EMPLOYERS PERCEPTION OF THE IMPACT OF ARTIFICIAL INTELLIGENCE ON

TALENT ACQUISITION IN LATAM

by

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DECLARATION

I hereby declare that the thesis entitled " **EMPLOYERS PERCEPTION OF THE**

IMPACT OF ARTIFICIAL INTELLIGENCE ON TALENT ACQUISITION IN

LATAM " submitted to SSBM, Geneva for the award of degree of Global Doctor of Business

Administration is my original research work. This thesis or any part thereof has not been

submitted partially or fully for the fulfillment of any degree of discipline in any other

University/Institution.

Jorge H Lozano

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ABSTRACT

The utilization of artificial intelligence (AI) in business has significantly influenced the manner in which companies operate and has had a profound effect on the talent acquisition process. AI technology has enabled firms to enhance their operational efficiency, cost-effectiveness, and decision-making capabilities. The advent of AI has created new avenues for organizations to identify, evaluate, and hire top talent more swiftly and effectively. This dissertation will examine the perspectives of employers on the impact of AI on talent acquisition methods in Latin America. The research design utilized in this study is rooted in the positivist paradigm and employs a quantitative research method. The approach taken in this study is to use structural equation modeling (SEM) to create a model that predicts the relationships between various variables.

The study revealed a robust correlation between HR managers' perceptions of the utility of AI in enhancing the efficiency of the talent acquisition process and their attitudes and intentions regarding the deployment of AI. The research also indicated that HR managers' perceptions exert a considerable influence on their opinions, attitudes, and intentions vis-a-vis the employment of AI in the hiring process. The study further demonstrated that the level of conviction of HR managers that utilizing AI will contribute to efficiency in talent acquisition is significantly and positively associated with their feelings about the use of AI for talent acquisition and the degree of willingness of HR managers to use AI for talent acquisition. Overall, the research underscores the need to take into account HR managers' attitudes and views when implementing AI in talent acquisition procedures in LATAM countries.

KEYWORDS

LIST OF ABBREVIATIONS

AI-Artificial Intelligence

ATS - Applicant Tracking System

CV- Curriculum Vitae

ES- Expert System

HR- Human Resources

HRIS- Human Resources Information Systems

IT- Information Technology

JCT - Job Characteristics Theory

LATAM-Latin America

ML- Machine learning

NLP-Natural Language Processing

PC- Personal Computer

SCT - Social Cognitive Theory

TA- Talent Acquisition

UTAUT- Unified Theory of Acceptance and Use of Technology

CHAPTER 1: INTRODUCTION

In recent years, artificial intelligence (AI) has altered several businesses and sectors worldwide (Zahlan et al., 2023). AI technology breakthroughs have disrupted traditional business processes, opening up new opportunities for enterprises to improve their operational efficiency, cost-effectiveness, and decision-making capabilities (Johnson et al., 2022). This transformational tsunami has not spared the talent acquisition space. Understanding how AI affects talent acquisition is critical, as firms search for a competitive advantage in the global market. This dissertation investigates employers' perceptions of the impact of AI on talent acquisition strategies in Latin America (LATAM).

The concept of recruiting people for employment or job posts is thought to have existed since the dawn of organized human societies (Cohen & Mahabadi, 2022). As communities and economies evolve and become more complicated, there is a demand for methodical and effective recruitment procedures. With the rise of factories and mass production throughout the industrial age, firms have begun to form distinct people departments to handle recruitment and other human resource functions (Dobbin & Sutton, 1998). Advertising, job fairs, and other forms of outreach to attract jobseekers became more common in the twentieth century (Jones et al., 2014). Online job boards and firm career websites have become important avenues for recruitment in recent decades due to the rise of the Internet (Banerjee & Gupta, 2019).

Although the terms recruitment and talent acquisition are frequently used interchangeably, recruitment is simply one component of talent acquisition (Albert, 2019). The main difference is that recruitment focuses on the company's immediate needs without considering person-job fit, whereas Talent Acquisition takes a strategic approach to finding the best person for the job, taking into account both current and future skill requirements as well as cultural fit (Albert, 2019). It entails a more comprehensive approach that includes workforce planning, sourcing,

employment branding, candidate relationship management, and the use of metrics and analytics to continuously evaluate candidate performance (Schweyer, 2010). The goal of Talent Acquisition is to identify, attract, and select the best available skilled candidates to meet the changing needs of the organization (Anita, 2019). Overall, the evolution of recruitment/talent acquisition has been shaped by the changing needs and structures of society and the labor market (Novikova & Shamileva, 2020).

1.1 Introduction to Artificial Intelligence (AI) and its impact on Talent Acquisition

Artificial intelligence (AI) has altered the global economy and provided businesses and organizations with previously unheard prospects (Drobot, 2020). Artificial intelligence (AI) is the capacity of machines to emulate or outperform human cognitive abilities, such as the capacity to think, learn, and solve problems (Garg, 2021). Since businesses have started using AI-driven technology to identify, evaluate, and choose top talent more quickly and effectively, AI has become more common in the sectors of talent acquisition and recruitment (Altemeyer, 2019). With AI-based solutions, companies may access a wider and more diversified talent pool and gain more insight into candidates' talents and qualifications. There is enormous potential for AI to simplify and streamline the talent acquisition process (Mmatabane et al., 2023).

Historically, AI technology has focused on computer vision and image recognition (Petricca et al., 2016; Duan et al., 2019). Owing to the increased insights that AI currently offers on real-world data, organizations are now able to access a considerably larger pool of possible employees and choose more qualified individuals than ever before (Black & Van Esch, 2019; Allal-Chérif et al., 2021). Recent advances have made it possible for recruiters to acquire information on personality, competence, and work style, significantly improving employers'

ability to effectively assess and choose top people (Van Esch & Black, 2019). This makes it possible for them to conduct focused and interesting interviews, which greatly increases the conversion rate of leads to jobs (Issa et al., 2023). Traditional job search platforms cannot deliver information on candidate behavior, abilities, and experiences that AI-driven recruitment platforms can.

Furthermore, AI technology allows greater automation of the hiring process. Studies conducted by Forbes, Glassdoor, and Deloitte show that more than 40% of roles are created without a recruitment process, and approximately 17% of roles are now entirely online (Forbes, 2021). Given the prevalence of online recruitment platforms and the fact that candidates are increasingly self-selecting their job preferences, recruiters can now access and select candidate profiles much more efficiently without relying on costly human resources to screen each candidate (Albert, 2019).

The advent of Artificial Intelligence (AI) has ushered in a new era of possibilities and efficiencies across various business domains, but the implications of AI are much more profound than mere operational efficiencies. AI is essentially a transformative technology that fundamentally alters the way businesses perceive and engage with their human resources. In fact, AI-driven technologies have transcended the traditional boundaries of human cognition and have opened new vistas in understanding and evaluating human capabilities and potentialities. In talent acquisition, AI technology introduces an innovative approach that fundamentally redefines the age-old recruitment process.

AI not only makes it possible for businesses to connect with a broader pool of potential employees but also provides companies with useful information about the credentials and skill set of potential hires (König & Seifert, 2022). A paradigm shift in talent acquisition tactics is being ushered in by the AI's capacity to combine and synthesize huge volumes of data

pertaining to a candidate's credentials, experience, and behavioral attributes. This sets the path for better-informed decision-making procedures, fostering greater precision and objectivity in the choice of candidates.

Although the initial focus of AI has been on computer vision and image recognition (Petricca et al., 2016), during the past 20 years, technical improvements have led to an increase in the ability of AI technologies to understand complex patterns and relationships in data. AI has widened its applications and improved its analytical skills with the spread of machine learning algorithms and natural language processing capabilities (Duan et al., 2019). Currently, the analytical capabilities of AI considerably exceed those of traditional hiring procedures, and offer a more nuanced picture of a candidate's profile. To provide individualized and interesting interviews, recruiters can probe deeper into candidates' personalities, talents, and working styles (Van Esch & Black, 2019). In addition, AI-powered recruitment systems offer priceless information that conventional job search platforms frequently miss or fail to capture.

Furthermore, the automation capabilities of AI bring unprecedented efficiency into the recruitment process. The increasing digitization of roles and the growing prevalence of online recruitment platforms have made the process of candidate selection much more efficient and less reliant on expensive human resources (Forbes 2021). This phenomenon reflects a larger shift towards digital and automated processes across various business functions.

As AI technologies become more pervasive in talent acquisition, questions surrounding privacy, bias, and transparency will inevitably become more pressing. Thus, along with leveraging AI's potential in talent acquisition, businesses must also ensure that these technologies are deployed responsibly and ethically, ensuring fair and unbiased recruitment processes.

1.2 Overview of Talent Acquisition in Latin America

Latin America is the fifth-largest economy in the world, with a Gross Domestic Product (GDP) of over US$2.3 Trillion in 2018 (UNESCO, 2019). Its workforce is growing at an impressive rate, representing 14% of the global workforce in 2018 (UNESCO, 2019). Despite its economic and demographic growth, Latin America remains fragmented and lacks the capacity to support talent acquisition practices by multinational corporations (MNCs). Hence, there is a need for companies to manage a robust, efficient, and effective workforce in Latin America that is growing at an exponential rate (Ranis & Stewart, 2019). Likewise, there is a greater need for highly trained individuals, particularly in technical, creative, and leadership roles, because of the abundance of qualified and available talent, a highly educated workforce, and robust economic growth (Mertzanis & Said, 2019). The process of finding competent individuals and assuring their capacity to accomplish a job efficiently has the potential to become more difficult for businesses that must manage the recruitment process in Latin America as the talent pool expands (Sunkel, 2019). Technology has improved over the past ten years, leading to the emergence of online recruitment platforms that allow businesses to efficiently access and choose suitable individuals (Bailao Goncalves et al., 2022). This has allowed companies to access a larger pool of candidates who meet their recruitment needs. The use of AI and other innovative recruitment technology platforms has also allowed organizations to significantly reduce the costs associated with recruiting (Bailao Goncalves et al., 2022).

The burgeoning economic and demographic growth in Latin America positions the region as an intriguing prospect for multinational corporations (MNCs). Notwithstanding this growth, the talent acquisition landscape in Latin America is punctuated by a myriad of challenges, which at times restrict the region's full potential for nurturing and harnessing human capital.

The escalating demand for highly skilled professionals in Latin America is incontrovertible, especially in sectors requiring technical expertise, creative problem solving, and leadership acumen (Altemeyer, 2019). The imminent challenge lies in how MNCs adapt their recruitment strategies to cater to the changing demographic and economic dynamics in Latin America, where the growth rate of companies surpasses that of the labor force. This asymmetric growth calls for efficient and effective talent acquisition strategies that can seamlessly adapt to the rapidly transforming regional business landscape.

One such transformative force in talent acquisition has been the advent of digital technology, more specifically, online recruitment platforms and artificial intelligence (AI). Companies operating in Latin America utilize the potential of digital platforms to close the talent gap as the demand for people grows and the global business landscape becomes more digital. MNCs can access a wide pool of candidates using online recruitment platforms supported by AI algorithms (Pan et al., 2023).

In particular, AI has been instrumental in streamlining the recruitment process and bringing a degree of precision and objectivity hitherto unseen in traditional talent acquisition strategies. AI-driven recruitment technologies can analyze vast amounts of data related to candidates' skills, qualifications, and behavioral patterns, offering recruiters a comprehensive understanding of a candidate's potential. Furthermore, the cost efficiencies of AI and digital technologies significantly alleviate the financial burden often associated with the recruitment process (Pan et al., 2023).

Nevertheless, integrating AI and digital technology into the talent acquisition process is challenging. The successful application of these technologies' hinges on a clear understanding of the local talent landscape and sociocultural contexts, which differ considerably across Latin American countries. In addition, considerations related to data privacy, digital literacy, and

technology adoption among potential candidates must be factored into the design and implementation of such systems.

It is pertinent for MNCs operating in Latin America to view technology not as a panacea but as a tool that, when deployed judiciously, can significantly enhance talent acquisition strategies. Striking a balance between the adoption of cutting-edge technologies and a deep appreciation of the local context is critical to achieving sustainable talent acquisition practices in the region. Therefore, the future of talent acquisition in Latin America will be shaped by how effectively MNCs can blend technological processes with an in-depth understanding of the local talent landscape.

1.3 Research Problem

AI offers substantial advantages to the recruitment process, reducing reliance on human intervention and enabling a more precise and rapid sorting of potential talent (Dwivedi et al., 2021). However, their acceptance and utilization are not universal, and there are significant variations across different geographical and cultural contexts (Singh & Shaurya, 2021). As the LATAM region grows in economic importance, understanding how AI is perceived and used in this unique milieu is critical.

Furthermore, there is a noticeable gap in the research investigating employer perceptions of AI in talent acquisition. While the technical and logistical implications of AI in recruitment have been well examined, less attention has been paid to how employers, the critical decision-makers in organizations, perceive these changes (Cappelli et al., 2018). Thus, understanding these perceptions can offer invaluable insights into AI's real and potential impact of AI on talent acquisition. By bridging this research gap, this study contributes to the growing body of literature on AI's role in recruitment processes and provides practical insights for organizations, policymakers, and academia.

1.4 Research Questions

The main aim of this study is to comprehend the employer's perception of the impact of Artificial Intelligence on talent acquisition (LATAM). This will be addressed specifically by the following research questions:

1. What is the perceived impact of AI on Talent Acquisition processes as understood by HR managers in LATAM countries?

2. How does HR managers' attitude towards AI influence its application and perceived effectiveness in Talent Acquisition within the LATAM region?

3. What factors are perceived by HR managers in LATAM as influencing their behavioral intentions towards utilizing AI in Talent Acquisition processes?

1.5   Hypotheses of the Study

H_1 – Performance Expectancy will have a significant influence on the attitude of the HR managers towards the use of AI for Talent Acquisition

H_2 – Effort Expectancy will have significant influence on the attitude of the HR managers towards the use of AI for Talent Acquisition

H_3 – Attitude will have a significant influence on the behavioural intention to use AI for Talent Acquisition

H_4 – Performance Expectancy will have a significant influence on the behavioural intention to use AI for Talent Acquisition

H_5 – Effort Expectancy will have a significant influence on the behavioural intention to use AI for Talent Acquisition

H_6 – Peer Influence will have a significant influence on the behavioural intention to use AI for Talent Acquisition

H_7 – Facilitating Conditions will have significant influence on the behavioural intention to use AI for Talent Acquisition

1.6 Significance of the Study

Currently, in LATAM, the human resources department is in charge of hiring, but we find that it is a slow, tedious, and sometimes even prejudiced process, because when hiring someone, personal ideas can come in the way and we may not choose a good candidate for a difference to our culture. For this reason, in other countries, such as China and India, Artificial Intelligence was introduced for the Talent Acquisition process, which helps to make the process much more dynamic, precise, and robust (Jaiswal et al., 2021).

Consequently, in this study, we want to point out the benefits of the use of artificial intelligence in talent acquisition so that companies in LATAM apply it, and thus, they can have the same benefits obtained in other countries along with business growth, and on a larger scale improve society through better quality opportunities. This is a novel area of study because Human Resources departments use some technology but not Artificial Intelligence, where most of the tasks are performed by people with the help of Excel and Google sheets, internet pages, and applicant tracking software (Gabcanova, 2022; Horodyski, 2023).

This research is significant as it provides valuable insights into the potential of Artificial Intelligence to transform the Talent Acquisition process in Latin America. This study contributes to a better understanding of how AI can be used in LATAM to improve recruitment and selection, save costs, and boost organizational effectiveness by examining the attitudes and behavioral intentions of HR managers toward the use of AI in Talent Acquisition.

Additionally, this study will help to better understand the opportunities and difficulties associated with using AI in talent acquisition in LATAM and will offer suggestions for how AI solutions should be put into practice. Finally, this study will be a priceless resource for HR

professionals in LATAM, who can utilize the conclusions to guide their choices and better comprehend the potential of AI for Talent Acquisition.

1.7 Limitations of the Research

There are limitations and potential flaws in research that could affect the results of the study. The limitations of this study are not anomalies, which should be considered when interpreting the findings.

First, Latin America is the primary geographic focus of the research. Although it is a distinct and significant region to study, this geographical restriction may limit the applicability of the results to other regions or nations. Latin American-specific cultural, social, economic, and legal issues may affect the perception and use of AI in the talent acquisition process (Singh & Shaurya, 2021). Consequently, it is possible that different geographic contexts will not be able to immediately apply the conclusions of the research.

Second, this exploratory study relied on the opinions and impressions of LATAM HR managers. However, the accuracy and dependability of the data gathered could be affected by biases in people's perspectives (Cappelli et al., 2018). Additionally, perceptions of other parties involved in the talent acquisition process, such as job candidates, employees, and top management, may differ from those of HR managers.

Finally, the dynamic and rapidly evolving nature of AI technologies may also limit the findings of this study. As technology continues to develop and evolve, employers' perceptions and views may change (Ranis & Stewart, 2019). As such, the findings of this study are most accurate at the point of data collection and may become less applicable as technological advances.

1.8 Delimitations of the Study

Delimitations of a study are the boundaries or restrictions that the researcher places on the study. They are often established to narrow the scope of research, making it manageable and feasible to conduct within a given timeframe and resources (Cooper et al., 2019).

This study was limited to HR managers in the LATAM region. While there are other stakeholders in the talent acquisition process, such as recruiters, hiring managers, candidates, employees, and top management, this study focuses on HR managers because of their central role in shaping and implementing talent acquisition strategies in organizations (Sparrow & Makram, 2015).

This study is also limited to employers' perceptions of the impact of AI on talent acquisition. Other potential areas of interest, such as the technical aspects of AI in talent acquisition, the ethical implications of AI in hiring, or the impact of AI on job applicants and employees, are outside the scope of this study.

Finally, the study delimits its focus to the use of AI in the talent acquisition process. While AI has applications in many other areas of human resource management, such as employee training, performance management, and retention, this study focuses exclusively on talent acquisition because of its strategic importance in organizations and the potential of AI to significantly transform this process (Davenport et al., 2014; Davenport et al., 2018).

1.9 Chapter Scheme

This dissertation is divided into six sections.

Chapter 1- Introduction

This chapter discusses the research background and rationale for investigating employers' perceptions of the impact of artificial intelligence on talent acquisition in LATAM. This chapter identifies the research questions to achieve the aims and objectives of the study. Finally, this chapter presents the contributions to knowledge.

Chapter 2: Literature review

This chapter presents a critical review of the literature in the areas of talent acquisition, artificial intelligence, and human resource management in LATAM. This chapter examines how talent acquisition is affected by artificial intelligence. Finally, this chapter examines the context of the study and how artificial intelligence is affects the search for talent in LATAM.

Chapter 3 - Methodology

This chapter focuses on the theoretical perspective, research techniques, and procedures that are relevant to this research while also evaluating philosophical presumptions. The chapter also discusses data collection and analysis techniques to justify the approaches that were used.

Chapter 4 – Results

An analysis of the data gathered from the survey conducted in LATAM is presented in this chapter. The goal of this chapter is to interpret the data and analyze the survey results in response to the research questions.

Chapter 5: Discussion, conclusions, and implications

The research outcomes and conclusions are presented in this section. It summarizes the main findings of the survey and discusses their ramifications. This chapter further discusses the research findings, consequences, and recommendations for further studies.

Chapter 6: Summary, Implications, and recommendations.

