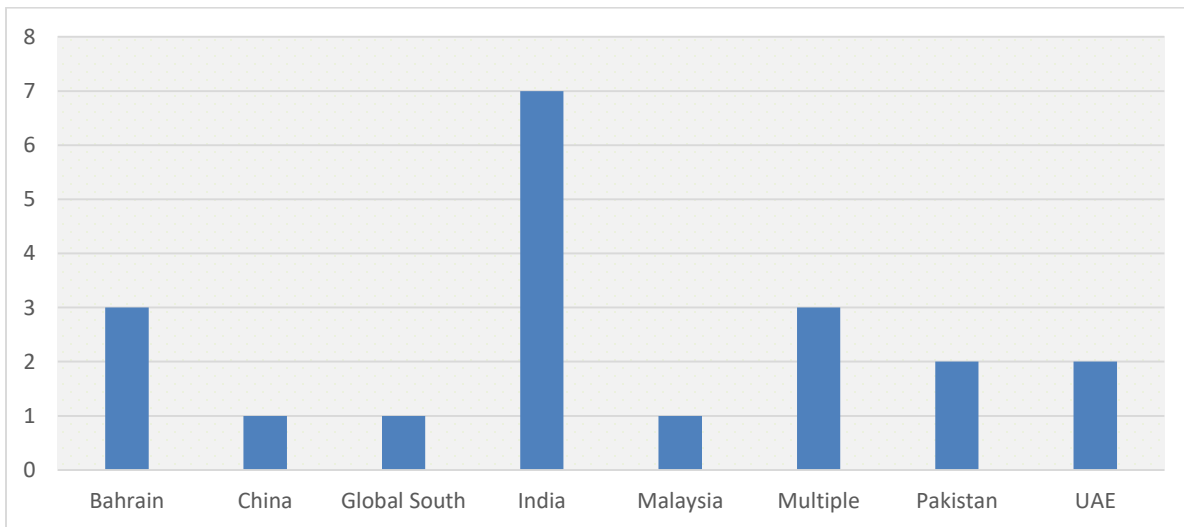


Fig 2: Country wise distribution of research studies

#### 4.2 Year Base

The number of studies conducted in the recent past five (2018-2022) years including current year (2023), are depicted in the graph of year wise publications. The graph displays the year wise distribution



of publications gathered from the Scopus database included in the present study. With 7 (out of 20) research publications on the use of artificial intelligence in hiring process, the year 2022 is at the top of the list. The findings indicate that the effectiveness of using artificial intelligence in the field of recruitment is causing it to gain popularity over time. More importantly, there is increased number of researches in the subject area when we compare it with past years. The findings demonstrate that organizations are paying close attention to utilization of artificial intelligence with each passing year, and that 2022 is a better and more concentrated year in the same perspective.