2.0 Summary

In this section, we explore the concepts of talent acquisition and hiring. These concepts have advanced as society and economies have advanced and become more complex. Furthermore, a brief overview of hiring practices in Latin America is provided, followed by a discussion on how advances in AI have affected the recruitment process. The overarching goal of this study is to assess the barriers to its implementation and the influence of various motivating factors and obstructions. The lack of companies that use AI for talent acquisition in LATAM is a major issue that needs to be investigated. This research is motivated by the hope that AI would make talent acquisition easier and more efficient, resulting in more objective, precise, and effective hiring practices.

The findings of this study will provide valuable insights for employers in the LATAM region, as well as globally. Appropriate and relevant studies in this line of thought are reviewed in the following chapters.

CHAPTER 2: LITERATURE REVIEW

2.1   Introduction

Talent acquisition, like many other industries, has been profoundly altered by the advent of AI in today's hypermodern era. Significant benefits such as increased efficiency, accuracy, and cost-effectiveness have been associated with the use of AI in recruitment (Davenport et al., 2018). However, gaps remain in our knowledge of how AI is viewed and used in different cultural settings, especially in Latin America (LATAM). Understanding the specific dynamics of AI's use and adoption in LATAM's talent acquisition procedures is becoming increasingly important, as the area continues to rise economically.

The technological and logistical consequences of AI in recruitment have garnered considerable academic attention, but there is still a clear knowledge gap regarding how businesses feel about AI being used for talent acquisition. As key decision-makers inside their organizations, employers have a significant impact on the methods used to find and hire new employees. Their expectations for AI participation in this process greatly affect whether it is successfully implemented (Brynjolfsson and McAfee, 2014). Knowing their perspectives can help us better anticipate the positive and negative effects of AI on the recruitment process.

Focusing on employer perspectives and specifics of the LATAM region, this literature review aims to critically assess and synthesize the available literature on the effects of AI on talent acquisition. The purpose of this summary is to provide a thorough understanding of the topic and highlight any gaps that need to be filled in terms of research.

For the sake of readability and organization, the literature review has been broken down into a number of sections. The first section discusses the overall effects of AI on talent acquisition, along with the advantages and disadvantages that may arise as a result. In the second part, we

will focus on LATAM specifically, looking at the economic and talent landscape there, as well as the special difficulties and possibilities that AI adoption in talent acquisition presents. In the third segment, we examine how companies view AI for recruiting and where the literature is lacking. The evaluation ends with a brief overview of the results and discussion of their relevance to the current study.

This literature review serves as a solid foundation for building the research questions of this study. Specifically, it provides a comprehensive understanding of the perceived impact of AI on Talent Acquisition processes, the influence of HR managers' attitudes towards AI on its application and perceived effectiveness, and the factors influencing HR managers' behavioral intentions towards utilizing AI in Talent Acquisition processes within the LATAM region.

2.2 Criteria for Selection of Literature

The literature review is an essential component of any research project, as it provides the foundation for research by summarizing and critically analyzing evidence from previous studies (Thomas et al., 2004). Therefore, it is important that the literature selected for review is relevant and up-to-date. This literature review focuses on exploring the relevance of Artificial Intelligence (AI) in Talent Acquisition in Latin American countries. The articles and documents chosen for review included studies on the evolution of recruitment/talent acquisition, the introduction of AI and its impact on talent acquisition, the benefits of AI for talent acquisition, the challenges of implementing AI for talent acquisition, the impact of AI on recruiting processes, and the factors influencing the adoption of AI in talent acquisition.

2.3 Process for Selection

The literature was selected based on the quality of the sources. To guarantee the dependability and soundness of the investigation, sources derived from reputable and reliable academic

journals, books, and reports were selected. In addition, priority was given to contemporary research and references that comprehensively discussed the subject matter under investigation. Literature selection was determined strictly based on the study's scope and research objectives, as well as its ability to offer a thorough examination of pertinent research areas, with a particular emphasis on talent acquisition in the Latin American region. This process ensured that the literature incorporated in the review was pertinent and current, enabling a precise and all-encompassing evaluation of the research subject.

2.4   Talent Acquisition in Latin America

Talent acquisition is essential for companies because it helps them to identify and hire the best candidates for open positions (Cabrera-Suárez et al., 2001). Consequently, as the number of businesses in Latin America grows, so does the pressure on their management teams to ensure that they have robust and productive staff (Cappelli, 2012). Recruiting qualified people and ensuring that they have the skills necessary to do the job well may become more challenging as the labor force grows (Cascio & Boudreau, 2016). The introduction of online recruitment platforms enabled by the spread of contemporary technology has made it easier for businesses to find and hire qualified workers.

Research conducted by Guillory et al. (2018) shows that traditional recruitment methods, such as newspaper ads and face-to-face meetings, are still widely used in Latin America. Despite the rise of Internet recruitment platforms, the majority of employers still favor tried-and-true techniques. The lack of resources and knowledge about the potential benefits of these platforms among employers is likely to blame this occurrence. Moreover, there is a lack of trustworthy and up-to-date data on the labor market, as well as a lack of trust in online recruitment portals (Van Hoye and Lievens, 2007).

AI can completely alter the way Latin American countries find and hire new employees. Artificial intelligence (AI) has the ability to automate the recruitment process, improve businesses' access to talent, and offer greater visibility to candidates' skills and qualifications, as stated by Kreutzer and Sirrenberg (2019). Artificial intelligence-driven recruitment systems have the potential to provide information about candidates' personalities, abilities, and work histories that are not available through traditional means. Likewise, AI allows for more automated recruitment processes, which results in a significantly higher rate of successfully converting applicants into job openings (Gonzalez et al., 2019).

According to Zinman and Wartman (2019), the recruiting industry stands to gain from the development of AI, with the market size in the Americas increasing to $5.2 billion by 2025. However, a lack of trust in online recruitment platforms and a shortage in acquiring reliable data on the labor market continue to posit persistent and recurrent problems. Gentilini et al. (2020) found that, as of March 2020, between employer openings and independent contracting, Peru had over 20,000 job openings. As a result, businesses in Latin America must implement systems that take advantage of cutting-edge data to expand their presence in the labor market. As a result, they will be able to find and hire qualified people more quickly. In their analysis of the Latin American labor market, Lora and Olivera (1998) emphasized the difficulty that businesses face in not just finding skilled workers but also providing them with the training and resources they need to do their jobs.

The Latin American workforce is growing at a rate of 2.5% per year on average, with employment rising faster than the region's population (Cruces et al., 2017). In addition to immigration being the primary cause of labor shortage in Mexico and the rest of the Americas (United Nations, 2019), the presence of large numbers of young, educated, and mobile

professionals in Latin America's labor market (Silva et al., 2021) causes a significant demand-side imbalance in the region's job market.

Harding et al. (2018) submitted that people who fit the profile of young professionals tend to be highly educated and mobile, making them more likely to switch careers in the Latin American region. The result is a labor market that is more competitive than that in most other parts of the world. According to Ahmed and Engel's (2020) forecasts, the number of middle-class occupations worldwide is expected to increase by more than 30% between 2017 and 2026. However, middle-class job growth in Latin America is anticipated to be only 2.4% over the same time span (Ahmed & Engel, 2020).

According to Gilch and Sieweke (2020), enterprises in Latin America have realized the critical importance of developing strategies for attracting and employing skilled talent. However, two main challenges prevent companies from exercising sufficient control over their talent pool. The lack of reliable and up-to-date data on the Latin American job market means that many opportunities remain unfulfilled (Sánchez-Ancochea, 2019). Bilal et al. (2019) report that in Latin America, life expectancy is among the lowest in the world. This shift in population distribution allows people to spend more time at work, which could eventually lead to fewer available jobs. In addition to the scarcity of quality data, businesses often suffer from a lack of knowledge about the skills necessary to fill open positions. The lack of expertise in Latin America makes it difficult to identify qualified individuals. According to Moura et al. (2022), most businesses have access to both erroneous and outdated information. This hinders businesses' ability to effectively recruit competent workers. The problem of finding and hiring skilled employees has become much easier with the help of online recruitment platforms. Businesses can reach more qualified applicants by posting job openings on Internet recruitment platforms, as stated by van Esch and Black (2019). Additionally, these sites are simple and

streamlined to gather data on a candidate's experience, education, and other relevant factors George and Thomas, (2019).

Latin America's labor market is highly competitive because of the region's large share of young, college-educated, and widely movable professionals. As a result, the region's labor force is growing at a faster rate than its population. As a result, job searchers are in a perpetual state of competition for the most advantageous opportunities rather than those that are best suited to their skills and aspirations (Lianos et al., 2019). A large number of young, educated, and migratory professionals have contributed to a labor shortage in Latin America, despite the region's high demand for workers. According to Black and Van Esch (2020), this trend has made the job market and hunting more competitive. Since many people from North and Europe are now moving to Latin America, there is a growing demand for educated professionals with skills that can be taught and learned (McIlwaine, 2020). This development has caused an increase in employment openings across Latin America, making it imperative for businesses to quickly identify and recruit qualified individuals from the region. Compared to other parts of the world, the hiring process in Latin America is much longer. This is primarily attributable to the lack of trust in online recruitment platforms and accurate and up-to-date market data (Wood et al., 2019).

Employers often struggle to find qualified candidates and fill open job positions because of the inaccuracy and obsolescence of the data they have access to, as stated by Mezhoudi et al. (2021). This is likely due to the limited availability of information pertaining to the competencies necessary for employment positions and educational courses. This situation makes it difficult for businesses in Latin America to find qualified workers. The quality of the Latin American workforce is adversely affected by the difficulty companies face in finding qualified applicants. Therefore, it is crucial that they quickly discover and recruit qualified

employees to ensure that they have the necessary knowledge to complete the assignment and to broaden their exposure to the skills and credentials of potential candidates.

Furthermore, Latin America's recruitment landscape is dynamic and complicated, offering both problems and possibilities to businesses. Despite widespread worries about labor market data and trust in online platforms, a comprehensive review of the literature highlights the importance of harnessing technological advancements, such as artificial intelligence (AI), in redefining traditional recruitment methodologies.

Cabrera-Suárez et al. (2001) emphasized the significance of recruitment in the development of any organization. They argue that a company's competitiveness is heavily impacted by its ability to attract, select, and retain the best individuals. This is becoming a more difficult challenge as Latin American businesses expand at an unprecedented rate (Cappelli 2012). Cascio and Boudreau (2016) agreed that growing talent pools increases the difficulty of the selection process.

According to Guillory et al. (2018), despite the growing popularity of internet platforms, traditional recruitment strategies are still widely used throughout Latin America. They theorized that the primary causes of this phenomenon are a lack of knowledge about the advantages of online recruitment and a deficiency of resources for fully realizing these advantages. These observations are consistent with research conducted by Van Hoye and Lievens (2007), who found that there is a dearth of trustworthy data on the labor market and widespread distrust of online job boards.

The potential of artificial intelligence (AI) to revolutionize the employment market is especially relevant in this context. Kreutzer and Sirrenberg (2019) argued that AI can streamline the hiring process and attract a more diverse applicant pool. According to them,

traditional job search platforms cannot be compared to AI-powered recruitment platforms when gaining insight into candidates' behavior, talent, and experience. AI can also streamline the hiring process by increasing the proportion of qualified applicants (Gonzalez et al., 2019).

According to Zinman and Wartman (2019), the value of the AI market for artificial intelligence in the recruitment sector in the Americas might reach $5.2 billion by 2025. They pointed out that, even with this bright outlook, problems with reliable job market data and online trust still exist. Given the size of Latin America's labor market, which is expanding at an average annual rate of 2.5% (Cruces et al., 2017), and the considerable presence of young, educated, and mobile professionals (Silva et al., 2021), these worries become especially pertinent.

According to Gilch and Sieweke (2020), inaccurate job vacancy data and a lack of knowledge regarding the abilities required by open positions are two of the biggest obstacles that businesses encounter when trying to manage their talent pool in today's tight labor market. They agree with Sánchez-Ancochea's (2019) conclusion that many job openings go unfilled because of a lack of knowledge about the labor market.

Life expectancy is shorter in Latin America than in the rest of the world, and according to Bilal et al. (2019), people can anticipate working for a longer period of time before retiring. This new information adds a demographic angle to the discussion, which, when combined with the absence of solid data and information, could make talent acquisition problems in the region more difficult to solve.

Furthermore, Moura et al. (2022) reemphasized the issue of obsolete and erroneous data, emphasizing the negative consequences on the ability of businesses to attract qualified individuals. They stated that online recruitment platforms could help solve this issue by exposing businesses to more qualified applicants and making it easier for employers to learn

about applicants' backgrounds and experiences (Lianos et al., 2019). However, the challenge for these platforms is that online recruitment still suffers from a lack of employer trust (Wood et al., 2019).

Black and Van Esch (2020) portrayed a vivid picture of a labor market characterized by strong rivalry, driven by an increase in migration from North America and Europe, and a surge in the number of young, educated, and geographically mobile professionals. They contended that this meant that there were suddenly many open positions in Latin America, calling for a rapid influx of qualified applicants.

2.5   Artificial Intelligence (AI) and its Impact on Talent Acquisition

The recruitment industry has been revolutionized by the advent of AI in talent acquisition, which has fully realized the potential of this technology to increase precision and productivity. Artificial intelligence (AI) is used more frequently in the modern workforce recruitment process (Makridakis, 2017).

Because AI-based technologies, such as machine learning, natural language processing, and deep learning, are currently utilized in the recruitment process to assist recruiters in efficiently and accurately identifying and assessing potential candidates, machine learning algorithms may be able to predict an individual's likelihood of success in a particular position by analyzing their previous performance (Langer & Landers, 2021). Natural language processing can streamline the process of finding qualified applicants by shifting through textual job descriptions (Votto et al., 2021).

Artificial intelligence (AI)-driven technology can also automate interviews and provide immediate feedback to HR departments. Background checks on job candidates can be completed in as little as 11 seconds with an accuracy of 97.5% using machine learning

algorithms, according to a study (Gupta & Mishra, 2023) that examined this very topic. In their research, they had recruiters look at applicants' social media profiles to learn more about their backgrounds, skills, and interests. This procedure was found to be more efficient than the standard practice of depending on pre-existing staff dispatch. Human resource expenses were reduced by about $70,000 per year when hiring teams used solutions based on machine learning, or about $50 per hire, according to research by Sithambaram and Tajudeen (2022).

Alsaleh, (2022) developed a strategy for incorporating AI into the hiring procedure. The procedure begins with a preliminary examination of potential candidates, followed by extraction of appropriate persons from a centralized database. Potential employees can benefit greatly from social media as a resource because it provides them access to a large amount of data. Artificial intelligence methods can be used to identify and evaluate applicants to fill a position with the most qualified person possible. Recruiters can unlock AI's full potential of AI for unbiased applicant screening and onboarding with the help of tools and aids developed by the industry's AI pioneers. In addition, HR professionals found that incorporating AI into the hiring process yields excellent results. Using machine learning-based algorithms in tandem with more conventional methods, such as paper applications, has been shown to increase the hiring success rate compared with using paper applications alone (Mishra & Tyagi, 2022).

In addition, businesses may take advantage of a large talent pool and quickly fill open positions using AI-driven recruitment tools. According to Schwartz et al. (2022), companies in high-tech fields should prioritize talent acquisition. They proposed using a wide array of technological resources, including recruitment and job seeker programs, social networking sites, video interviews, and artificial intelligence, to better locate, cultivate, and use talent. The benefits of artificial intelligence (AI) technology, particularly machine learning, have been highlighted by Tschang and Almirall (2021) as a way for businesses to improve their recruitment processes in

a way that is both profitable and useful to society. By automating formerly labor-intensive processes and shortening the amount of time spent evaluating candidates, the use of AI techniques in the recruitment process can boost efficiency and minimize administrative costs.

An increasing number of companies are turning to AI tools to help with the hiring process as these tools become more widely available and advanced. According to Paradza and Daramola (2021), AI development has opened new opportunities for the staff industry and its customers. More and more companies are turning to AI tools to help with the hiring process as these tools become more widely available and advanced. Automating repetitive processes, such as applicant sourcing and screening with AI, has the potential to improve the recruitment process and reduce bias in the workplace. Given this, it seems clear that businesses and HR managers will need to make major contributions to change. Artificial intelligence (AI), as proposed by Langer and Landers (2021), can be used to streamline the hiring process and narrow down applicants to the most qualified. AI can provide a fair assessment of applicants, analyze their written and vocal communication, and identify spot patterns that could prove useful in the selection process. By increasing the pool of qualified applicants, the use of AI can accelerate the shortlisting process, saving time and money (Kulkarni & Che, 2019). Therefore, the use of AI in the recruitment process is expected to become more common and produce better results.

Utilizing technology-based solutions during the recruitment process offers several advantages, the most prominent of which is increased efficiency (Paramita, 2020). This is because the widespread adoption of cutting-edge AI technologies will lead to the substitution of mundane administrative duties and eventual obsolescence. This suggests that businesses have different priorities when it comes to striking a balance between using technology and engaging in face-to-face conversations throughout the hiring process. When incorporating AI into the hiring process, Allal-Chérif et al. (2021) suggested that employers first consider the employee

experience. The authors also recommend that companies conduct preliminary pilot projects on a smaller scale to better understand how an AI solution will work with existing infrastructure. Vendors should be asked to prove that their AI products improve the hiring process by providing concrete examples of their use. Unfortunately, only one-third of American human resource personnel that use AI for recruitment actually evaluate the technology's ability to find quality candidates (Wang, 2021).

According to Scaf & Vasconcellos, (2023) businesses cannot effectively retain and grow their talent pool unless they have the mechanisms necessary to do so. Methods to better identify, develop, and deploy talent include modernizing human resources and training practices and retaining prominent leadership that places a premium on talent. Companies that have developed solid talent management strategies are better able to identify employees who are a good fit for open positions.

Competencies, professional values, organizational culture, and attitudes are just some of the factors that might help a business find and hire talented and skilled workers. The incorporation of artificial intelligence (AI) in the recruitment process enables rapid and accurate selection of the most suitable candidate for a specific position (Helo & Hao, 2021). This is important not only for people with upper-level managerial roles. According to Jaiswal et al. (2023), these changes may have far-reaching consequences for the company as a whole.

Black and Van Esch (2020) stated that a skilled recruiter can quickly assess a candidate's history and determine its future contributions to the company and sector. When an employer and potential employee can evaluate each other's strengths, weaknesses, experiences, and character traits simultaneously, it can boost the chances of finding a good fit. This helps businesses save time, money, and resources during the hiring process by narrowing their focus to qualified candidates. Due to the prominence of individuals holding various designations

(Ford, 2016), recruiters may have trouble distinguishing between candidates with particular skill sets (e.g., software developers, IT professionals). By accurately identifying applicants holding several titles and having an understanding of the many designations for identical job roles, artificial intelligence has the potential to automate this procedure (Chen, 2022). The HR department's access to and use of the system can help businesses find the best person for a particular job, and the system may also aid in the education and growth of current workers. Further help can be found in automating the manual process of evaluating a candidate's performance by tracking and monitoring their feedback over time. Managers have quick and easy access to employee performance reviews, allowing them to make timely adjustments based on their feedback. They should have less work to do because of this change, giving them more time to focus on other projects (Gerke et al., 2020).

Scaf & Vasconcellos, (2023) noted that the use of AI technologies has been observed in the domain of Talent Acquisition, which includes activities such as job postings, applicant tracking systems, candidate pre-screening and selection, and onboard. Using this method, hiring managers can develop ads that appeal to candidates with specific skill sets and qualifications as well as those who meet the company's general needs (Elfenbein & Sterling, 2018). With the help of this technology, hiring managers may quickly sort through resumes and discover qualified candidates without spending too much time on administrative tasks (Vanderbist 2019).

According to Harasimiuk and Braun (2021), the use of AI-driven pre-screening and selection tools can expedite the discovery of the best candidates for a specific position, avoiding the need for recruiters to perform these tasks manually. As a result, AI-based candidate onboarding can efficiently shorten the length of the recruitment and onboarding processes (Dixit et al., 2022). This is accomplished through the automation of account creation, application form completion,

and provision of a consistent experience. Furthermore, the use of AI-based technologies, according to Li et al. (2021), has the potential to enhance the candidate experience, increase satisfaction, and reduce errors. This suggests that the use of certain technologies can assist recruiters in facilitating a smooth onboarding process, allowing them to establish an onboarding experience as the first impression of the organization.

Artificial intelligence (AI)-based onboarding solutions, as stated by Staneva and Elliott (2023), help businesses increase engagement and retention by easing workers' transition into new roles. There are benefits and drawbacks to using this technology, as is the case with the most cutting-edge innovations. Some benefits include increased employee engagement (Bruno & Strunk, 2019), streamlined recruitment processes (Engstrom et al., 2020), and less time spent on administrative tasks. Verma et al. (2023) noted that constraints include the need for regular upgrades to AI models and potential difficulties in integrating the technology without disrupting existing processes. Kordon (2020) claimed that there may be large initial investments in hardware, maintenance, and training, as well as extensive setup time for each new employee when implementing AI-based applications. Despite this, many people believe that artificial intelligence will help them advance in their jobs, and they look forward to a bright future in the business world (Autor, 2022). Consequently, the use of AI technologies in the recruiting industry has resulted in substantial transformations, improving the accuracy and efficiency of the hiring process, which provides more evidence of the profound effect that AI has had on the acquisition of talent. Machine learning, NLP, and deep learning are just a few examples of AI that are seeing widespread use today (Makridakis, 2017). In particular, machine learning algorithms have shown promise in assessing past performance to forecast an individual's future success in a certain role. Recruiters can save time and energy with the help of these AI-based tools that improve the identification and evaluation of prospects (Langer &

Landers, 2021). For instance, natural language processing makes it easier to look for candidates that match a job's requirements in textual job postings (Votto et al., 2021).

Technology powered by AI can also automate interviews and provide immediate feedback to candidates. According to research conducted by Gupta and Mishra (2023), machine learning algorithms allow recruiters to run thorough background checks on prospective candidates in just 11s. Social media profiles were mined to obtain information on employment history and possible criminal records by hiring managers. Compared to more conventional methods, this method drastically sped up the process of conducting background checks. It has been demonstrated that businesses can save money by incorporating machine learning-based solutions into the hiring process.

According to Sithambaram and Tajudeen (2022), using machine learning-based solutions can save an organization about $70,000 per year in human resource costs, or about $50 per employee. In addition to saving money, the use of AI recruitment tools and assistance has been shown to be quite efficient in candidate screening and onboarding. Mishra and Tyagi (2022) emphasized how successful recruiting rates improved when machine learning-based algorithms were combined with conventional manual processes.

Artificial intelligence (AI) is just one of several technologies and methods used by companies in high-tech industries to better locate, cultivate, and use their talent pools (Schwartz et al., 2022). The potential of artificial intelligence, particularly machine learning, to improve recruitment procedures in a financially and socially advantageous manner was also noted by Tschang and Almirall (2021). AI methods can optimize the recruitment process by increasing efficiency, decreasing the time spent on administrative tasks, and reducing costs. It is anticipated that the use of AI technologies in talent acquisition will become more commonplace and produce even better results as these technologies continue to improve. Artificial

intelligence (AI) can streamline the hiring process by ensuring that the best possible candidate is chosen. The hiring process can benefit from its ability to provide an unbiased assessment of candidates, examine their verbal and nonverbal communication, and identify positive trends (Langer & Landers, 2021). Artificial intelligence (AI) has the potential to shorten the time it takes to screen and shortlist candidates, thereby increasing productivity (Kulkarni & Che, 2019).

However, there are obstacles, and thoughtful thinking is required when incorporating AI technologies into the talent acquisition process. Organizations must first consider employees' needs when incorporating AI into the hiring process (Allal-Chérif et al., 2021). Before using AI solutions on a large scale, pilot tests should be conducted to evaluate their effectiveness (Wang, 2021). Organizations that want to keep and grow their talented workforce need to do things such as having strong leaders in place, providing incentives and recognition to managers for their role in developing talent, and regularly updating their human resource practices and training techniques (Chen et al., 2020). Organizations can find skilled workers if they consider a wide range of factors when screening for applicants (Helo & Hao, 2021). These factors include character qualities, skill sets, moral compasses, and the company's overall culture.

It is possible to streamline the hiring process for niche skill sets using AI to better identify applicants with multiple certifications (Chen, 2022). In addition, AI can help evaluate a candidate's performance by automatically monitoring and tracking comments over time (Gerke et al., 2020). This automation not only reduces managers' workload but also frees them to focus on other responsibilities. Job advertisements can be tailored to the needs of a firm, and qualified candidates can be evaluated and identified quickly and easily using AI-based technology (Elfenbein & Sterling, 2018). Pre-employment screening and candidate selection systems

driven by AI reduce the time and effort required for these processes (Harasimiuk & Braun, 2021; Dixit et al., 2022).

2.6   Benefits of AI for Talent Acquisition

Talent acquisition strategies incorporating AI are becoming increasingly common in the modern era. The use of AI in the talent acquisition process has revolutionized the business of hiring by realizing AI's full potential for precision and efficiency in finding candidates (Alam, 2021). Machine learning algorithms can potentially predict an individual's likelihood of success in a particular position by analyzing their previous performance (Wakelam et al., 2019); therefore, recruiters are increasingly turning to AI-based technologies such as machine learning, natural language processing, and deep learning to help them identify and evaluate candidates.

It is possible that natural language processing could make it easier to find qualified applicants by searching textual job descriptions. Albreiki et al., (2021) found that using machine learning algorithms, recruiters can complete background checks on prospective candidates in as little as 11 seconds, with an accuracy rate of 97.5%. In their research, they had recruiters look at applicants' social media profiles to learn more about their backgrounds, skills, and interests. The authors also demonstrated how AI-driven technology could streamline the interview process and provide real-time feedback to HR departments. On average, this method is found to be three minutes faster than the traditional method, depending entirely on the existing staff dispatch (Velarde, 2021).

Lee et al. (2019) developed a strategy for incorporating AI into the hiring procedure. Candidate screening is the first step in this process, followed by the discovery and selection of qualified individuals from a centralized database. The authors also mentioned that social media can be an excellent resource for potential employees because it provides access to a large database of

information; AI tools can be used to locate an ideal employee whose skills and experience match the position's requirements. Recruiters who use AI tools and resources are better able to tap the technology's potential for fair and objective prospect screening and onboarding. Moreover, human resource professionals have found that incorporating AI into recruitment and hiring processes can greatly improve success rates. Incorporating machine learning-based algorithms into otherwise manual procedures, such as paper applications, has been shown to increase the likelihood of a successful hire compared to relying solely on the latter (Niederman, 2021).

Furthermore, businesses can take advantage of the opportunity to acquire a strong talent pool for effective vacancy filling with the help of AI-driven recruitment solutions. Kulkarni and Che (2019) highlight the significance of talent acquisition in hi-tech businesses. Recruitment, job seeker programs, social networking sites, video interviews, and artificial intelligence are just some of the technologies and techniques they can use to better find, develop, and use skills. Shi and Lai (2019) underlined that businesses can reap financial and societal benefits by utilizing the advantages of artificial intelligence (AI) technology, particularly machine learning, to improve their recruitment procedures. By eliminating the need for human intervention and minimizing the amount of time spent evaluating candidates' qualifications, the use of AI techniques in the recruitment process can increase its efficiency and minimize administrative costs.

The advent of AI, according to St-Onge et al. (2022), has opened up a wide range of opportunities for the staffing industry and its customers. The use of artificial intelligence (AI) technology to facilitate the hiring process has been on the rise, as these tools have become more widely available and sophisticated. Automating repetitive duties such as candidate sourcing and screening using AI could help recruiters (Jaiswal et al., 2023) and eliminate bias in the

hiring process. Given the foregoing, it seems clear that businesses and HR managers will need to make major contributions to the change. According to Paramita (2020), AI can be used to streamline the hiring process and select the best candidate for open positions by providing unbiased evaluations of applicants, analyzing their verbal and nonverbal communication, and spotting patterns that could lead to better hires (Yigitcanlar & Cugurullo, 2020). Artificial intelligence has the ability to shorten screening and shortlisting processes by increasing the number of qualified applicants. The incorporation of AI technology into hiring procedures is predicted to become more common and produce better outcomes. When sophisticated AI tools are implemented, routine administrative tasks are replaced and eventually become obsolete. In particular, human resources were analyzed to see how the introduction of new technologies has altered hiring and promotion processes. Several positive outcomes can result from employing technological solutions in the hiring process. This realization suggests that the recruiting process's equilibrium between technical progress and interpersonal communication depends on the firm's perspective.

Van Esch and Black (2019) advised that when incorporating AI into the hiring process, businesses should first ensure workers' happiness. Because determining how an AI solution will fit in with existing technologies and processes is crucial, the authors recommend starting with small-scale pilot testing. Vendors should also be asked to prove that their AI solutions increase the likelihood of making good recruits.

Chen et al., 2020 further opined that organizations cannot effectively retain and grow their talent pool without putting in place vital mechanisms. Recognition, cultivation, and optimal utilization of talent are the goals of these procedures, which include maintaining a strong leadership team that places a premium on talent, rewarding and praising managers who excel in cultivating talent, and revising HR practices and employee education. The right people can

be found in open positions in an organization with a solid talent management plan. Organizations can find skilled workers if they consider a wide range of factors including character, skills, values in the workplace, and outlook (Kohl & Swartz, 2019). Given the potential impact of these changes on the entire business, this is not just important for those in upper-level management positions.

The recruitment process can be streamlined and improved by incorporating AI to help find the best possible candidates for an open position. According to Black and Van Esch (2020), a skilled hiring expert may quickly assess a candidate's history to determine its potential inside the firm and industry. By understanding the numerous designations for identical job roles, artificial intelligence can automate this process by accurately identifying candidates with several titles. In addition, it helps businesses find the best people to fill in open positions. A concurrent evaluation of a candidate's qualifications by both the hiring company and the candidate can improve the chances of a good fit. This helps businesses save time, money, and resources by narrowing their focus to qualified candidates during the recruitment process. Recruiters may have difficulty distinguishing between candidates with different skill sets (e.g., software engineers, IT experts, etc. (Kintzle and Castro; 2018).

Johnson et al. (2020) outlined how incorporating AI into the hiring process can improve retention rates. Human resource departments may benefit from increased accessibility and usability if they help them better serve their employees. The human process of evaluating a candidate's performance can be aided by automating the tracking and monitoring of the feedback given to them over time. Managers can quickly examine performance reviews and make the necessary adjustments. They should feel less pressure and have more time to focus on other tasks because of this change.

Johansson and Herranen (2019) remark that the field of Talent Acquisition, which includes things like job advertisements, application tracking systems, and the screening and selection of candidates, has begun to make use of AI technologies. The popularity of AI-powered employment ads has recently increased. Using this method, hiring managers may develop advertisements that appeal to candidates with the specific experience and expertise they need to succeed in their roles (Stackhouse, 2020).

The adoption of AI-driven applicant tracking systems is on the rise. Using this technology, hiring managers may reduce the amount of time they spend on administrative tasks such as candidate screening and vetting. Stackhouse, (2020) claims that AI-driven prescreening and selection tools can help quickly identify the best candidates for a given position, avoiding the need for recruiters to perform these tasks manually. According to Binytska et al. (2020) using an AI-based onboarding system for candidates is an efficient way to shorten the time it takes to bring new hires up to speed. This is accomplished by standardizing the user experience across all platforms and automating the account registration and application processes.

AI-based technologies may lead to a better candidate experience, higher levels of satisfaction, and fewer mistakes (Binytska et al. 2020). Recruiters may help ensure a positive first impression of their company by establishing a streamlined onboarding process using appropriate technological tools. Therefore, more qualified applicants are encouraged to apply, increasing the pool of applicants from which employers can choose. In addition, the participants were more likely to adhere to the procedure from beginning to end. Although these tools may help talent acquisition, new challenges have arisen as a result of their widespread adoption. The use of artificial intelligence technology may lengthen the time needed to identify, screen, and select applicants, as stated by Merlo and Hawamdeh (2022). There has been an increase in the use of AI-powered systems for mining job posts for relevant keywords. Merlo

and Hawamdeh (2022) pointed out that this is a time-consuming and error-prone process, and Nwafor et al. (2019) argued that the growing use of AI technologies leads to a wider disparity in the responsibilities of employers, which could lead to lower pay for skilled job seekers.

To increase employee engagement and retention, businesses can benefit from using AI-based onboard solutions (Ponce, 2018). Similar to any other cutting-edge technology, there are pros and cons of using this technology. Improved recruitment practices, less time spent on administrative tasks, and higher employee engagement are just a few benefits. (Garg et al. 2021; Punithavalli 2021). However, the incorporation of AI technology is not without its drawbacks, as pointed out by Borges et al. (2021). Constraints include the need for regular upgrades to AI models and potential difficulties in integrating technology without disrupting existing processes. There is widespread optimism among individuals regarding the potential influence of AI on their professional growth, with many anticipating a continued upward trajectory in their corporate careers, despite the fact that AI-based applications may necessitate substantial initial investments in hardware, maintenance, and training, as well as considerable setup time for each new employee.

New studies have highlighted the strategic enablement of artificial intelligence in talent acquisition. Companies are looking for data-driven recruiting approaches to help them deal with a more complex employment market and a more diversified applicant pool (Davies, 2022). Companies can take advantage of AI to strengthen their talent pipelines, boost their employer image, and develop recruitment tactics in line with their overall company goals. Thanks to the strategic insight provided by AI in recruiting, businesses can transition from reactive to proactive hiring (llal-Chérif et al., 2021) with ease.

Consequently, Lan & Guodong, (2023) suggest a framework driven by AI to coordinate the acquisition of talent with the long-term objectives of the organization. Companies may use

predictive models to target the right people at the right time, arguing that a major improvement over the old reactive model of recruiting was made possible by merging the massive recruitment data with AI algorithms.

The recruitment process can be sped up significantly, the time it takes to make a hire can be reduced, and the overall recruitment productivity can be increased using AI tools (Pham et al., 2022). Recruiters, according to the authors, are freed to focus on more strategic endeavors, such as improving the applicant experience and establishing a formidable employer brand thanks to AI's automated sourcing, screening, and interview scheduling capabilities.

As we continue our conversation about the effectiveness of AI-driven recruitment, we should consider the role that addressing bias can play. Using AI in the screening and evaluation process has the potential to lessen the influence of unconscious biases, allowing evaluations to be made solely on the basis of a candidate's merits and the position's requirements (Black & Van Esch, 2020). Their research exemplifies how AI technologies may conduct impartial resume screenings, free from the biases of a human screener based on factors such as gender, age, and race. However, caution is warranted because AI is taught on historical data, and if the data are skewed, biases will be perpetuated unwittingly (Hagendorff & Wezel, 2019). Recruiters, such as Wachter and Mittelstadt highlight, should be aware of the possibility of biases and take concrete steps to eliminate them.

There is mounting evidence that, contrary to the widely held belief that AI makes recruitment impersonal, it can actually improve the candidate experience. According to Zhang and Kizildag (2021), AI chatbots can increase communication and engagement with candidates by instantly responding to their questions. They go on to say that the recruitment process is more pleasant for everyone involved because of the speed and responsiveness made possible by AI.

2.7   Challenges of Implementing AI for Talent Acquisition

Despite these upsides, there are several obstacles to implementing AI in human resource management. When businesses rely too much on AI, they risk losing sight of the value of human judgment (Bachmann et al., 2022). Bachmann et al., (2022) argued that although AI is effective at processing large amounts of data and making speedy decisions, it cannot assess qualitative characteristics, such as cultural fit and leadership potential, despite their critical importance in making good recruits. Therefore, it is crucial to strike a balance between AI and human judgment during the hiring process.

Data privacy and the moral application of AI in hiring are other areas of concern. While AI increases productivity in the hiring process, Masters, (2023) noted that greater usage of candidate data raises ethical and legal concerns. When using AI for hiring purposes, businesses must take precautions to protect applicants' personal information and seek informed consent before doing anything about the data.

It is also possible that some hiring procedures will take longer than necessary owing to the introduction of AI technology. While AI has the potential to significantly simplify and speed up parts of the hiring process, there may be significant time and energy required for implementation. This may be due to the time and effort required to train recruits, ensure data compatibility, and integrate AI technologies with current systems (Corea, 2018).

Organizational success relies heavily on its ability to attract and retain top personnel; therefore, it is no surprise that AI is finding widespread use in the HR department. Artificial intelligence (AI) has the potential to automate and streamline crucial phases in the employment process, making it more efficient and effective (Wamba-Taguimdje et al., 2020). Businesses may benefit from a more efficient method of identifying and selecting suitable workers as a result of this. However, there are certain difficulties associated with using AI for human resources.

Data collection is a fundamental obstacle to the efficient implementation of AI for talent recruitment. The performance of AI systems depends on the quality of the data used to train them (Ahn and Chen, 2022). It is important for companies to have access to high-quality data to support their AI-based hiring process, as companies with insufficient people or resources may struggle to collect and maintain the necessary data (De Filippo et al., 2022). Maintaining data freshness and performing routine monitoring are also important to keep AI algorithms running smoothly (De Almeida et al., 2021). Working with external data sources or investing in data-gathering and storage technologies may help mitigate these challenges. One challenge in using AI for talent acquisition is that algorithms need to know the supporting context of the job offer being evaluated. The algorithm's understanding of the situation is crucial to its ability to make fair and objective evaluations of the candidates. To achieve this, AI-based algorithms need to understand the circumstances surrounding an offer and identify instances when the offer is inconsistent with its context (Li et al., 2021). Similarly, it is crucial to have data that accurately portray the context of the offer. Integrating many data sources, such as social media, emails, job advertisements, job posting websites, and knowledge bases such as Wikis and FAQs, might make it easier to provide data to an AI system for analyzing a given job offer (Li et al., 2021).

Goyal et al. (2018) suggested that using natural language processing (NLP) to improve an AI algorithm's interpretation of the data is one way to increase the algorithm's contextual comprehension. Natural Language Processing (NLP) is being examined for its use in improving algorithms' ability to understand job ads, which would entail analyzing advertisements for open positions as well as social media posts (Ewing et al., 2019). In addition, Natural Language Processing (NLP) has the potential to identify anomalies and discrepancies in the studied data (Ricketts et al., 2023) that would otherwise go undetected. If there is inconsistency in the data, the AI algorithm could lead to bad conclusions, which could have unintended consequences

throughout the hiring process. Therefore, it is not sufficient to evaluate a candidate based solely on their resume; rather, an algorithmic approach is required to evaluate the candidate's comprehensive skill set and background to determine their suitability for the organization (Meijerink & Bondarouk, 2023).