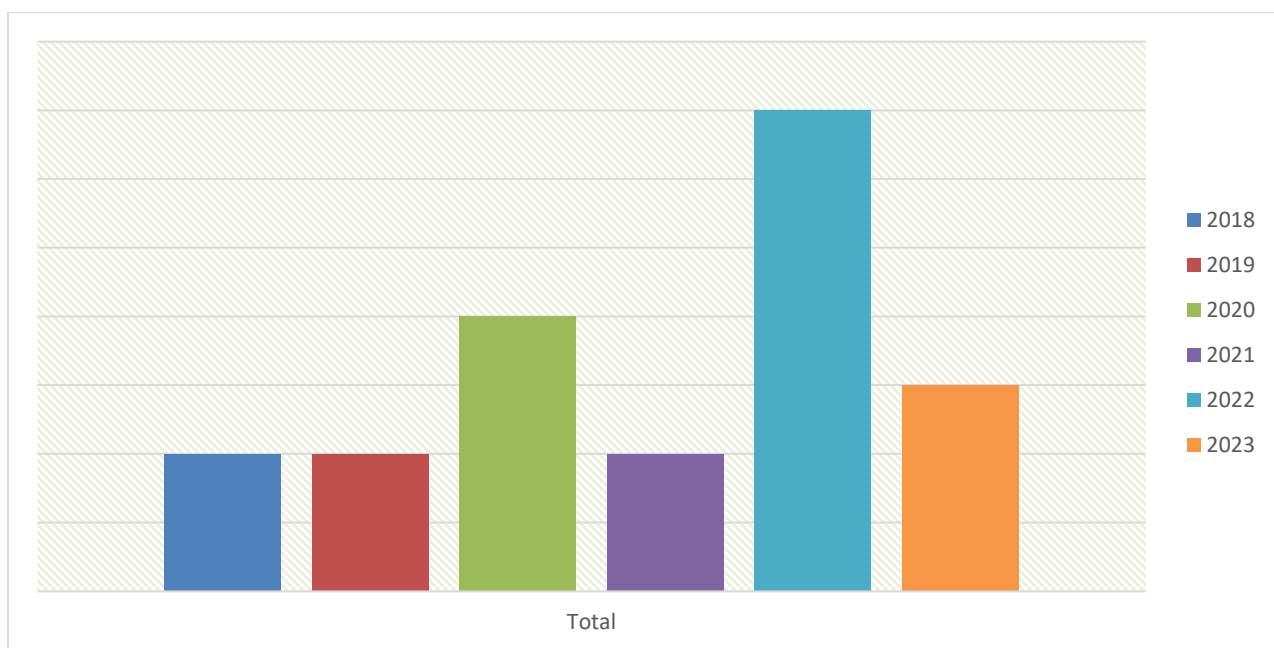


Fig 3: Year wise distribution of research studies

#### 4.3 Publisher Base

Based on the publisher base graph of the study, it can be seen that seven articles were included from Research Gate publications which topped the list and four articles included from Taylor and Francis. There are three articles taken are from Emerald and Elsevier that were gathered together here from the Scopus database. Other publishers whose articles have been included are Springer, SAGE and Wiley. Because of the authenticity and significance, articles published in these academic journals available on Scopus database were considered for the current systematic review.