According to Al-Kassem (2017), the capacity to evaluate a candidate's aptitude to meet the criteria of a certain position requires knowledge of the specific tasks and responsibilities connected to that position. Using a natural language processing (NLP) system to examine the terminology used inside a job post is a possible strategy (Reiter, 2019). Recruitment challenges often stem from the need to assess a large number of applicants who appear qualified for a position simultaneously (Bonaccio et al., 2019). Therefore, an AI system must be able to compare and contrast a large number of candidates quickly and accurately to select the best one. An AI system that can effectively manage parallel evaluations and quickly evaluate candidates is required for this study to be completed. Several AI algorithms have been developed to compare and contrast large numbers of applicants, as stated by Dalzochio et al. (2020). Dalzochio et al. (2020) stated that these algorithms can be used to assess resumes and select the best candidates for open positions. When hiring, it is important to keep in mind that potential candidates can suddenly decide to leave the organization.

The requirement to maintain a long-term view of the recruitment process is another major barrier (Kshetri, 2021). An AI system needs to be able to continue evaluating people even after they have left the company if it is going to be used for ongoing hiring. Various data sources were available. Background checks may look into a candidate's past employment, education, and training, as well as their internet profiles and posts (Huynh-The et al., 2023) and other information they provide throughout the application process. The AI algorithm's knowledge of the candidate must be updated and accurate through regular searches of the appropriate sources.

According to Harrison and Luna-Reyes (2020), this method also makes it easier to evaluate candidates in relation to those already in the selection process. As stated by Harrison and Luna-Reyes (2020), an AI algorithm developed to continuously assess applicants should be able to maintain secrecy. Organizations cannot build confidence with prospects unless they keep their recruitment process confidential. Companies that use AI in their hiring processes are responsible for ensuring that candidates have sufficient time throughout the entire procedure. This comprises checking in with the candidates to see whether they have received any encouraging words about their job offers. The practice of feeding information about job prospects into an AI system so that it can judge their behavior and responses in an interview (Votto et al., 2021).

The necessity for an AI system to generate accurate predictions about an organization's needs while also ensuring that those needs are being appropriately satisfied is another difficulty linked to using AI in talent acquisition. According to Johnson et al. (2020), the algorithm needs to be able to anticipate the kinds of knowledge and expertise that will be valued in the workforce in the future and determine whether a given individual possesses those qualities. Utilizing a candidate's internal knowledge and skills can help predict how well they will do in a new position (Punithavalli, 2021). This involves learning about the candidate's role and deciding how well it fits the needs of the business. An AI system must be able to intelligently acquire and analyze data to determine what skills and knowledge will be necessary in the future.

In addition, Alsaleh (2022) recommends the use of natural language processing (NLP) methods using the AI algorithm to spot patterns in the data and deduce meaningful information. According to Alsaleh (2022), this information can be used to determine if applicants have the requisite knowledge and expertise to do the job. A key feature of any artificial intelligence system is its capacity to foresee and prepare for future problems, such as user incompetence

with the program. Malik et al. (2023) proposed the use of an AI algorithm to address data inconsistencies or problems. An AI algorithm developed for these reasons should be able to make projections about a company's future success or failure. The objective is to learn about the threats and opportunities faced by the company in the future. This can be achieved through careful analysis of the textual content and the implementation of computer algorithms designed to identify outliers (P & N, 2018). The use of AI algorithms for risk analysis, as pointed out by Mishra & Kishor, (2023), can help identify problem areas and new opportunities that can boost an organization's future success. An AI algorithm requires information on the organization's expected and actual future performance.

One difficulty in using AI for talent acquisition is the need to assess applicants' performance in a natural and realistic environment (Divekar et al., 2021). This necessitates the ability to predict how candidates will act in various contexts, such as those that may arise throughout the hiring process. An AI system that takes advantage of several lines of communication and various technical resources can greatly aid in learning about a company (Alshamrani 2022). All the above data represent what employees and customers expect from the company on a regular basis in terms of output and service quality.

The limited information available on AI algorithms is another major roadblock in the use of AI for talent recruitment (Bérubé et al., 2021). This means that they can only base their choices on what they know about a scenario. Bu et al. (2022) argue that a wide variety of sources are required to create a thorough body of knowledge. The use of AI algorithms to gain access to information about an organization's roles and responsibilities is seen as beneficial (Von Krogh, 2018) because they can collect data from a variety of sources, such as a company's online platforms, websites, and social media channels, to help achieve this goal. Moreover, an AI

program can use this knowledge to make predictions about future events by extrapolating it from the past (Jatobá et al., 2023).

The potential for prejudice is another obstacle in utilizing AI in the context of talent recruitment. Darcel et al. (2023) state that building models that depict the organization's probable responses in specific scenarios is an essential part of organizational management because they are based on prior experiences. AI algorithms can only perform and provide the information that they are fed. If the data are skewed or outdated, the AI algorithm's conclusions may not be in the best interests of the company. In addition, Budhwar et al. (2023) pointed out that AI algorithms may be biased in favor of some candidates because they value characteristics that are not directly related to the position. Organizations can help reduce this risk by ensuring that their AI systems are trained with unbiased data and that any biases are identified and corrected appropriately. The incorporation of Artificial Intelligence (AI) in the recruitment process is expected to lead to heightened emphasis on the technical competencies of candidates (Füller et al., 2022). This is because AI can make the recruitment procedure covert and exclusive. In addition, companies may try to avoid hiring people they believe could endanger the business in some way (Merhi, 2023). The influence of prejudices in the hiring process on the financial performance of businesses is an important concern, as this phenomenon has the potential to engender additional discriminatory behaviors towards specific cohorts of candidates, including female candidates (Labiner et al., 2021).

Organizational investment in necessary infrastructure and personnel is required for the successful use of AI for talent acquisition. Specialized hardware and software, as well as a team of people assigned to their operation and supervision, are required for the implementation of AI-powered recruitment procedures (Tiwari et al., 2022). When making a large investment, businesses must ensure that the ROI is sufficient to warrant costs. Organizations must carefully

weigh the potential benefits of AI against potential drawbacks, while also factoring in any realistic hazards that may be linked to the technology. Future-proofing the system to ensure its ability to be upgraded as needed is crucial because, as stated by Todol-Signes (2018), the potential deficiency of AI algorithms in distinguishing between highly similar candidates may result in the under-representation of certain groups in the labor force. Given the established susceptibility of AI algorithms to hacking, it is crucial for enterprises to recognize this vulnerability and apply measures to defend their algorithms and infrastructure, as mentioned by Rodrigues (2020). A number of challenges must be overcome when using AI to hire new employees. There are several ways in which businesses might benefit from using AI in their hiring processes (AL-Dosari et al., 2022). Streamlining the hiring procedure can increase productivity and make it easier for businesses to find and hire the best individuals. Furthermore, this method has the potential to reduce the impact of prejudice and discrimination during the hiring process.

2.8   Ethical considerations of AI in talent acquisition

The ethical implications of using artificial intelligence (AI) are becoming increasingly important as the technology revolutionizes many fields, including talent acquisition. Several studies have pointed out the possibility of bias and discrimination in AI-driven talent acquisition procedures, which includes AI-based hiring (Jha et al., 2020; Chen, 2022). Unfair employment practices might be reinforced when AI models are trained using datasets with inherent biases. The "AI bias" issue has been highlighted by studies conducted by Chen (2023) and Faqihi & Miah (2023), both of which highlighted the importance of meticulously designing and evaluating AI algorithms to reduce the likelihood of discriminating consequences.

According to Tussyadiah (2020), the use of AI for hiring requires the collection and processing of extensive volumes of personal data, which raises concerns about privacy and security. The possibility for abuse or illegal access to this information raises ethical considerations relating

to privacy and data protection. Implementing strong data protection mechanisms and ensuring compliance with privacy legislation. Equal opportunity for all applicants is essential, so it's important that the AI algorithms employed in talent acquisition are transparent and accountable. When AI systems reinforce or exacerbate preexisting biases in society, questions of algorithmic fairness arise (Tomasev et al., 2021). Therefore, it is important to strike a balance between human oversight and AI-driven decision making despite the many advantages offered by AI technology in talent acquisition, such as enhanced efficiency and accuracy to avoid over-reliance on AI systems and to ensure ethical decision-making in talent acquisition procedures.

When AI models are taught with datasets that have inherent biases, it might encourage unfair employment practices. Scholars like Faqihi & Miah, (2023) and Ferrara (2023) have brought attention to this problem, dubbed "AI bias," by emphasizing the need for careful evaluation and design of AI algorithms in order to lessen the risk of discriminatory outcomes. To reduce discrimination throughout the hiring process, it is essential that AI models be trained on diverse and representative datasets. AI algorithms should also be continuously monitored and evaluated to detect and address any discriminating tendencies that may arise. According to Garg et al. (2021), when employing AI for hiring, it's necessary to think about issues of privacy and data security. In order to use AI in the employment process successfully, it is sometimes necessary to acquire and process large amounts of personal data (Tussyadiah, 2020). The possibility for misuse or unauthorized access to this data is thereby raised. As a result, it's important to comply with privacy laws and put in place robust data protection methods. Employers need to protect the privacy of their applicants by implementing safeguards that deter data breaches.

In the context of AI-driven talent acquisition, questions of algorithmic fairness arise in addition to prejudice and privacy concerns. Concerns concerning justice and equality in the hiring

process arise when AI systems reinforce or worsen inherent biases in society, such as gender or racial biases (Tomasev et al., 2021). Achieving algorithmic fairness in talent acquisition requires inspecting data sources, analyzing AI results for bias, and making any necessary improvements to account for such biases. AI-driven talent recruiting strategies must prioritize openness and responsibility. Applicants have a right to know what factors are considered when making a final judgment. Candidates can better comprehend the hiring process and the rationale behind decisions with the use of transparent AI algorithms, giving them a fighting chance against unfair outcomes. Furthermore, businesses should make it easy for employees to voice any reservations they may have about the implementation of AI in the recruitment process.

Kintzle & Castro (2018) posed that while artificial intelligence (AI) can improve the speed and precision of talent acquisition, it is essential to find a happy medium between human monitoring and AI-driven decision making. When AI is overused, it can cause problems with ethics, such as when good people are overlooked for jobs because of mistakes in the algorithm or when human intuition and judgment are devalued. To guarantee that AI systems be used responsibly and to prevent them from amplifying or perpetuating preexisting prejudices or discrimination, human oversight is required. Companies should also think about how AI might change the labor market. Concerns about job loss and the devaluation of specific skill sets may accompany the widespread implementation of AI in talent acquisition. Organizations must use AI with caution, taking into account the potential social and economic ramifications and actively working to offset any bad effects through suitable retraining and reskilling initiatives. Strong ethical standards and principles should also be used when implementing AI for talent recruiting. An organization's decision-making processes should be in accordance with legal and ethical norms, so it's important that they have clear guidelines and policies in place for the

ethical use of AI. Included in this is educating those with a stake in the talent acquisition process on the ethical problems posed by AI and how best to use it responsibly.

2.9   Employers' Perspective on AI in Talent Acquisition

According to Pillai & Sivathanu (2020) employer attitudes strongly affect the degree to which AI is incorporated into talent acquisition tactics and how it affects organizational performance and workforce dynamics. One common thread is an understanding that AI may greatly facilitate administrative tasks like recruitment. Artificial intelligence (AI) is seen by companies as a technology that helps speed up the hiring process by reducing time-to-hire and increasing the precision of candidate evaluations. Employers may reduce the amount of time HR staff spends on administrative chores and free them up to focus on strategic initiatives by using AI for candidate finding and screening.

The effect of AI on the caliber of new personnel is another focal point. Because of AI's analytical prowess, companies feel they can better assess people' qualifications and create positions that are a good fit for their talents (Clarke, 2017). As a result, the organization's results and alignment with its values are enhanced. However, there are concerns that accidental biases in AI algorithms could perpetuate discriminatory practices, even while AI is considered as a way to reduce bias in hiring decisions. Employers stress the need for ongoing evaluations and modifications of AI technologies to guarantee diversity and inclusion in the workforce.

Companies in the LATAM region see AI as a competitive advantage strategy. They think AI will make it easier to find qualified candidates from underrepresented groups and encourage more fair hiring procedures. Nonetheless, the region's socioeconomic gaps and digital divides frequently mitigate the impact of these strategic considerations.

The impact that AI is having on employer branding is not lost on businesses. They are cognizant of the fact that applicant impressions and experiences might be influenced by interactions and communications driven by AI technology during the recruitment process. To attract the best

and brightest employees, companies are increasingly investing in artificial intelligence (AI) because of the positive image it projects.

Employers' attitudes on AI adoption are also heavily influenced by the costs involved and the expected return on investment (ROI). The costs are weighed against the potential gains in productivity, new employee quality, and company reputation. Employers' decisions to use AI technologies are heavily influenced by the economic viability and value proposition of AI in talent recruiting.

Researchers found that although some companies saw AI as a tool to boost productivity and accelerate the hiring process, others saw it as a danger to human jobs and a less personal approach to finding the best candidates (Makridakis, 2017; Schneider et al., 2019). Employers are being forced to reevaluate their recruitment techniques and make educated judgments as more and more people become aware of the potential benefits and problems of using AI. While some companies may be quick to adopt AI-driven talent acquisition technologies, others may prefer a more subtle strategy that incorporates both automated and human decision-making. The human element in the employment process must be preserved while the benefits of AI are fully exploited and legitimate ethical issues are addressed.

2.10   Trends in Digital Technology and AI Adoption in Talent Acquisition

The usage of digital tools and AI in the talent acquisition process has been on the rise in recent years. This trend has been emphasized by a number of recent studies (Khan, 2022) that indicate the increasing prevalence of AI-powered solutions in the recruitment procedures of companies throughout the world. Activities like finding, vetting, and choosing potential employees fall under this category. It's important to note that this change is not restricted to industrialized nations; emerging markets like LATAM are also adopting digital technology and AI as part of their plans for attracting and retaining top people.

According to Hmoud & Várallyai (2022), incorporating artificial intelligence (AI) into the hiring process has become simpler for LATAM companies thanks to the widespread availability of low-cost digital solutions and cloud-based platforms. In terms of productivity and accuracy, this technology has many advantages for businesses. For instance, chatbots powered by AI can efficiently undertake preliminary candidate screening and answer common inquiries. Recruiters are therefore able to devote their time to matters of more strategic and economic importance. In addition, AI systems can sift through mountains of applicant information obtained from applications, social media, and online tests. As a result, they will be able to find better matches and eliminate prejudice from the hiring procedure. This allows for a more just and unbiased assessment of potential employees.

There are beneficial benefits that digital technology and AI have on the candidate's experience, which in turn affects employer branding. Employers may give job seekers individualized attention, from specific recommendations to immediate feedback, thanks to AI-enhanced technologies (Votto et al., 2021). As a result, the employer's reputation among potential employees improves. Successful talent acquisition depends on attracting and retaining top talent, both of which are improved by providing a better applicant experience.

It is important to notice the global trend toward the use of digital technology and AI in the process of hiring new employees. Companies across the globe, including those in fast-developing regions like LATAM, are using AI-driven solutions to streamline their hiring procedures. The use of this technology in processes like candidate screening and selection increases productivity and precision. It also has a beneficial effect on the candidate experience, improving the employer brand and making it easier to hire the best and brightest employees.

2.11   Impact of AI on Recruiting Process

AI-powered recruitment platforms have gained popularity, allowing businesses to streamline certain aspects of the recruitment process and to increase their overall efficiency (Javaid et al., 2021). In order to help recruiters make wise and well-informed decisions about their applicants, Aamer et al. (2023) stated that AI has the ability to monitor and evaluate information generated from job advertising, resumes, and interviews. Additionally, AI can help with individualized job recommendations and the identification of previously unrecognized talent pools (Setyaningtyas & Hizkia, 2019).

Likewise, AI can reduce bias in the recruitment process by helping recruiters identify and eliminate unintentional bias (Köchling & Wehner, 2020). However, there may be drawbacks in using AI during the hiring process. AI-enabled recruiting systems may not effectively evaluate candidates' talents and competencies (Köchling et al., 2022). It has also been proposed that AI-based recruitment algorithms could be biased depending on the information they provide, leading to unfair or discriminatory employment practices (Wilkins, 2021). It is also important to note that some businesses face significant expenses and maintenance requirements after implementing AI-powered recruitment platforms (Fernández-Martnez & Fernández, 2020).

Several studies have been conducted on the implications of AI in the hiring process. Yu et al., (2023) investigated the use of artificial intelligence-based job recommendation algorithms in the human resources industry. The results showed that these models improved the recruitment procedure. According to the results, there is a need for more research and development of complete models for recommending careers. Van Esch et al. (2019) set out to learn how AI might change the staffing sector, focusing on recruitment platforms and their function in the

talent acquisition process. Interviews can be conducted, the hiring process can be streamlined, and qualified individuals can be suggested thanks to recruitment platforms, as stated by Horodyski (2023). According to research by Alsaleh (2022), the recruitment process can be improved with the help of artificial intelligence (AI). Based on these findings, AI-enhanced recruitment systems can save time and effort in hunting qualified candidates. The authors argued that recruitment practices may be made more effective using artificial intelligence (AI).

FraiJ and László (2021) stated that the use of AI-powered recruiting platforms can streamline the process by allowing recruiters to easily collect and review data, allowing them to quickly and accurately find qualified candidates from a large pool of applicants. Employers may save time and effort in pre-employment screening and background checks when they use recruitment platforms powered by artificial intelligence. In addition, there are three possible benefits of incorporating AI technology into the recruitment process: the use of recruitment platforms that incorporate artificial intelligence has the potential to reduce talent acquisition costs (Chowdhury et al., 2023); AI-based recruitment platforms may uncover untapped sources of talent. Additionally, recruiting platforms can provide recruiters with easy access to relevant information and resources, which can aid in the development of well-informed candidates' assessments (Avery et al., 2023) for open positions.

Based on the historical data provided by recruiters, AI-powered recruiting platforms may be able to identify qualified applicants that were previously overlooked, as claimed by Nugent and Scott-Parker (2021). Artificial intelligence (AI) can replace human recruiters in one day, eliminating bias from the hiring process. Using artificial intelligence, recruiting platforms may be able to identify and correct unintentional bias in job postings (Hunkenschroer & Luetge, 2022). Using this method may help hiring managers make informed choices about possible prospects. Multiple studies have shown that AI-enabled recruitment systems may cause bias in

the information provided by recruiters about a candidate's past (Zehra et al., 2022; Veglianti et al., 2023). Using AI, recruiting systems can identify and eliminate any implicit bias in the context information provided by recruiters (Oswal et al., 2021). The authors argue that using algorithms informed by artificial intelligence can reduce unconscious prejudice throughout the hiring process.

Research on the application of AI-driven job recommendation algorithms in the HR field was conducted by Lou and Sun (2022). This research showed that these AI systems could identify and eliminate any bias in the data. The research also demonstrated that the models could identify bias in the training data and filter it out of the job suggestions to make them more accurate. The use of AI in recruitment platforms allows the identification of possible biases in the data provided by recruiters. Recruiters' efficiency and ability to make well-informed hiring decisions should be improved (Li, 2022).

The application of AI in the field of human resources has largely centered on improving the process of connecting prospective employees with open positions. Jobseekers and employers are brought together through a talent acquisition process known as "job matching" (Machado & Samuel, 2021). Recent years have seen numerous shifts in the job matching method, largely driven by developments in artificial intelligence (AI) technology. Artificial intelligence (AI) has the potential to analyze and find links between competencies and job ads, and between job searchers and current opportunities, as stated by Alsaleh (2022). McCauley et. al (20120) argued that AI has the ability to help match people with jobs that are a good fit for their unique blend of skills, experience, and interests. More people from more backgrounds could be recruited with the help of AI technology, and the best individuals could be enticed from a wider variety of sources.

Nawaz (2019) argued that recruiters have many advantages when using AI-based job matching. This includes the potential to shorten the time and resources spent on recruitment and to reduce the number of futile recruitment processes. In addition, using AI for job matching may help reduce the costs associated with hiring new employees by reducing the number of recruiters needed to fill open positions. Nawaz (2019 further proposed that AI-based algorithms can help reduce the bias in the hiring process. If implemented, this strategy can potentially reduce biased hiring practices. It is intriguing to consider how artificial intelligence (AI) chatbots might be used in the HR department. According to Uddin et al., (2021), recruiters can conduct remote interviews using chatbot-based AI technology. The authors posited that chatbots could help recruiters conduct remote job interviews by having meaningful dialogues with applicants and providing useful data. This means that chatbots can provide recruiters with useful information such as open positions, job requirements, company history, salary ranges, and application procedures. Similarly, prospective employees can receive information on salaries, benefits, and duties (Albert 2019).

Furthermore, Beattie et al. (2022) showed that chatbots can be trained to assess an applicant's skills and knowledge and then placed in a position that best utilizes those attributes. Chatbots can assess a candidate's knowledge and abilities and then recommend jobs that are a good fit for their experience and skills. Leutner et al. (2022) reported that chatbots are increasingly being used to perform fast and convenient job interviews from a distance. Using real-time speech recognition technology, a chatbot may interact with potential candidates for open positions, which can help recruiters save time and effort during the hiring process. The most important reason for this is that chatbots may shorten the time it takes to conduct interviews (Leutner et al., 2022).

Jawaid (2023) conducted a literature review to assess the impact of technological resources on screening procedures for employment. According to the results, the use of technological resources for recruitment has many benefits. The author concludes that technological tools can be useful for both employers and candidates and have the potential to affect recruitment decisions in a positive way. Increased competition for available positions, more streamlined decision-making processes, and lower recruitment costs are only some outcomes of the aforementioned developments.

The implications of artificial intelligence (AI) tools, particularly smartphone-based tools, on the hiring process have been studied by Schachner et al. (2020). This study examined the potential benefits of AI-facilitated technology, as well as the potential obstacles and complications that could prevent its adoption in the recruitment process. Schachner et al. (2020) showed that while the exact benefits of smartphone-based AI tools on recruiting are still in the air, there is growing evidence to suggest that they may prove beneficial to job searchers and recruitment specialists alike. Büschel et al. (2019) replicated this study by examining how AI and automated recruitment tools change the hiring process. The research team concluded that AI-based and automated solutions can be useful in the context of recruitment processes. Büschel et al. (2019) found that using such tools throughout the hiring process can introduce prejudice. The implications of artificial intelligence (AI) on the hiring practices of three different sectors—education, healthcare, and banking—were studied by Batiz-Lazo et al. (2022). The authors concluded that due to the unique characteristics of each industry, the recruitment process in these three sectors requires different levels of "expertise" from recruiters. Healthcare recruiters need to be more skilled in assessing individuals from a wide range of backgrounds (Pinder et al., 2023) than their counterparts in other industries. On the other hand, banking and academic recruiters are more likely to have in-depth domain experience (Guyadeen & Henstra, 2021).

In addition, the rapid development of AI technology has changed the way people are hired. As AI becomes more widely adopted by organizations of varying sizes and across sectors, it is altering the way that talent is sourced and acquired. However, debates continue to erupt around issues of implicit bias in hiring, reliability of skills assessments, and high cost of implementation. Artificial intelligence methods, such as machine learning, allow for an in-depth study of large datasets by facilitating the factorization of dissimilar elements at a profound scale (Sankaran et al., 2022). Candidate profiles, lists of skills, work history, and other relevant information can be found. To streamline shortlisting and hiring processes, businesses are increasingly automating parts of the recruitment process. However, even with extremely precise algorithms, trusting AI with skill assessments can lead to unexpected mismatches and misinterpretations. The ability of AI systems to make informed judgements on candidates' compatibility with job demands is doubtful because, despite their computational capability, they lack human sensibility and nuanced understanding.

Because AI systems are fundamentally created by people and their data are similarly human-generated, recruitment bias is another area of concern. If the data were already prejudiced, even unintentionally, AI algorithms would carry these prejudices forward, which could lead to discriminatory employment practices (Pyöriä, 2022). According to Stenvall, (2022) many algorithms utilized by AI-powered recruitment platforms are vulnerable to the effects of biased data. This further contributes to workplace inequality and reinforces existing socioeconomic biases. Therefore, it is clear that until these algorithms are perfected and bias-free methods are instituted, the claimed impartiality of AI in recruitment processes should be taken with skepticism.

Another issue is the price tag associated with doing AI correctly. According to Moreno-Guerrero et al., 2020, artificial intelligence (AI) deployment in the recruitment process can be

quite costly, especially for small and medium-sized businesses (SMEs). Many businesses may hesitate to adopt this technology completely because of the high cost of the initial setup, software acquisition, continuing maintenance, and frequent updates. There is also a clear demand for trained professionals to operate and oversee AI resources. Therefore, these hidden expenses and the required expertise may outweigh AI's promise of cost and time savings.

The recruitment process's backbone, job matching, is also aided by AI. AI has the ability to automate this process, making it more streamlined, cost-effective, and time-efficient than before. This streamlining could potentially free HR professionals to return their attention to projects with a higher degree of strategic significance. Although artificial intelligence (AI) has the potential to improve and streamline processes, Machado et al. (2021) found that doing so in practice can be riddled with difficulties. The ability of AI to infer skill-job matches based solely on machine-readable data may not accurately reflect the realities of delicate variables, such as workplace culture or interpersonal interactions.

The use of chatbots in the hiring process has gained popularity. They can streamline mundane processes, such as screening resumes, organizing interviews, and keeping applicants up-to-date. Zhao et al. (2022) stated that by automating these processes, the candidate experience is enhanced and recruiters' workloads are significantly reduced. However, the same research also highlights certain caveats, noting that chatbots in their current form provide a less-than-ideal engagement experience with applicants, which can occasionally lead to misunderstandings and miscommunications.

The ability of artificial intelligence to process large volumes of data and produce useful patterns and insights is certainly helpful in the hiring process. Artificial intelligence (AI) tools, such as those available on mobile devices, can accelerate the process by assisting recruiters in sorting through numerous applications in a short amount of time. Digital jargons and acronyms can be

misunderstood using the same tools. The consequences of these misunderstandings, as Horodyski, (2023) have already investigated, can lead to missing out on potentially remarkable talent.

2.12   Factors Influencing Adoption of AI in Talent Acquisition

The implementation of artificial intelligence (AI) in the recruitment of personnel is affected by various factors. Merhi (2023) identified several factors that affect the successful integration of artificial intelligence (AI) within an organization. These factors encompass the organizational, technological, and social dimensions. Organizational factors include the size and structure of the organization, availability of resources, and management's attitude towards AI. Technological factors include the availability of AI-enabled systems and level of technical expertise. Social factors include acceptance of AI by the workforce and society. Merhi (2023) argues that the incorporation of AI into talent acquisition processes may also be affected by other factors. Organizational and sector specifics, ease of access to AI-enabled technology, and depth of training offered are all factors to consider. Bhardwaj et al. (2020) found that technological and organizational factors can affect how AI is used in talent acquisition processes. However, their findings did not lend credence to the idea that social forces play a role in this scenario. Walford-Wright & Scott-Jackson, (2018) found that the rate at which AI is incorporated into the talent acquisition process is affected by a number of factors, including organizational, technological, and social factors. The research showed that increased adoption of AI is related to particular organizational variables. Allotting sufficient resources, having a positive outlook on AI, confidence in the quality of the output, and regular, well-managed training programs all play a role. However, the authors found that several technological factors, such as the availability and use of technology-based systems by the organization, could limit the incorporation of AI into talent acquisition processes. Social aspects, such as the reaction of

the workforce, society, and the larger business community to AI, were largely the same for people who had deployed AI and those who had not.

Abuselidze and Mamaladze (2021) stated that there is a correlation between the use of AI in businesses and improved profits and efficiency, and that this trend should continue. Artificial intelligence (AI) integration in talent acquisition procedures is related to both organizational and technological aspects (Pan et al., 2023). Research has shown that AI adoption is associated with the use of AI-enabled technologies, the organization's ability to adopt and utilize those technologies, and the management expertise with which those technologies are handled. The research found that firms with substantial employee turnover, young workforce, and cordial relationships with suppliers, competitors, and other key stakeholders had the highest adoption rates. In addition, countries or regions with a large concentration of high-tech enterprises, especially those undergoing rapid economic expansion, have higher adoption rates. Some businesses in countries with fewer available workers have been found to use artificial intelligence less extensively than their counterparts in nations with a larger labor force. According to Pillai and Sivathanu (2020), AI adoption in talent acquisition is dependent on factors such as the company's size, organizational level, overall structure, and the industry in which it operates. Moreover, the authors found that the extent to which relevant technologies are adopted within an organization affects AI implementation. They found that both employees' and managers optimism regarding the potential benefits of AI had a beneficial effect on the rate at which it was adopted. According to the results, one of the most important factors in whether an organization will adopt AI is whether its employees feel they need artificial intelligence (AI) knowledge.

The number of AI-related job openings, employee competencies, familiarity with AI, and capabilities of the human resource team are just a few aspects that might affect the integration

of AI in talent acquisition operations (Chilunjika et al., 2022). Similar to the findings of Soni et al. (2020), the adoption of AI in universities is affected by factors such as the level of AI usage inside the company, structure of the organization, nature of the industry, and availability of relevant technologies. This study found that many factors influence whether universities adopt AI, including their strategic goals, the value they place on research and innovation, the expertise of their workforce, the availability of relevant technologies, and the perspectives of academic technology experts. Participation in educational programmes was also found to be related to technological competence.

Wiblen and Marler (2021) state that the availability, perceived necessity, and perceived significance of HRM technologies are the determining factors in their adoption within an organization. The research showed that the HRM department's size, availability of skilled workers, and business type all play a role in the adoption of HRM technologies. The authors found that HRM implementation was the highest in companies that experienced substantial staff turnover and had a higher level of technological sophistication than their competitors. Based on these findings, HR departments that are successful at implementing AI have high levels of technical expertise, a strong belief in the value of technology, access to knowledgeable IT professionals, and a strong ability to put their plans into action.

Barry et al., (2023) further elucidates why the company's strategic orientation toward AI and the willingness of its senior management to push AI adoption in recruitment procedures are so crucial. The research showed that the application of AI in talent acquisition is inextricably linked to organizational strategy. A forward-thinking perspective from upper management and defined business goals for the usage of AI technology led to the commitment of substantial resources and time. This discovery highlights the importance of firms with well-defined goals and strategies for AI integration into HR systems.

Concerns over data privacy and security must also be considered when using AI for staffing purposes. Nguyen et al., (2022) highlighted information privacy, security, and ethical problems as having a substantial impact on the incorporation of AI into recruitment. Their findings show that businesses that want to use AI for hiring need to take precautions to protect user data and educate applicants on the role AI will play in the hiring process. In turn, this can help alleviate concerns and push back AI.

A company's readiness to implement AI in HR practices is heavily influenced by its technology infrastructure and digital capacity. According to Wynn & Lam, (2023) businesses with a robust digital infrastructure are more likely to successfully use AI technologies in their recruitment procedures. The author suggests that data analytics capabilities, strong IT systems, and the use of cloud-based services all play a role in accelerating the use of AI in human resources. The study also highlights the importance of having a well-defined digital strategy as a factor in AI adoption. Therefore, a digitally savvy business is in a better position to use AI capabilities during the recruitment process.

The incorporation of AI into hiring depends heavily on the company's culture. According to Wu & Kao, (2022), firms with cultures that are flexible and welcome to change are more likely to successfully use AI in their talent acquisition procedures. The adoption of AI technology at all levels of an organization requires a supportive atmosphere, which can be created by pioneers and advocates for change within the company. The authors raised another factor: the complexity of job positions. They found that the effectiveness of AI in recruitment was proportional to the degree of vacancy complexity. Human evaluation of important traits, such as drive, creativity, and emotional intelligence, is necessary for various jobs because of the role's specificity and complexity. Although AI has the potential to greatly improve recruitment

efficiency, it may have less of an effect on choosing candidates for roles that require significant human judgement.

There is also an issue of whether candidates will be open to being hired using AI. Fujii, (2020) believes that the level of preparedness and flexibility of the workforce is a decisive factor in the use of AI for personnel acquisition and management. When workers see a clear benefit from using the technology and perceive a low learning curve, they are more likely to embrace it. Organizations can effectively support employee adoption of AI technology in the recruitment process by focusing on changing employee perceptions of the technology through training sessions and ongoing communication.

Finlay & Takeda, (2021) speculated that external elements, including the legal and regulatory environment towards AI technology use, are important. The use of AI in hiring can be discouraged by the stringent restrictions and fines related to data privacy and protection. To make the switch to AI applications for talent acquisition as smooth as possible, businesses need to carefully manage the complex rules and guidelines that are in place in many jurisdictions. The importance of human resource experts during this time of change cannot be overstated. Regarding the success of AI integration in talent acquisition procedures, Riyanto et al., (2021) found that HR workers' familiarity with and comfort with new technologies made a major difference. The management and assessment of AI technologies used in the recruitment process could be streamlined with the help of HR specialists trained in AI and data analytics.

Other studies have illuminated the role played by the social acceptability of AI in hiring processes. According to Malik et al., (2023) the use of artificial intelligence (AI) in the hiring process is influenced by public opinion. They argue that a culture that is open to technological change is more likely to accept AI, which, in turn, could lead to its increased use in the hiring process.

The competitive advantage resulting from AI implementation has also been extensively researched. According to Loh et al., (2023) an organization can gain a competitive edge through the strategic application of AI in the recruitment process by reducing the time spent hiring and increasing the caliber of new employees. This study suggests that a possible motivating factor for AI adoption in recruitment operations is the perceived competitive advantage derived from its deployment.

Finally, studies on external factors reveal that advisory firms and technology vendors can play a role in influence an organization's perspective and readiness to adopt AI in the recruitment process. Based on their knowledge and connections, these groups influence a company's decision to implement AI in the HR processes.

2.13   Challenges Surrounding AI in Talent Acquisition

There are some risks and difficulties associated with using AI for hiring. Algorithmic bias is a big issue since it means that AI systems may unintentionally perpetuate prejudices that already exist in historical data. This prejudice may have an adverse effect on recruitment and retention initiatives aimed at increasing diversity and inclusion (Vassilopoulou et al., 2022). To overcome this, AI systems need to be carefully designed and monitored to reduce prejudice and assure equitable outputs (Završnik, 2019). The worry that AI would eventually replace human recruiters is another obstacle. According to Pan et al. (2023), aside resume screening that may be automated using AI, human judgment is needed in other areas such as assessment, connection building, and making strategic decisions. Employers need to find a happy medium between using AI to streamline their hiring procedures and keeping the personal touch alive. Numerous facets of talent acquisition have benefited from digitalization, allowing for more extensive and expedited searches for suitable people. Employers may evaluate a broader pool of candidates on digital platforms, which speeds up and enhances the quality of the selection

process. The inherent biases in human decision-making are another area where AI systems have demonstrated their worth. Employers may make more data-driven, objective decisions with the help of machine learning algorithms and analytics. The use of AI in HR has also improved the candidate experience as chatbots and other forms of automated communication provided by AI allow for instant responses to candidate questions and concerns. The result of this enhanced communication is greater employee engagement and happiness with the company as a whole. Portuguez-Castro et al. (2022) opined that access to and awareness of job openings have been greatly facilitated by digital technologies and AI in the LATAM region. Companies can now reach out to a wider range of potential employees, including those in hard-to-reach or underserved areas, thanks to the accessibility afforded by modern communication tools. Because of this improvement in accessibility, the regional workforce is now more welcoming of people of all backgrounds.

Li et al. (2021) argued that algorithmic prejudice is a major issue that arises when using AI for hiring people. To make forecasts and judgments, AIs study the past. However, if discriminatory or biased patterns exist in the underlying data, the AI algorithms may continue to reinforce those attitudes when filling open positions. Unfair treatment of individuals or groups is a result of this, and it can stymie efforts to increase diversity and inclusion in the workplace (Machado & Samuel, 2021). It is critical for businesses to take steps to ensure their AI systems are trained on varied and unbiased data in order to reduce the likelihood of algorithmic bias. Organizations should also routinely assess the efficacy of AI algorithms to detect and address any biases that may have developed.

The potential for AI to one day replaces human recruiters is a second issue with its use in the talent acquisition process. Artificial intelligence (AI) can automate some parts of the hiring process, such as reviewing resumes, but it cannot replace the judgment, assessment, and connection-building abilities that human recruiters bring to the table (Pan et al., 2023) [citation

needed]. When it comes to gauging cultural compatibility, evaluating soft skills, and making strategic judgments, human judgment is crucial. Therefore, businesses need to find a middle ground between using AI to automate mundane tasks and giving human recruiters significant input into the hiring process. Organizations can take advantage of AI's efficiency and objectivity using this method, while still benefiting from the human touch and knowledge of recruiters.

The use of AI in recruiting has also enhanced the candidate experience. Chatbots and other forms of automated communication facilitate rapid responses to applicant questions and streamline interactions between job seekers and hiring organizations. In addition to enhancing the applicant experience, this improved communication also boosts staff engagement and satisfaction with the organization (Portuguez-Castro et al., 2022). All queries and concerns from applicants will be answered in a timely manner, and they will be kept up to date on the progress of their applications. Candidates' impressions of the organization improve, and they are more likely to become invested and dedicated workers as a result.

Access to employment prospects, especially in underserved or rural locations, has also been enhanced by the incorporation of AI in talent acquisition, in addition to the aforementioned benefits. Employers can now find qualified employees from a larger pool of people thanks to digital technology and AI (Portugues-Castro et al., 2022). Because of these improvements, the regional workforce is now more accepting of people from all walks of life. As a result, more people are aware of available jobs, and those who weren't before can now choose alternative paths in their careers.

It is crucial that enterprises maintain fair, transparent, and equitable talent acquisition processes as they increasingly rely on AI-powered tools and platforms. In order to detect and correct any

biases in AI systems, constant testing and assessment is required. A company's workforce needs to be educated and trained in AI's inner workings and in the interpretation and validation of AI-generated findings (Machado & Samuel, 2021).

Concerns about the loss of human recruiters can be allayed by emphasizing the importance of human discretion and experience in the hiring process. Human recruiters have vital talents in connection building, determining cultural fit, and making nuanced assessments, but all can be automated by AI. Companies would do well to highlight the ways in which AI and human recruiters may work together. Ethical considerations must also be kept in mind while using AI for hiring. A company's handling of applicant information should be secure and secret, in accordance with applicable privacy and data protection laws. Maintaining trust and confidence in the organization also requires open communication regarding the usage of AI in the hiring process.

Significant shifts have occurred in talent acquisition in LATAM and the world as a whole since digital technologies and AI were integrated. In order to improve recruitment process efficiency, accuracy, and applicant experience, regional businesses are increasingly turning to AI-powered tools and platforms. To ensure equitable and efficient talent acquisition, however, it is critical to tackle obstacles like algorithmic prejudice and the importance of human recruiters.