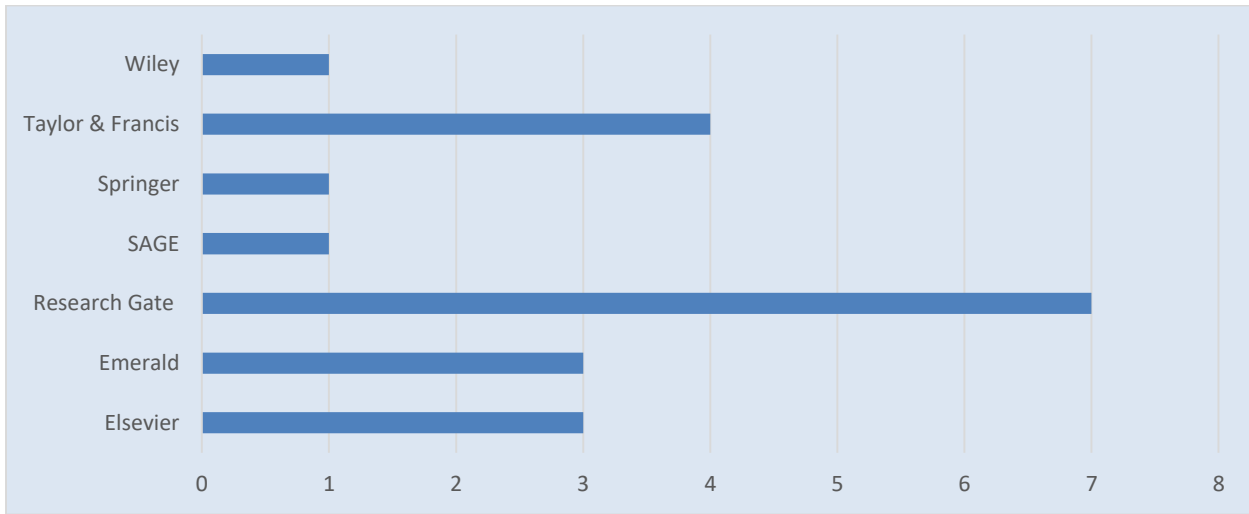


Fig 4: Publisher wise distribution of research studies

#### 4.4 Subject Base

The subject base pie chart is described in terms of the number of publications associated with various subjects. The majority of articles are related to the subject area of human resource management. With 60% of all articles pertaining to human resource management, it is established that the core area of hiring is related to human resource management. However, 20% contribution from Information Technology ranks second on the list of recent publications and also illustrates the collaborative efforts of IT experts with HR professionals due to technological advancements which aids in application of AI in the area of recruitment. Also the collected data is not restricted to a single subject, demonstrating the breadth of the study.

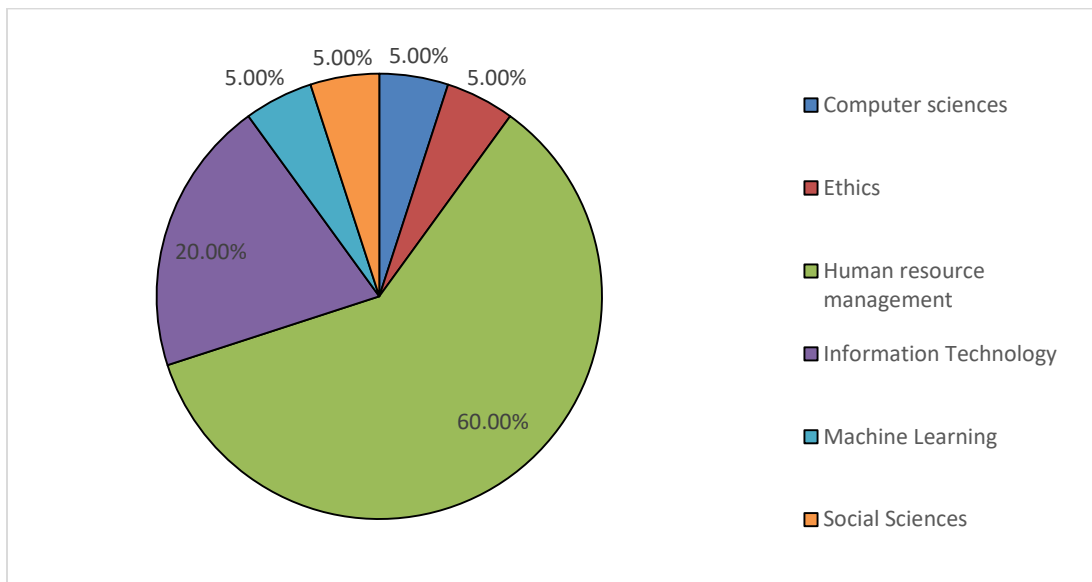


Fig 5: Subject wise distribution of research studies

The current study consists of a total 20% of the studies which are published in other fields. Each of the following fields has 5% of its total publications devoted to it: Computer sciences, ethics, machine learning and Social Sciences. The articles covering the other topics can be found in the study as well.

#### 4.5 Citation Base

The graphical representation of the articles having the most citations in the study reveals that the article titled as “Applying artificial intelligence: implications for recruitment” has been cited 202 times which is authored by Upadhyay and Khandelwal (2018). The article has a very high citation count compared to the other articles in the review paper. The article “Artificial intelligence, robotics, advanced technologies and human resource management: a systematic review” has been cited 177 times, making it the second-most popular study of research. The paper that receives the third-most citations is “Recruitment through artificial intelligence: a conceptual study” authored by Geetha and co-authored by Bhanusree from VIT Business School of India. The graph also displays a number of other significant high cited studies. The number of papers with a high number of citations has been collected from Scopus database and systematically reviewed in the study.