2.14   Theoretical Framework

The advent of artificial intelligence (AI) has revolutionized various industries worldwide, including talent acquisition. As AI-driven technologies, such as machine learning, natural language processing, and automation continue to advance, employers in Latin America (LATAM) are increasingly exploring their potential applications in talent acquisition processes. This theoretically grounded framework aims to provide a comprehensive understanding of employers' perceptions of AI's impact on talent acquisition in LATAM. By

drawing on relevant theoretical perspectives, this framework seeks to uncover the key factors influencing employers' attitudes towards AI implementation, potential advantages or concerns associated with AI adoption, and implications for talent acquisition strategies in LATAM. To establish the basis for this framework, it is essential to explore the current landscape of talent acquisition practices and trends in LATAM. This section highlights traditional approaches employed by employers to attract, assess, and select candidates. It also addresses the limitations and challenges faced by these employers, providing justification for integrating AI into talent acquisition processes.

2.14.1 Job Characteristics Theory

Job Characteristics Theory (JCT) posits that certain job characteristics, such as skill variety, task significance, and autonomy, can impact individuals' motivation and satisfaction in the workplace. In the context of AI-driven talent acquisition, this theory serves as a foundation for understanding how the introduction of AI technologies may influence employers' perceptions of their job characteristics (Mirbabaie et al., 2021). For instance, employers may perceive AI as a tool that reduces administrative tasks, allowing them to focus more on high-value activities, such as strategic decision-making and candidate engagement.

Job Characteristics Theory (JCT) provides a useful framework to better understand what drives people and makes them happy on the job. Hackman and Oldham's work environment hypothesis posits that the factors unique to each profession play a significant role in molding workers' character traits. JCT provides significant insights into the potential implications and perceptions surrounding the infusion of AI technology in the context of AI-driven talent acquisition.

The JCT places a premium on the candidates' ability to acquire a wide array of skills relevant to a given position. With regard to hiring new employees, artificial intelligence (AI) systems

may be seen as a way to expand the pool of available talent. Because of AI's ability to efficiently perform mundane and administrative duties, businesses may devote their resources to making more strategic decisions and interacting with prospective employees. Employers may find it extremely satisfying if they believe that their staff has a wide range of skills, as this gives them more opportunities to use their expertise to advance the company.

Task importance is also fundamental to JCT because it describes how much an individual's work matters to the world at large. The introduction of AI-driven talent acquisition could cause a change in how organizations value different types of work. Employers are given a lot of useful information as AI algorithms analyze massive amounts of candidate data quickly. Given that they may now select outstanding personnel that can have a substantial impact on the organization's goals and overall success, employers may feel a greater sense of purpose in their work. Therefore, it is possible that the use of AI in the talent acquisition process will increase the importance and significance of the employer's role.

Critical to the success of the JCT is the concept of "autonomy," which describes the latitude given to workers in making decisions about their work. The adoption of AI technology may result in a radical reorganization of autonomy dynamics in the context of AI-driven talent acquisition. Employers may still have considerable leeway even if AI technologies automate and expedite parts of the talent acquisition process. Instead of spending all of their time on paperwork, businesses may use AI to improve their ability to make decisions and take charge of more strategic aspects of the talent acquisition process. When companies take on more responsibility and become architects of a more effective and purposeful talent acquisition process, they can provide employees with a renewed sense of empowerment and job satisfaction.

JCT principles also emphasize the value of feedback as a way to inspire and encourage growth in the workplace. Employers can obtain better, more immediate insights into the efficacy of their decision-making and recruitment tactics thanks to the use of AI in the talent acquisition process. Algorithms built on artificial intelligence can measure the efficiency of various talent acquisition methods, including recruitment channels, candidate assessment methods, and overall plans (Pillai & Sivathanu, 2020). Employers can make steady improvements to their practices with the help of this feedback mechanism, which benefits both employees and the company as a whole. Another way in which AI technologies might boost employers' happiness and motivation in the talent acquisition process is by providing real-time updates on candidates' development and engagement.

2.14.2 Social Cognitive Theory

Social Cognitive Theory (SCT) examines how individuals' behaviors and attitudes are shaped by social interactions, observational learning, and self-efficacy. In the context of AI in talent acquisition, SCT can help explore the role of social influence on employers' perceptions of AI. Social factors such as peer recommendations, industry norms, and media narratives can influence employers' beliefs about the impact of AI on talent acquisition. Moreover, SCT emphasizes the importance of self-efficacy, which refers to individuals' beliefs in their ability to successfully use and adapt to new technologies. The framework considers how employers' self-efficacy beliefs in using AI technologies may shape their perceptions of AI's impact of AI on talent acquisition processes.

In the context of artificial intelligence (AI), Social Cognitive Theory (SCT), a seminal framework developed by the eminent psychologist Albert Bandura, sheds light on the complex dynamics shaping individuals' behaviors and attitudes. At the heart of this appealing hypothesis

is the idea that social connections, observational learning, and self-efficacy play a role in shaping how employers view AI and its potential impact on the talent acquisition environment.

The foundation of SCT is the study of how people are influenced by their social environments. This theory helps explain how peer recommendations, industry norms, and media narratives, among other social factors, have a significant impact on employers' beliefs and perceptions regarding the implementation and consequences of AI-driven technologies when applied to the context of AI in talent acquisition. SCT allows us to delve into the nuances of the social landscape and better understand how these external variables shape employers' opinions on AI's potential impact of AI on talent acquisition by investigating the rich network of social relationships that surrounds humans.

Self-efficacy is a crucial motivational construct that refers to people's confidence in their own abilities to learn and use new technologies successfully, and it is heavily emphasized by SCT. This essential part of the theory allows for a thorough comprehension of how the confidence with which businesses feel they can use AI technology has a major impact on their views of the role AI will play in the talent acquisition process. Individuals' perspectives on adopting and integrating new technologies are heavily influenced by their sense of self-efficacy, which is founded on their past experiences and mastery of key abilities.

Regarding the use of artificial intelligence (AI) in the talent acquisition process, businesses whose owners have strong beliefs in their own abilities are more inclined to view AI as a useful tool. These folks are confident in their ability to master AI tools and make the most of their potential. Therefore, they have a more favorable view of AI's effect of AI on the talent acquisition process and are more likely to adopt it as an innovative solution to recruiting problems.

However, companies whose leaders have poor self-efficacy may be more hesitant or suspicious of using AI to boost their recruitment efforts. Depending on the context, they may view AI technologies as too difficult to understand or too dangerous to adopt. As a result, their views on the deployment of AI will likely be influenced by their beliefs about the impact AI will have on talent acquisition.

Organizations that want to successfully navigate and harness the promise of AI technologies must have a thorough understanding of the interplay between social factors and self-efficacy in the context of AI in talent acquisition. Organizations can better address the misconceptions and concerns of employers by tailoring their communication and message strategies to account for the influence of social factors, such as peer recommendations, industry conventions, and media narratives. Methods to improve business leaders' confidence in adopting AI technologies include publicizing existing AI success stories and offering training and resources.

In addition, businesses can promote a culture of self-reliance by providing managers with the information, tools, and training they need to optimally use AI technology in the HR department's recruitment efforts. Training, workshops, and continuous encouragement that highlight the opportunities presented by AI adoption can help. Building confidence in one's own abilities is one way that businesses can encourage their employees to welcome AI tools with open arms.

2.14.3 Institutional Theory

Institutional theory suggests that organizations are influenced by external pressures and norms in their decision-making processes. Drawing on this theory, the framework examines how institutional pressures such as legal regulations, industry standards, and societal expectations shape employers' perceptions of AI adoption in talent acquisition. For example, the framework explores how employers perceive AI as a means of conforming to emerging industry standards

or meeting legal requirements. Additionally, it investigates the role of societal norms in shaping employers' attitudes towards AI adoption, considering factors such as concerns about job displacement or ethical considerations.

Insights into the organizational dynamics and decision-making processes offered by institutional theory are intriguing. This framework recognizes that businesses are not autonomous entities, but are instead deeply entwined with their larger social, regulatory, and normative environments. Therefore, external influences and standards play a crucial role in influencing the decisions and actions of businesses.

The institutional theory approach sheds light on myriad elements that affect employers' views and decisions regarding the use of artificial intelligence (AI) in the context of talent acquisition. Legal laws, business standards, and cultural expectations are only a few major institutional factors. Organizations frequently consider legal requirements as a compass, influencing their compliance-focused actions and choices. When it comes to using AI for recruiting, businesses face a tangled web of regulations designed to safeguard employees' rights to equal treatment, nondiscrimination, and privacy. According to institutional theory, meeting these requirements becomes crucial for businesses that want to avoid fines and keep their names in the public eye.

Moreover, companies' attitudes towards AI in talent acquisition are heavily influenced by industry standards. It is common for businesses to meet the standards set by other companies in their fields. One way to meet these requirements is to use AI to improve talent acquisition. This indicates that companies value innovation, efficiency, and competitiveness. According to institutional theory, businesses may view AI as a vital step to keep up with competition and obtain a competitive edge in the talent acquisition process.

2.14.4 Technological Acceptance Model

The Technology Acceptance Model (TAM) provides a valuable framework for understanding how individuals, in this case, employers, perceive and adopt new technologies. TAM suggests that perceived usefulness (PU) and perceived ease of use (PEOU) are key determinants of technology adoption. Applying TAM, this framework explores how these factors influence employers' perceptions of AI in talent acquisition. For instance, employers may perceive AI to be useful because of its potential to enhance efficiency, accuracy, and cost savings. Additionally, the ease of integrating AI technologies into existing talent acquisition systems can influence employers' attitudes towards AI adoption.

The Technology Acceptance Model (TAM) is a significant tool for understanding how people, especially businesses, come to accept and benefit from new technologies. According to the Technology Adoption Model (TAM), two of the most important factors in getting people to embrace new technologies are how helpful they are and how simple they are to operate. To learn more about how these fundamental elements affect employers' perspectives on AI's arrival, we can apply the TAM framework to talent acquisition.

It is clear that businesses view AI as having intrinsic value in recruiting new employees. This view stems from the widespread agreement that AI can significantly improve talent acquisition in terms of productivity gains, accuracy gains, and cost savings. By using the computing power of AI apps, businesses hope to simplify laborious tasks, make fewer mistakes in judgment, and reduce the astronomical costs of hiring new employees. Consequently, businesses are more likely to continue investigating AI and, if convinced of its value, to deploy AI-driven solutions.

Like the value AI may bring, the ease with which it could be implemented into existing talent acquisition processes would have a significant impact on how enthusiastically businesses would embrace technology. Because of their innate cautions, businesses carefully weigh the benefits and drawbacks of implementing new technologies before committing to them. One

important psychological factor that has a direct impact on whether businesses adopt AI for talent acquisition is the perceived simplicity of integrating AI technologies.

Employers are more receptive to adopting AI solutions if they believe that the implementation would be straightforward, as this will ease the transition and reduce the likelihood that the implementation will disturb existing procedures. A favorable attitude toward AI adoption is fostered by the possibility of integrating AI applications with existing talent acquisition platforms. The uncertainty surrounding the integration of new technology can be mitigated when the adoption process is painless. Because efficiency and compatibility are the cornerstones of ongoing productivity in the workplace, the ease with which AI integrates with existing talent acquisition systems is crucial in gauging readiness for AI assimilation.

The significance of TAM in gaining insight into how businesses view AI extends far beyond talent acquisition. Talent Acquisition Metrics (TAM) delves into the areas of perceived usefulness and perceived ease of use to reveal the undercurrents that drive employers' attitudes, cognition, and subsequent actions surrounding the incorporation of AI in talent acquisition. The promise of AI's increased productivity, accuracy, and cost reduction has piqued the interest of many businesses. Their awareness of AI's utility of AI in today's fiercely competitive job market is fueled by the benefits they attribute to it.

Also crucial to the opinions and assessments of potential employers is how easily AI technology can be integrated into preexisting systems. Businesses that want to be good stewards of their resources evaluate artificial intelligence technologies for their viability and suitability to the existing procedures. Integrating AI without causing any friction helps smooth over any bumps on the road and reduces pushbacks from staff. In their pursuit of increased output, businesses increasingly prioritize factors such as user friendliness when making AI investment decisions.

Understanding the various perspectives of employers is essential for navigating the complexities of AI adoption in talent acquisition. Understanding the dynamics at play is made easier thanks to the TAM framework, which sheds light on the importance perceived usefulness and ease of use. Employers can improve their talent acquisition methods and strengthen their competitive standing in a dynamic market by adopting this perspective when making decisions concerning artificial intelligence deployment.

There is no better tool than Technology Acceptance Model for analyzing how people react to and ultimately embrace innovative technologies. When applied to talent acquisition, the TAM sheds light on how businesses feel about and react to artificial intelligence. Employers are interested in AI because of its apparent utility, which is driven by the technology's ability to increase efficiency, accuracy, and cost savings. Companies' perspectives on AI adoption are heavily influenced by how straightforward it is to integrate AI technologies into their current talent acquisition methods. The TAM framework sheds light on these critical factors, empowering businesses to make well-informed choices regarding how best to integrate AI into their talent acquisition efforts. TAM has emerged as a useful tool for understanding employer views and promoting effective AI deployment in talent acquisition, as we explore this area more deeply.

This framework provides a comprehensive lens through which to understand employers' perceptions of AI's impact on talent acquisition in LATAM. Understanding these factors will facilitate the development of strategies to address employer concerns, maximize the benefits of AI adoption, and foster effective talent acquisition practices in LATAM.

2.15 Summary

This chapter presents a critical literature overview of studies on the impact of artificial intelligence on talent acquisition from the perspective of employers in Latin America

(LATAM). The purpose of this review is to analyze and synthesize the existing literature to identify research gaps. The benefits and drawbacks of AI for recruiting, the specifics of the LATAM region, and the perspectives of recruiters are covered in this review. This chapter laid the groundwork for the study's research questions and provided a thorough understanding of the factors impacting HR managers' attitudes and behavioral intentions towards adopting AI in the LATAM area, as well as the perceived influence of AI on talent acquisition operations.

CHAPTER 3: METHODOLOGY

3.0 Introduction

The essence of rigorous academic research lies in the development of a robust, reproducible, and effective methodology. In establishing the context and contours of our study, we need to be scrupulous in delineating the theoretical and practical bases of our approach to the research question (Bryman & Cramer, 2012). The methodology underpins the credibility of our work, providing the foundation upon which we build our arguments and draw the lines within which we interpret our data.

In this chapter, we elaborate on the research design, methods and techniques employed in this study. We begin by discussing the overall research design, which includes the chosen research paradigm, methodology, and strategies (Creswell & Poth, 2018).

The epistemological stance of the researcher, in this case derived from the positivist paradigm, determines the research design, which, in turn, allows for an unbiased examination of the study problem (Saunders et al., 2009). Our methodology relies heavily on a quantitative research strategy that is supported by the positivist paradigm discussed below.

Subsequently, we will go into greater depth about the study's actual research methodologies, including a description of the study's data gathering, sampling, and instrumentation procedures. The research population, sampling procedure, and data gathering methods used must be described (Bryman & Cramer, 2012).

A dedicated part is devoted to discussing the measures taken to ensure the validity and trustworthiness of the study findings, which is of paramount importance. The risks to internal and external validity are discussed along with the steps taken to eliminate them (Babbie, 2013).

Next, we discuss the data-analysis method. An in-depth discussion will be presented concerning the techniques used to analyze the data, along with the software packages that were used. This approach draws from established best practices and previous work in the field, underlining the integrity and thoroughness of our methodology (Field 2018).

Finally, the ethical considerations inherent to our research are discussed. It is crucial that the methods used in the research respect the rights and welfare of the participants and that the research adheres to the highest standards of academic integrity and honesty (Resnik, 2015).

This chapter illuminates the scientific approach undertaken, providing a detailed and robust account of the research methods. This is a cornerstone upon which our findings and interpretations are based and critical in determining the reliability and validity of the results (Bryman & Cramer, 2012). The transparency with which this section is written is a testament to the ethical and methodological rigor that characterizes this study, laying the groundwork for future analysis and discussion.

3.1   Overview of the Research Problem

The domain of Talent Acquisition and Recruitment has undergone a transformational shift since its inception, evolving with societal changes and economic complexity. This evolution reflects the transition from recruitment to a more strategic approach to Talent Acquisition, a term that encapsulates not just immediate hiring needs, but also considers long-term skills requirements, cultural fit, and comprehensive workforce planning. The emergence of Artificial Intelligence (AI) has introduced unprecedented possibilities across numerous fields, including talent acquisition. AI, with its capabilities to mimic or exceed human cognitive functionalities, offers a revolutionary approach to identify, evaluate, and hire the best talent, potentially reshaping the landscape of talent acquisition practices.

Despite these advancements, there is a stark disparity in the utilization of AI for talent acquisition in different regions, particularly Latin America (LATAM). While LATAM, the world's fifth-largest economy, boasts a rapidly growing workforce and an increasing number of companies, it surprisingly has fewer than five companies utilizing AI in talent acquisition.

AI's applications of AI in talent acquisition are diverse; ranging from candidate searching, screening, shortlisting, tracking, interviewing, evaluating, and even extending offers of employment. AI can also facilitate the induction and training of new employees. "Artificial intelligence (AI) has the potential to greatly improve the talent acquisition process by lowering costs while also decreasing the likelihood of errors, improving efficiency and accuracy, speeding up the hiring process, strengthening the bond between employers and workers, improving the company's image, fostering diversity, and promoting brand loyalty. However, there appears to be a knowledge gap impeding the widespread adoption of AI in the LATAM talent acquisition market, as evidenced by its current underutilization. This study tries to fill this knowledge gap by investigating the factors that have contributed to LATAM's slow or lackluster adoption of artificial intelligence in its talent acquisition" processes.

In addition, LATAM's rapid economic and population expansion highlights its urgent need for effective and efficient talent acquisition initiatives. The advent of online recruitment platforms and the accompanying need for highly talented individuals (especially in technical, creative, and leadership capacities) presents an opportunity to incorporate AI into talent acquisition. It is critical to understand why these possibilities have not "been pursued, and how to remove obstacles to the widespread use of artificial intelligence.

The purpose of this research is to shed light on the underlying dynamics at play in the talent acquisition industry in LATAM by identifying the underlying causes of the current situation. We hope to provide actionable insights that can change the hiring landscape" in LATAM by

examining why AI, despite its proven benefits, has not been broadly used for talent acquisition in the region. The results of this study have the potential to increase interest in using AI for talent acquisition in LATAM, which might lead to more planned and effective recruitment strategies that would benefit both employers and job candidates.

This study covered a large area of ground. To better influence AI's growth and adoption of AI in LATAM, contribute to "larger conversations about AI in HRM, and aid businesses in developing more effective talent acquisition strategies, understanding why AI is not being used more widely in the region is essential.

3.3   Conceptual Framework

A conceptual framework serves as a tool for illustrating and visualizing the relationships between various components of the research. In this case, it helps map out the relationship between the variables of interest, specifically HR managers' attitudes towards AI, their perceived impact of AI on talent acquisition processes, and the factors that influence their behavioral intentions towards utilizing AI in these processes".

To guide our research, we use the UTAUT as a foundational model to conceptualize how companies in LATAM embrace and perceive using AI for recruitment purposes. UTAUT is a framework for exploring the factors that affect whether or not "people plan to adopt and make use of a new piece of technology. The theory proposes four main determinants, including Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions.