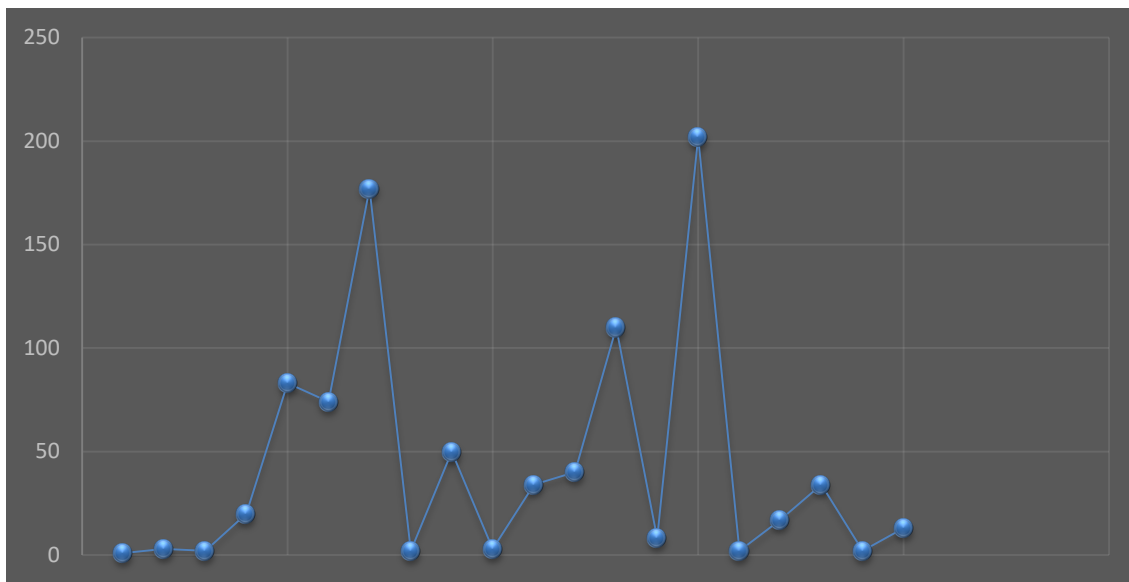


Fig 6: Citation wise distribution of research studies

## 5. Qualitative Method

After critically reviewing all twenty research articles, selected after a tedious process of filtration and appraisal via MMAT tool, the detailed and in-depth discussion has been done.

### 5.1 Qualitative Base Analysis

This literature review explores the diffusion of artificial intelligence (AI) in the human resource (HR) domain, with a specific focus on its application in the recruitment function. The review incorporates findings from 20 research papers, employing qualitative and exploratory research methods. The study, based on Gupta and Reenapoojara (2022), investigates the degree, pace, and possible applications of AI technology across the recruitment process. The purpose of this literature review study the dissemination of artificial intelligence (AI) in the human resource (HR) sector, specifically the recruiting function and future uses of AI technologies in the hiring process. The most commonly used AI solutions were task automation technology, screening software, and chatbots. Larger, tech-focused, and innovative organisations were shown to be more likely to incorporate AI in their hiring processes. Despite the increasing use of AI, many organisations have been hesitant to completely embrace AI technology for recruitment, indicating that an inflexion point has not yet been achieved. AI chatbots have been recognised as useful recruitment tools, leading to the creation of industry-specific recruitment strategies.

AI integration went beyond recruitment to include areas such as employee performance evaluation, wage analysis, disciplinary management, and training and development.

According to the study of Ahmed et al., (2023), Companies in a variety of industries are incorporating cutting-edge technologies such as chatbots, video conferencing, smartphone apps, and internet-based testing to streamline their recruitment procedures. E-recruitment, made possible by AI, IoT, and other technological breakthroughs, has transformed the relationship between businesses and job searchers. It has given a broader audience, regardless of gender, age, social standing, or region, access to job ads. Recruitment cycles have shortened dramatically, with the potential to complete the employment process in a matter of days. E-recruitment platforms provide value-added services such as customised solutions and brand building, which improves the whole recruiting experience.

In another study, Sharma (2022) established that workforce is critical to the success of any organisation or business, hence recruitment and selection processes are critical. These methods have evolved, from crude and unscientific approaches like astrology and physiognomy to more sophisticated and scientific practices. However, as a relatively new industry, the IT sector has seen its distinct patterns in recruitment and selection. The increased use of technology and the adoption of a "skill-first" strategy in the IT sector's recruitment and selection process have become prominent. Similarly the study produced by Luo et al. (2023) claims that blue-collar workers, who typically perform manual labour, are critical to the manufacturing sector. The phrase "blue-collar" was coined in the 1950s to describe those who wore blue work clothing. The new generation of blue-collar workers, born after the year 1990 and aged 23 to 32, is an important source of labour for China's manufacturing economy.

Another study by Abdeldayem and Hameed (2020) also concludes that Artificial intelligence (AI) is evolving to show a significant impact on HR and employment departments, revolutionizing the way employees are being hired. AI technology enables intelligence-required tasks such as creating personalised training plans based on real-time data analyses. According to Parveen et al. (2019), technology is known to have a huge impact on businesses, and the rise of artificial intelligence (AI) is revolutionizing human resource (HR) management. AI, defined as intelligent computers capable of seeing their surroundings and making decisions to attaining goals, is now being integrated into day-to-day workplace activities. Its

advantages include lowering administrative costs, increasing talent acquisition, predicting staff retention rates, minimising errors, preserving workflow, providing correct results, promoting employee engagement, and eliminating decision-making bias.

Now in a systematic review by Vrontis et al. (2021). The complexities and ramifications of intelligent automation technology in human resource management has been explored. The study divides the findings into three themes of research: AI, robots and advanced technologies, and their influence on human resource management. It focuses on the effects of intelligent automation at both the individual and organizational levels, with an emphasis on job changes, employee well-being, efficiency, and overall performance. While Mehrotra and Khanna (2022), concludes that companies have embraced technology i.e., artificial intelligence (AI), machine learning, and the Internet of Things (IoT) as a result of the fourth industrial revolution. Human resource experts have combined these technologies, resulting in "Smart HR 4.0." AI is being used extensively in HR tasks like recruiting and selection. AI technology allows for automated applicant sourcing and screening, saving recruiters time. It enables online exams to evaluate applicants' skills, such as skill-based testing and gamification tactics. Interviews may be analysed by AI using facial expressions, body language, and speech modulation. AI-powered chatbots improve candidate engagement and communication while also delivering automatic updates and offer letters. AI-powered recruiting increases workflow speed, standardises job matching, lowers hiring expenses, improves applicant experience, and produces analytical data for decision-making.

Budhwar et al. (2022) gives a thorough evaluation of literature on artificial intelligence (AI) issues and potential in international human resource management (HRM). The study seeks to provide research answers to research questions on present AI expertise in global HRM, the effect of AI-enabled technologies on hiring of employees and organisational outcomes, and future research objectives. It emphasises the significance of social-technical and personal variables in generating excellent workplace results, as well as the impact of Human-AI combinations. Another paper written by Nawaz (2019) aims to enhance understanding and suggests future research directions in this field. Organisations in the fourth industrial revolution are looking for bright and adaptable human resources to be competitive in the global market. AI applications, such as problem-solving and improving the recruiting process, have

provided organisations with new prospects.

An article written by Geetha R. et al., (2018) titled “recruitment through artificial intelligence: a conceptual study” explores the implementation of artificial intelligence (AI) in the hiring process. The increasing digitization and Fourth Industrial Revolution, characterised by advances in nanotechnology, robotics, machine learning, algorithms, and artificial intelligence (AI), have blurred the distinctions between machine power and human labour. AI and machine learning in job search save time and money for both employers and candidates. Screening of candidates, post-offer acceptance, and onboarding of new hires, development and scheduling are all steps of the recruiting process that use AI techniques. Time savings, talent mapping, cost reduction, high-quality hiring, inquiry resolution, unbiased recruiting, and identification of talented individuals are all advantages of AI technology. It allows for data upkeep, cost and time savings, and improved accuracy and accessibility throughout the recruiting process. Recruiters should embrace artificial intelligence as a tool for streamlining and optimising recruitment efforts.