Performance Expectancy: Performance Expectancy refers to how confident an organization is that its use of AI will improve its ability to find and hire qualified candidates. In the workplace, AI could improve precision, shorten the hiring process, and facilitate more informed decisions

with the help of sophisticated analytics and robotic process automation. If people have higher hopes for the results" they'll get from using AI in hiring, they may be more open to its use.

Effort Expectancy. Effort Expectancy measures the simplicity of implementing AI for hiring purposes. Recruiting managers in LATAM will likely investigate how easily AI can be incorporated into their current systems. It is anticipated that AI would be more widely adopted in talent acquisition processes if it is seen as user-friendly and less difficult.

Social Influence: Organizational decisions in LATAM are heavily influenced by the consensus of employees, competitors, and other members of the social ecosystem. Employers' acceptance and use of AI in talent acquisition will be heavily influenced by how well AI in recruitment is welcomed and promoted within their professional and social networks.

Facilitating Conditions: This is the extent to which companies believe their internal systems and technology can accommodate the usage of AI for hiring purposes. The acceptance and implementation of artificial intelligence (AI) in Latin America are heavily influenced by factors such as resource availability, technical assistance, and organizational readiness.

To investigate how the unique cultural and economic contexts of LATAM influence employers' views on AI in talent acquisition, it is necessary to have a firm grasp of the conceptual framework based on UTAUT. Access to AI expertise and organizational support will influence employers' perception of facilitating conditions, and the localized interpretations and implementations of AI in recruitment in the dynamic LATAM region will shed light on the adaptive capacities and future trajectories of AI incorporation in talent acquisition processes in emerging markets. The adoption and integration of AI technology into LATAM human resource practices will be influenced by employers' perceptions of the availability or absence of conducive conditions. Employers' perspectives on how AI will affect LATAM talent

acquisition are best "understood through the lens of the Unified Theory of Acceptance and Use of Technology (UTAUT). The UTAUT model provides a framework for systematically analyzing the elements that influence employers' acceptance and use of AI technology in talent acquisition through the constructs of performance expectancy, effort expectancy, social influence, and facilitating conditions. The impact that artificial intelligence (AI) will have on hiring is subject to employers' expectations of its performance, convenience of use, social influence factors, and the presence of favorable conditions. To better understand how AI is being used in LATAM, this conceptual framework will be used to guide an empirical study of employers' perceptions of AI's impact on talent acquisition in the region. To understand these relationships more deeply, the framework also includes an examination of the various factors that may influence HR managers' attitudes and behavioral intentions towards AI. These factors (moderating variables) include, but are not limited to, organizational culture, economic conditions, and existing technology infrastructure.

Through this framework, this study explores the interactions between these various constructs within the unique cultural and economic context of the LATAM region. It will provide an analytical lens to understand the complexities of AI adoption in talent acquisition and guide the subsequent data collection and analysis processes. This framework provides an underpinning structure that will guide the research design, methodology", and data interpretation of this study.

3.2   Operationalization of Theoretical Constructs and Hypothesis

To study the perceived impact of using AI for Talent Acquisition, I propose a theoretical model, underpinned by the basic premises Unified Theory of Acceptance and Use of Technology (UTAUT) *(Venkatesh et. al, 2003)*. Facilitating Condition, Peer Influence,

Performance Expectancy, Effort Expectancy and Attitude (Dwivedi et. al, 2019; Rana et al., 2016) are the variables adopted from UTAUT.

Figure 1: *Hypothesis Framework*
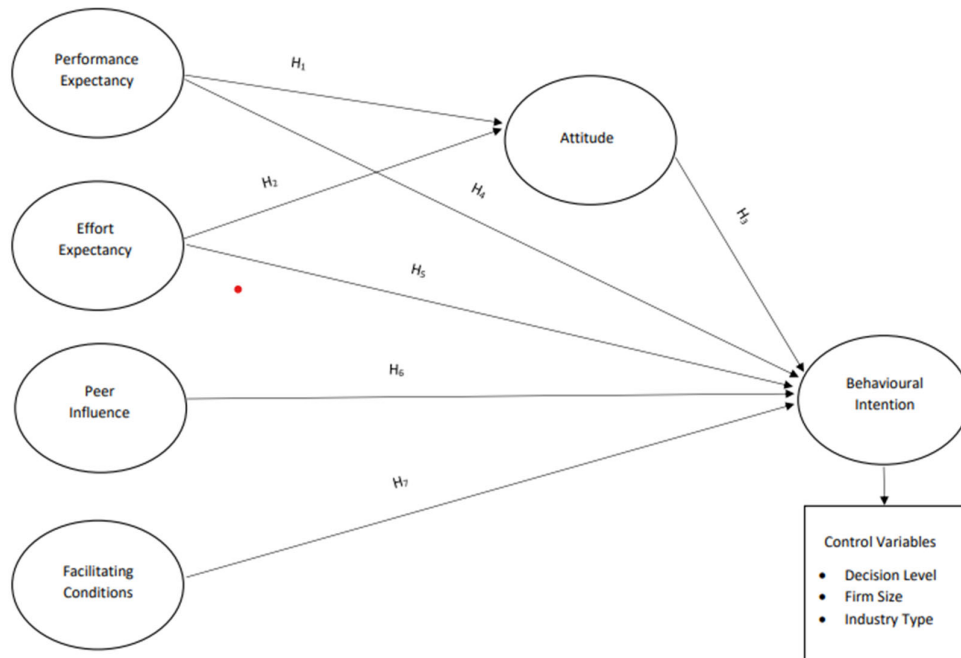
Behavioral Intention: The willingness of HR managers to use AI for Talent Acquisition. (Venkatesh et al., 2012)

Attitude: HR managers' positive or negative feelings regarding the use of AI for Talent Acquisition.

Performance Expectancy: The degree of belief of the HR manager using AI will help achieve efficiency in Talent Acquisition. (Venkatesh et al., 2003)

Effort Expectancy: The Degree of ease associated with the use of AI for Talent Acquisition. (Venkatesh et al., 2003)

Facilitating Condition: HR managers' belief about infrastructure exists to support the use of AI for Talent Acquisition. (Venkatesh et al., 2003)

Peer Influence: The degree to which the HR manager perceives that his industry peers believe he or she should use AI for Talent Acquisition (Venkatesh et al., 2003)".

Hypotheses of the Study

H_1 – Performance Expectancy will have a significant influence on the attitude of the HR managers towards the use of AI for Talent Acquisition

H_2 – Effort Expectancy will have significant influence on the attitude of the HR managers towards the use of AI for Talent Acquisition

H_3 – Attitude will have a significant influence on the behavioural intention to use AI for Talent Acquisition

H_4 – Performance Expectancy will have a significant influence on the behavioural intention to use AI for Talent Acquisition

H_5 – Effort Expectancy will have a significant influence on the behavioural intention to use AI for Talent Acquisition

H_6 – Peer Influence will have a significant influence on the behavioural intention to use AI for Talent Acquisition

H_7 – Facilitating Conditions will have significant influence on the behavioural intention to use AI for Talent Acquisition

3.4   Research Objective and Questions

Research Objective:

The primary objective of this study is to understand employers' perceptions regarding the impact of Artificial Intelligence (AI) on Talent Acquisition within Latin America (LATAM). Specifically, the focus is on discerning HR managers' attitudes towards the efficacy of AI

integration in talent acquisition processes in the LATAM context, along with identifying the factors that shape their behavioral intentions towards its use.

Research Questions:

Given this overarching research objective, this investigation aims to answer the following research questions:

1. What is the perceived impact of AI on Talent Acquisition processes as understood by HR managers in LATAM countries?

2. How does HR managers' attitude towards AI influence its application and perceived effectiveness in Talent Acquisition within the LATAM region?

3. What factors are perceived by HR managers in LATAM as influencing their behavioral intentions towards utilizing AI in Talent Acquisition processes?

Through these questions, this research aims to shed light on the current state of AI utilization in talent acquisition within LATAM, offering insights into the potential benefits and challenges associated with its broader adoption. It also seeks to contribute to the existing body of knowledge on AI's role in Talent Acquisition, specifically in emerging economies such as those in the LATAM region.

3.5   Research Design

The present investigation seeks to address the research question within post-positivist epistemology, favoring the use of quantitative research design. This research paradigm enables us to draw upon statistical methods to scrutinize the data collected from the field (Creswell, 2014). This study adopted a structural equation modeling (SEM) design to construct a predictive model of interrelated variables. This robust quantitative methodology permits the

simultaneous estimation of multiple dependent relationships and handling of measurement errors (Byrne, 2016).

3.6   Population and Sample

3.6.1   Population

The population of interest for this study includes human resource managers of mid-to large-size tech companies operating in Latin America. A purposive sampling technique will be used for the study, as the respondents must be aware of AI to answer the questionnaire, thereby enhancing the generalizability of the findings.

3.6.2   Sample Size

G* Power software has been used to compute the required sample size needed for the proposed research model and the results of the software are shown in Figure -2.

Figure 2:   **Minimum Sample Size**
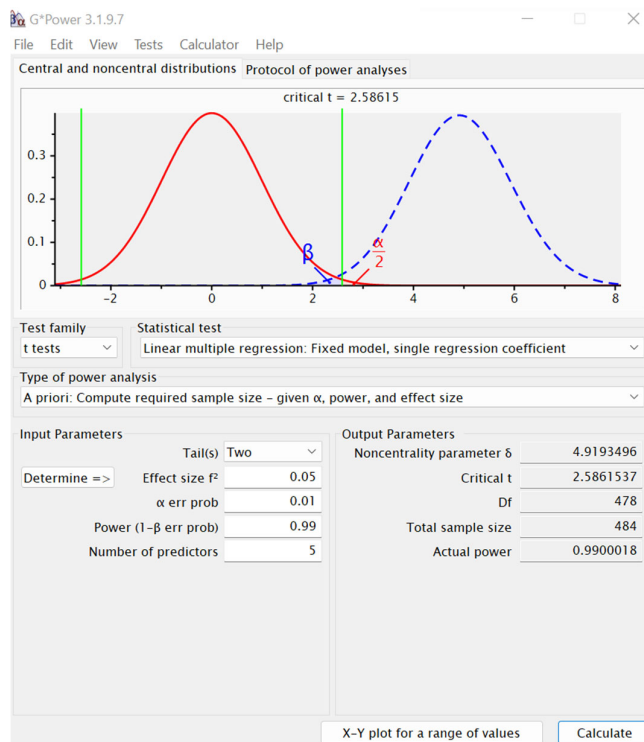
As the required sample size is 484, to ensure statistical accuracy of the model and to reduce Type I and II errors, I propose a sample size of 600. I believe the increased sample size will ensure the robustness of the results.

3.7   Participant Selection

The identification and selection of study participants require an approach that aligns "with the aims of the study and the specific population of interest. In this study, we target human resource (HR) managers of mid-to-large-size tech companies operating in Latin America who have knowledge of AI. The rationale for focusing on this demographic rests on their likely exposure to and engagement with AI technologies, given the nature of their roles within the tech sector.

We adopted a purposive sampling technique to identify the study participants. Purposive sampling, a type of non-probability sampling, is predicated on the researcher's judgment and purpose of the study, selecting individuals most able to contribute valuable insights (Palinkas et al., 2015). Given that the research question requires respondents with a certain level of awareness and experience with AI technologies", purposive sampling appears to be the most appropriate approach.

HR managers were selected via a two-step process. First, we identify mid-to large-size tech companies operating in Latin America using public databases and business directories. Upon establishing a list of potential organizations, we "will reach the HR departments to identify suitable respondents.

3.8   Instrumentation

Data will be collected using a structured questionnaire, which ensures that the same set of questions is posed in a predetermined order, thus minimizing potential researcher bias. The questionnaire will incorporate validated scales adapted from previous research to measure the

independent variables (HR practices and diversity management practices) and dependent variable (organizational performance).

3.9   Data Collection Procedures

Data collection will be administered electronically using a secure, web-based platform that allows for a broad geographic reach, expedited data collection, and enhanced data management. A detailed email will be sent to potential participants outlining the purpose of the study, the voluntary nature of participation, and assurance of confidentiality and anonymity to remove social desirability bias.

Data were collected using a structured questionnaire. This approach ensured consistency in the data collection process, allowing for accurate comparisons across all participants while mitigating potential investigator bias. The questionnaire consisted of validated measurement scales from prior research to capture the latent constructs underlying our structural model. An introductory email will outline the purpose of the study, underscore the voluntary nature of participation, and guarantee confidentiality.

After data collection, we used a suitable software package for statistical analysis. Preliminary analyses involved descriptive statistics and correlation matrices to understand the data distribution and initial associations among variables. Subsequently, a structural equation modeling (SEM) approach was implemented to simultaneously assess the complex interplay between multiple variables". SEM's ability of SEM to control for measurement errors and test indirect effects is particularly beneficial for our predictive model.

3.10   Validity and Reliability

A pilot study will be "conducted prior to full-scale data collection to ascertain the reliability and validity of the questionnaire. Cronbach's alpha was calculated post-pilot to establish the

internal consistency. Additionally, we confirm construct validity via confirmatory factor analysis (CFA) to verify the hypothesized relationships between the observed indicators and their respective latent constructs (Hair et al., 2010).

Content validity was ensured through the adoption of validated scales. Finally, model fit indices were used to assess the overall fit of the model to the observed data, further ensuring the validity of the findings" (Hu & Bentler, 1999).

3.11   Ethical Considerations

This study strictly adhered to the ethical guidelines of the American Psychological Association. Respect for the dignity, privacy, and confidentiality of the participants will be paramount throughout the research process. All participants will be provided with an informed consent form detailing the nature of the research, potential risks, benefits, and their rights as participants, including the right to withdraw at any stage without penalties.

3.12   Research Design Limitations

Despite its strengths, our quantitative research design had inherent limitations. We acknowledge that purposive sampling may "not reflect the broader population as accurately as probability sampling methods. However, given the specialized nature of our research question and the requirement for AI-specific knowledge, this approach optimizes the depth and relevance of the data to be gathered. Likewise, the cross-sectional nature of our study precludes the establishment of causal relationships, thus limiting our findings to predictive associations. Furthermore, the possibility of a social desirability bias arising from self-reported data cannot be discounted. Finally, the focus on the Latin American tech sector may restrict the generalizability of our findings across other industries or geographical" locations.

3.13 Summary

The quantitative design of this study, employing SEM, enables a comprehensive analysis of interrelated variables within our proposed model. A systematic approach to data collection and analysis, paired with rigorous ethical standards, seeks to "ensure the reliability, validity, and generalizability of our research findings. In summary, our participant selection strategy, grounded in the purposive sampling technique, aims to recruit HR managers from the tech sector in Latin America who are best positioned" to offer insightful responses to our research inquiry. The process will be executed with utmost respect to ethical principles, ensuring transparency, autonomy, and the right to privacy for all participants.

CHAPTER 4: RESULTS

4.1 Assessment of Measurement Models

Since each indicator variable in this study is reflective in nature, the assessment of reflective measurement models involves determining the internal consistency, convergent validity, discriminant validity, and reliability of the model. (Hair et al, 2010).

Internal reliability, as stated by Hajjar, S.T. (2018) evaluates the consistency of results across factors within a test and it is ensured by looking into the indicator loadings, which are shown in Table 4.1.

Table 4.1
Factor Loadings

Construct	Item	Loading
Performance Expectancy	PE01	0.866
	PE02	0.833
	PE03	0.807
	PE04	0.910
	PE05	0.823
Effort Expectancy	EE01	0.858
	EE02	0.889
	EE03	0.865
	EE04	0.891
	FC01	0.872

Facilitating Condition	FC02	0.885
	FC03	0.823
	FC04	0.897
Peer Influence	PI01	0.901
	PI02	0.899
	PI03	0.850
Attitude	AT01	0.934
	AT02	0.857
	AT03	0.933
Behavioural Intention	BI01	0.924
	BI02	0.855
	BI03	0.917

The amount of variance shared by the individual variables and the concept they are connected with is explained by indicator loadings. Reflective measurement types' indication reliability is defined by the Factor loadings. Table 4.1 shows that all of our measurement models' indicator loadings are greater than the suggested critical value of 0.708. With a critical value of 0.708, it can be inferred that the construct in question accounts for over 50% of the variance in the associated indicator, which signifies sufficient item reliability. Consequently, it can be concluded that the model used in the research has a satisfactory level of reliability and internal consistency.

After ensuring reliability, "the next step is to assess internal consistency and convergent validity. The composite reliability and ρA is used to assess the internal consistency of reflective constructs, and AVE (Average Variance Extracted) is used to assess the convergent validity of

reflective constructs. Composite reliability, ρA and AVE of our assessment model" is shown in Table 4.2.

It can be seen from "Table 4.2, that both the composite reliability and ρA lies in between the recommended thresholds of 0.70 and 0.95. and all the AVE values exceed the recommended critical value of 0.5. Thus, we can say that our reflective assessment model has satisfactory level of internal consistence as well as convergent validity".

Table 4. 2
Reliability and Validity

Constructs	ρA	Composite Reliability	AVE
Performance Expectancy	0.907	0.928	0.720
Effort Expectancy	0.905	0.929	0.767
Peer Influence	0.924	0.928	0.720
Facilitating Condition	0.892	0.897	0.925
Attitude	0.894	0.934	0.826
Behavioural Intention	0.881	0.927	0.808

Source: Primary Data

The "final step in the assessment of reflective measurement model is to ensure discriminant validity, which explains the extent to which each construct is empirically separate from other construct. Hetrotrait-monotrait (HTMT) ratio is used to assess the discriminant validity of the model. The HTMT values are shown in Table 4.3. HTMT is the mean correlation value of items across constructs in relation to the geometric mean of average correlations for item measuring the same construct. When HTMT values are high, discriminant validity is said to be low. It can be seen from Table 4.3., that all the HTMT values of our reflective measurement

model are significantly lower than the conservative threshold limit of 0.85. Thus, it can show

that discriminant validity of our model is satisfactorily established".

Table 4. 3:
Hetrotrait-monotrait (HTMT) Ratio of Correlations

	Attitude	Behavioural Intention	Effort Expectancy	Facilitating Conditions	Peer Influence
Behavioural Intention	.654				
Effort Expectancy	.786	.526			
Facilitating Conditions	.447	.383	.404		
Peer Influence	.465	.489	.42	.556	
Performance Expectancy	.443	.386	.369	.352	.377

Source: *Primary Data*

4.2   Structural Model Assessment

The assessment of the structural model involves "checking the collinearity issues, the relevance

and significance of path coefficients and checking the models' explanatory and predictive

power (Hair et al.,2019) The results of our structural model were shown in Table 4.4 and the

significance of the path coefficients with relevant hypothesis has been separately shown in

Figure 4.1.

VIF (Variance Inflation Factor) is used to check collinearity issues in the model. It can be seen

from Table 4.4, that the VIF values are close to 3 and lower. The largest inner VIF value of our

model construct is 3.4 (Hair et. al, 2019). Thus, we can say that collinearity is not at critical

level in the inner model and will not affect the regression results. Next, we examine path

coefficients' size and significance. With respect to control variables, decision level has

significant constructs namely performance expectancy (β = 0.448), effort expectancy (β = 0.183), peer influence (β = 0.212), and facilitating condition (β = 0.166); firm size has significant impact on four constructs namely performance expectancy (β = -0.271), effort expectancy (β = -0.32), facilitating condition (β = -0.214), and attitude (β = -0.099); and industry has significant impact on only two constructs namely effort expectancy (β = 0.267), and attitude (β = 0.126). However, control variables don't have any significant impact on the endogenous construct (behavioural intention) of the model.