Rodgers et al. (2022) explores the incorporation of AI technology in HRM algorithms and the ethical considerations involved. The adoption of AI technology enables post-decision review within organisations through the study of environmental factors. The study emphasises five factors to consider when creating AI-based solutions: solutionism, ripple effect, formalism, portability, and framing. AI technology may help HRM in a variety of transaction areas, including time-sensitive choices, accuracy, resource allocation, decisions emphasising forecast accuracy, and information providing when regulatory restrictions are limited.

An article which is considered as a breakthrough regarding the applications of AI, presented by Raquib et al. (2022) in a conference involved Islamic scholars, Muslim AI professionals, AI ethicists, and experts in policy and design, held in Pakistan. The study extends beyond particular aspects of AI and attempts to reduce structural inequities in the tech sector. They emphasise the importance of examining AI initiatives at various phases, challenging their objectives and long-term benefits, and ensuring alignment with Islamic ethical principles. The study closes by emphasising the potential of an Islamic virtue-based AI ethics framework to enhance and stimulate conversation in the global AI ethics discourse.

Jamil (2020) discusses the intersection of artificial intelligence (AI) and journalistic practice in Pakistan. The paper focuses on the creation of "Dante," an AI news writer built by a Pakistani firm named BaseTechnology. Dante used Natural Learning Processing (NLP) to create reports that are similar to human writing. The research examines how Pakistani journalists see AI technology as communicators using a human-machine communication (HMC) paradigm. It concludes by urging more research into the role of AI in journalism, specifically the differences and similarities between humans and machines as communicators, the prospects for machine-to-machine communication, the required skill sets for digital journalists, and potential business models for media organisations.

Upadhyay (2018) also supports the idea of adopting artificial intelligence (AI) in the recruitment industry. AI allows recruiters to evaluate enormous amounts of data, monitor social media for applicant assessment, and uncover personality qualities that go beyond traditional resumes, all while remaining objective. AI is revolutionising the recruiting market by automating tedious duties and allowing recruiters to focus on strategic issues and creating personal relationships with potential recruits. A hybrid approach combining high volume and high touch tactics can be pursued by recruitment agencies to establish long-lasting relationships with candidates and improve engagement.

On the contrary Tehzeeb et al., (2022) investigated the influence of artificial intelligence (AI) on numerous societal issues. AI, a technology that replicates human cognitive abilities, has transformed several industries, including manufacturing, healthcare, transportation, and entertainment. With applications ranging from language translation to facial recognition, it improves productivity and convenience. The development of super artificial intelligence (ASI) poses further concerns since it has the potential to transcend human intelligence and govern mankind.

Oswal et al., (2020) suggest Industry 4.0, also known as the fourth industrial revolution, has resulted in technological developments such as big data, cloud computing, IoT, cyber security, nanotechnology, robots, and artificial intelligence (AI). AI, in particular, has transformed the recruiting process by allowing HR professionals to easily find, attract, acquire, and keep excellent individuals. Time-consuming duties have been automated by AI technologies and software, allowing HR professionals to focus on strategic jobs. Kshetri (2021) investigates the potential advantages of AI in HRM in developing



nations. It implies that AI techniques can improve recruiting and selection efficiency in these economies, which frequently suffer from HRM inefficiencies. AI can help to address cost-efficiency issues by lowering recruitment expenses and time-to-hire applicants. AI techniques may also reduce defects, detect fraudulent operations, and overcome the absence of standard identifiers in emerging economies. The article emphasises AI's potential for increasing production efficiency, lowering drop-off rates throughout the application process, and optimising resource utilisation. It emphasises that AI may overcome traditional HRM biases like as demographic biases, nepotism, and favouritism. However, it recognises the limitations of AI algorithm biases and the necessity to develop a suitable organisational culture for effective AI adoption. AI-enabled programmes may also help with interview scheduling by automatically matching human resource department personnel schedules with candidate interviews to avoid scheduling problems.

### **Conclusion**

The conclusion of the paper is that AI has the potential to improve the quality of the recruitment process by connecting the most qualified candidates to the job requirements. It can enhance the overall quality of the recruitment process by eliminating the time-consuming and repetitive tasks performed by HR during the recruitment and selection phase. Nevertheless, a significant number of HR administrative positions will be replaced with AI. Following the processing and in depth analysis of 20 research articles taken from the Scopus database, it is not possible to avoid the fact that the majority of articles are belong in the applicative field of human resource management which thrives for long term management and retention of employees. In light of the fact that the quality of talent is necessary for the survival of the organisation in a competitive environment for both private and public organisations, AI applications are particularly useful in effective recruitment strategies. The use of AI in the recruiting sector has risen significantly in recent years, and system specialists assert that its acceptance and deployment in the future will be the most suitable strategic element to incorporate into talent hunting programmes. AI is disrupting the traditional recruiting process in order to achieve a number of benefits, including a greater diversity of candidates, a faster recruitment process, and adding value to the recruitment process. The study also backs up the idea that how user-friendly Asian HR workers think AI-powered technologies

has a big effect on how people act and react during hiring process. In addition, the implementation of technologies that are enabled by AI requires the creation of conditions that are conducive to their usage. These conditions include the provision of technical support and infrastructural reforms facilitated by top management. Evidently, the current generation takes advantage of the formal learning opportunities complemented with the use of technology in social groups and institutions, which is indicative of their capacity to reconfigure their perceptions in order to overcome techno-centric barriers. They are adamant that their tech-oriented knowledge encourages them to employ AI-based technologies in shifting circumstances. The AI-powered system must be contemporary, secure, and user-friendly for both recruiters and candidates. It is required of the candidate that they have had successful interactions with the system. Historically, talent acquisition comes along with a trade-off between employment speed and quality of hire (or vice versa). Though each additional round of interviews increases the likelihood of hiring the ideal candidate, but may lengthen the recruiting process by several weeks. With AI, recruiting can be expedited without making any compromises on the quality. In spite of this, the influence of recent innovations in the recruitment and selection process, it is more readily apparent in established fields, such as the information technology sector.

## 6. Implications of the study

This study takes into account all of the most recent technical developments that businesses are adopting, as well as the factors that have an impact on those developments. This research will therefore be very helpful to the organisations in regards to the adoption and implementation of technology for upgrading recruitment process since it will facilitate them to decide which technology is better to use on the basis of the skills they require for a specific job position, the number of newly hired employees needed, budget, and the time they have to fill a position. The companies will be well served if they devote some of their time and resources to determine which technologies are the most suitable for their processes. Moreover, hiring managers will better be able to pick candidates by selecting the suitable artificial intelligence tool, which will save their time and energy. They will also be able to learn new skills and will become more aware of how technology developments are progressing in the field of recruitment and selection.

## 7. Future Recommendations

Artificial intelligence possesses enormous promise, particularly at this time when we are in the process of completely transforming into a digital society as a whole. The rate at which people utilise various forms of technology is only going to speed up with the passage of time. In the realm of recruitment, combining AI and robotics is expected to prove an effective combo for hiring prospects and it needs to be explored by future research studies. AI could also be used to enhance behavioural and psychometric assessments to the point where human involvement and verification is no longer necessary; simulations based on emotional reactions and AI might further improve the evaluation which is still under researched area and requires extensive exploration. Further this area can be explored by conducting research using a sequential exploratory research design and a deductive methodology. There is an urgent need for a multidisciplinary study to evaluate and resolve this complex and hybrid issue, to establish a way in which conventional and modern methods of managing the workforce may co-exist for the benefit of all stakeholders.

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