Figure 4.1 illustrates the size and significance of path coefficients between the endogenous and exogenous constructs. It can be seen from figure 4.1, that performance expectancy (β = 0.172) and effort expectancy (β = 0.628) have significant positive correlation with attitude; performance expectancy (β = 0.172), peer influence (β = 0.212) and attitude (β = 0.398 have significant positive correlation with behavioural intention (endogenous construct).

A look into the R^2 values in Table 4.4 shows, that performance expectancy and effort expectancy are the important predictor constructs in explaining attitude (R^2 = 0.541); and peer influence, performance expectancy and attitude were the three major predictor constructs in explaining the behavioral intention (0.4). As the R^2 value of the endogenous construct is between 0.25 and 0.50, the model has achieved moderate level of success" in explaining the behavioral intention to use artificial intelligence in talent acquisition in LATAM.

Figure 3: Structural Model Results
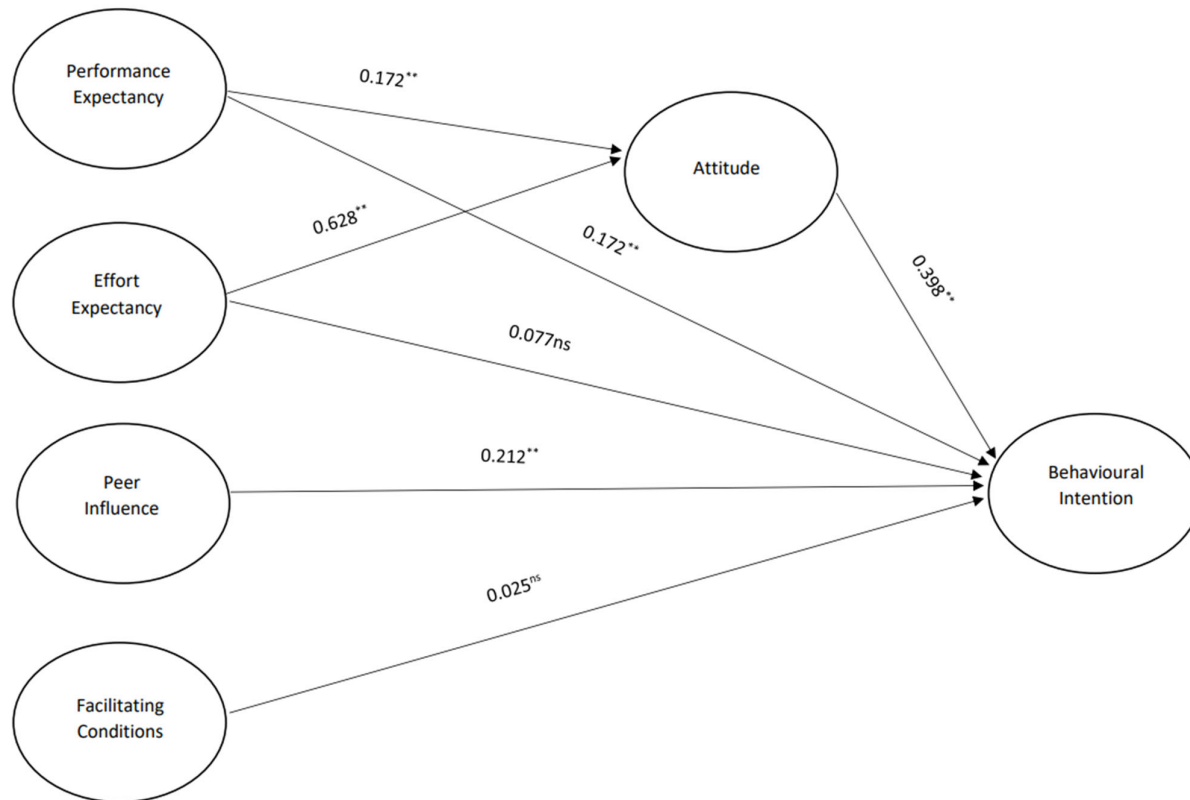
Note: In the above structural model, gender, age and income have been considered as control variables.

** = p<0.05; ns = Not Significant

Table 4.4:
 Structural Model Results

Outcome	R Sq.	Predictor	Direct Paths & Hypotheses	β	CI	Significance?	f^2	VIF
Performance Expectancy	0.146	CV	Decision Level -> Performance Expectancy	0.448	[0.363; 0.532]	Yes	0.136	1.732
		CV	Firm Size -> Performance Expectancy	-0.271	[-0.382; -0.148]	Yes	0.035	2.455
		CV	Industry -> Performance Expectancy	-0.093	[-0.226; 0.039]	No	0.003	3.187
Effort Expectancy	0.08	CV	Decision Level -> Effort Expectancy	0.183	[0.089; 0.276]	Yes	0.021	1.732

		CV	Firm Size -> Effort Expectancy	-0.32	[-0.434; -0.206]	Yes	0.045	2.455
		CV	Industry -> Effort Expectancy	0.267	[0.126; 0.406]	Yes	0.024	3.187
Peer Influence	0.032	CV	Decision Level -> Peer Influence	0.212	[0.102; 0.321]	Yes	0.027	1.732
		CV	Firm Size-> Peer Influence	-0.109	[-0.229; 0.009]	No	0.005	2.455
		CV	Industry -> Peer Influence	-0.09	[-0.232; 0.055]	No	0.003	3.187
Facilitating Condition	0.04	CV	Decision Level -> Facilitating Condition	0.166	[0.05; 0.281]	Yes	0.017	1.732
		CV	Firm Size -> Facilitating Condition	-0.214	[-0.302; -0.121]	Yes	0.019	2.455
		CV	Industry -> Facilitating Condition	0.13	[-0.004; 0.262]	No	0.006	3.187

Attitude	0.541	PE	Performance Expectancy -> Attitude	0.172	[0.094; 0.255]	Yes	0.05	1.277
		EE	Effort Expectancy -> Attitude	0.628	[0.55; 0.697]	Yes	0.726	1.186
		CV	Decision Level -> Attitude	0.022	[-0.046; 0.087]	No	0.001	1.97
		CV	Firm Size -> Attitude	-0.099	[-0.182; -0.012]	Yes	0.008	2.609
		CV	Industry -> Attitude	0.126	[0.034; 0.221]	Yes	0.01	3.3
Behavioural Intention	0.4	PE	Performance Expectancy -> Behavioural Intention	0.172	[0.094; 0.255]	Yes	0.007	1.396
		EE	Effort Expectancy -> Behavioural Intention	0.077	[-0.041; 0.203]	No	0.005	2.087

				CI			
PI	Peer Influence -> Behavioural Intention	0.212	[0.098; 0.317]	Yes	0.05	1.492
FC	Facilitating Condition -> Behavioural Intention	0.025	[-0.073; 0.126]	No	0.001	1.444
AT	Attitude -> Behavioural Intention	0.398	[0.255; 0.528]	Yes	0.115	2.287
CV	Decision Level -> Behavioural Intention	0.059	[-0.012; 0.136]	No	0.003	1.975
CV	Firm Size-> Behavioural Intention	0.077	[-0.054; 0.219]	No	0.004	2.645
CV	Industry -> Behavioural Intention	-0.091	[-0.236; 0.049]	No	0.004	3.4

CI = 95% bootstrap two-tailed confidence interval, CV = Control Variable, PE = Performance Expectancy, EE = Effort Expectancy, FC = Facilitating Conditions, PI = Peer Influence, AT = Attitude

4.3   Predict Relevance of the Model

Table 4.4 indicates that "the model has achieved moderate level of success (Hair et al., 2019) in explaining the behavioral intention to use artificial intelligence in talent acquisition in LATAM, the R^2 value of the endogenous construct (0.4) is between 0.25 and 0.50. However, the R^2 statistics explains only the in-sample explanatory power of the model. In order to assess the out-of-sample predict relevance of our model for artificial intelligence adoption Q^2 values has been obtained for major constructs using blindfolding technique" and the results are shown in Table 4.5.

Table 4.5: Predict Relevance of the Model

Construct	Q² Predict
Attitude	0.44
Behavioural Intention	0.314

Source: Primary Data

Table 4.5 demonstrates that the Q2 predict values exceed zero. It's worth mentioning that Q2 predict is utilized to confirm that the forecasts have surpassed the most basic benchmark, which is defined as "the average of indicators from the analyzed sample". This validates the model's out-of-sample predictive capability

CHAPTER V: DISCUSSION

5.1   Introduction

This study aimed to help reduce the gap in the literature and industry regarding the use of Artificial Intelligence in talent acquisition, specifically in LATAM, by investigating the influence of various driving factors and "obstacles in the use of AI in talent acquisition in LATAM. To this end, an assessment of the reflective and structural measurement models was conducted to understand the impact of the different constructs on the use of AI in talent acquisition. The results of the study showed that the reflective and structural measurement models have satisfactory levels of internal reliability, internal consistency, convergent validity, and discriminant validity, and that the structural model has achieved a moderate level of success" in explaining the behavioral intention to use artificial intelligence in talent acquisition in LATAM. These results are further discussed below.

5.2   SUMMARY OF THE STUDY AND FINDINGS

5.2.1   *The perceived impact of AI on Talent Acquisition processes, as understood by HR managers in LATAM countries*

The findings of this "study show a positive and statistically significant correlation between HR managers' expectations of AI's usefulness in improving the efficiency of the talent acquisition process and their attitudes and intentions about the adoption. These results are in line with those found by Loh et al., (2023) and Wynn & Lam, (2023), who also stressed the importance of personal factors such as innovativeness, creativity, and work experience in determining whether an organization will accept, adopt, or deploy artificial intelligence. These findings provide further

evidence that HR managers' perceptions have a significant impact on their views, attitudes, and intentions towards the employment of AI in the hiring process.

Managers in the human resources field whose faith in AI is weaker are more likely to have negative attitudes toward its implementation, while those whose faith is higher are more likely to have favorable attitudes. This research supports the hypothesis that HR managers' attitudes toward and perceptions of AI's ability to help achieve Talent Acquisition efficiency are intertwined. The successful use of AI in the recruitment process depends on HR managers, who maintain a positive outlook on technology. However, it is important to recognize that HR managers' perspectives on AI adoption can vary, with some adopting a neutral stance and not leaning heavily in any direction. Therefore, it is essential to investigate various perspectives on AI adoption among HR managers to gain a complete comprehension of this issue.

This results present noteworthy insights into the relationship between human resource (HR) managers' expectations regarding the usefulness of artificial intelligence (AI) in enhancing the efficacy of talent acquisition processes. The study demonstrates a positive and statistically significant correlation between HR managers' expectations of AI's utility in improving talent acquisition efficiency and their attitudes and intentions towards adopting this technology. Remarkably, these findings align with previous research conducted by Pan et al. (2023), further emphasizing the importance of personal factors such as innovativeness, creativity, and work experience in determining organizational acceptance, adoption, or deployment of AI.

The findings from the research shed important light on the connection between HR managers' hopes about AI's ability to improve the efficiency of talent acquisition and the reality of that potential. Human resource managers' optimism in artificial intelligence's potential to boost the

effectiveness of talent acquisition is positively correlated with their openness to adopting the technology, as shown by the research. Remarkably, these results coincide with those of Lauterbach (2019), highlighting the significance of individual characteristics like inventiveness, originality, and work experience in determining the acceptance, adoption, or deployment of AI by an organization. The findings provide important evidence in support of the hypothesis that HR managers' views significantly impact their attitudes and intentions about the incorporation of AI into the hiring process. Notably, managers who have a lower level of trust in the efficacy of AI technology are more likely to have negative attitudes about its implementation, whereas those with a higher level of trust are more likely to have positive attitudes. These findings provide light on the many factors HR managers must take into account when deliberating over whether or not to implement AI by providing insights into the cognitive and psychological characteristics behind their opinions. Furthermore, the findings provide important evidence in support of the hypothesis that HR managers' views significantly impact their attitudes and intentions about the incorporation of AI into the hiring process. Notably, managers who have a lower level of trust in the efficacy of AI technology are more likely to have negative attitudes about its implementation, whereas those with a higher level of trust are more likely to have positive attitudes. These findings provide light on the many factors HR managers must take into account when deliberating over whether or not to implement" AI by providing insights into the cognitive and psychological characteristics behind their opinions.

5.2.2 Effect of HR managers' attitude toward using AI for Talent Acquisition in LATAM countries

Results showed that the degree of belief of the HR manager that using AI will help to achieve efficiency in Talent Acquisition (performance expectancy) is significantly and positively associated with the HR managers' feelings about "the use of AI for Talent Acquisition (attitude), as well as the degree of willingness of HR managers to use AI for Talent Acquisition (behavioral intention). Therefore, HR managers with low beliefs that using AI to make recruitment decisions will make them successful are more likely to report negative feelings, while HR managers with high beliefs that using AI to make recruitment decisions will make them successful are more likely to report positive feelings about the use of AI in Talent Acquisition. This is in line with the results of Chae et al., (2023), who found that the significance of individual factors such as personal innovativeness, creativity, and work experience that support innovation activities and lead to creativity have an impact on the acceptance of AI and its adoption and deployment by individuals in their organization.

This is further supported by Dube et al., (2020), who stated that the attitude toward an innovation will affect an individual's readiness to adopt it in the organization, and by Albert (2019), who found that a lower degree of belief of HR managers about AI negatively affected their willingness to adopt AI. However, this may be caused by an increased sense of uncertainty and risk that arises from the uncertainty of the effects of AI in the future, as well as a lack of understanding of the use of AI. There is a need for HR managers in LATAM countries to consider that the degree of their beliefs that using AI will help achieve efficiency in Talent Acquisition (performance expectancy) is the primary factor that affects their feelings about the use of AI in Talent Acquisition (attitude).

This is the case, although in the context of using AI in the HR department, because, in this case, the efficiency expected of HR managers is the ability to make recruitment decisions through the use of AI. In this context, it is important to have a positive attitude towards using AI to achieve efficiency in Talent Acquisition.

The finding that HR managers' beliefs about the efficacy of AI in Talent Acquisition positively influence their attitudes and behavioral intentions aligns with prior research. Studies have consistently shown that individuals are more inclined to adopt and use innovation when they believe in its effectiveness and potential benefits (Sharma et al., 2022; Wynn & Lam, (2023).

Loh et al., (2023) highlight the impact of individuals' innovativeness, creativity, and work experience on the adoption and implementation of AI in organizations, lending credence to the idea that HR managers' beliefs play a significant role in shaping their perspectives on the use of AI in the recruitment process. It is possible that the ambiguity and risk associated with AI deployment can limit its acceptance, as suggested by Suseno et al., (2023), who discovered that a lower degree of belief in AI has a negative impact on HR managers' readiness to adopt it. This finding highlights the need to alleviate HR managers' concerns and help them gain deeper appreciation for AI.

Although the present research highlights performance expectancy as the key factor impacting attitudes towards AI (i.e., the assumption that employing AI will assist in achieving efficiency in Talent Acquisition), it is crucial to note that other factors may also come into play. Previous research has identified additional factors, such as perceived ease of use, system compatibility, and organizational support, as influential predictors of individuals' attitudes towards technology adoption (Davis, 1989; Unal & Uzun, 2020).

The focus of this research on HR managers in LATAM countries introduces a cultural context that may differ from other regions. Cultural factors, such as individualism-collectivism and power distance, have been found to influence individuals' attitudes and behaviors towards technology adoption (Li et al., 2020). Therefore, it is important to consider the potential impact of cultural differences on the findings of this study, and how they may align or contrast with the existing literature.

The suggestion is that HR managers with low beliefs in AI are more likely to report negative feelings, and those with high beliefs are more likely to report positive feelings aligned with general expectations. However, it is worth noting that individual attitudes can vary greatly, and some HR managers may hold neutral attitudes towards AI that are neither strongly positive nor negative. Understanding the range and diversity of attitudes towards AI adoption among HR managers would provide a more comprehensive understanding of this topic.

The findings further showed that the degree of ease associated with the use of AI for Talent Acquisition (effort expectancy) is strongly related to HRM's attitude towards the use of AI for Talent Acquisition. This result is consistent with Pillai and Sivathanu (2020) who agreed that the ease and usefulness of AI will be influenced by the attitudes of organizational leaders. This finding also agrees with the study by Park et al. (2022), where technology acceptance as a predictor for technology use; the more positive the HR professionals' attitude, the higher the technology use and acceptance. Contrary to our expectations, the degree of ease associated with the use of AI for Talent Acquisition does not have a significant influence on HR managers' willingness to use AI for Talent Acquisition (behavioral intention). This is contrary to the findings of Cao et al. (2021) and Alam et al. (2021), who found that a high attitude towards using AI in recruiting was a

significant predictor of behavioral intentions. The reason behind this could be that, for most HR managers, the HR department has a major task for their business, which includes recruiting, selecting, and assessing the performance of the employees. This implies that their focus will be on their existing recruitment process, which might limit their focus on the adoption of AI as a recruiting and selection process to fill vacant positions.

The findings also showed that the degree to which HR managers perceive that their industry peers should use AI for Talent Acquisition (peer influence) is positively and significantly associated with their degree of willingness to use AI for Talent Acquisition. This finding agrees with previous results that HR managers are more likely to use AI if their colleagues use it (Finlay & Takeda, 2021; Bachmann et al., 2022). In addition to peer influence, the degree to which they see their industry peers have adopted AI for Talent acquisition has also had a positive and significant influence on their willingness to use AI for Talent acquisition. This is also consistent with the finding that the extent to which managers in a particular industry use a particular technology is an important factor in their intention to use it (Horodyski, 2023). This indicates that there is a social influence generated in the technology adoption context where the degree to which one sees a particular behavior performed by one's industry peers would impact one's intentions to adopt a new technology, such as AI (Wamba-Taguimdje et al., 2020).

However, HR managers' belief about the infrastructure to support the use of AI for Talent Acquisition (facilitating condition) does not have any significant association with the degree of willingness of HR managers to use AI for Talent Acquisition. This result negates our expectations, as suggested by Allal-Chérif et al., (2021), that there should be a significant association between the conditions facilitating the use of AI for Talent Acquisition and the degree of willingness of HR

managers to use the technology. Therefore, even if we have good infrastructure to support the use of AI for Talent Acquisition, it will not influence HR managers' tendency to use the technology. The import of this is that the use of AI is not conditional on HR managers who have confidence in their current infrastructure. It may be the case that this relationship may not hold if there is an increase in HR managers' confidence in the infrastructure. A future study could address this limitation.

Perceived usefulness refers to the extent to which individuals believe that using a particular technology enhances their job performance and productivity. This aligns with the findings of the present study that HR managers' beliefs about the efficacy of AI in Talent Acquisition positively influence their attitudes and behavioral intentions. The degree of belief that using AI will help achieve efficiency in Talent Acquisition (performance expectancy) was found to be significantly and positively associated with HR managers' feelings and willingness to adopt AI.

Perceived ease of use, on the other hand, relates to the degree to which individuals perceive that using a technology is free from effort and complexity. While the present study shows that the degree of ease associated with the use of AI for Talent Acquisition (effort expectancy) strongly influences HR managers' attitudes, it contradicts prior research by not finding a significant influence on behavioral intentions. This discrepancy may be due to the specific context of HR managers in LATAM countries, where their focus may be on existing recruitment processes, limiting their focus on the adoption of AI for Talent Acquisition.

In support to the UTAUT framework, this study also considers the influence of peer influence on HR managers' willingness to use AI for Talent Acquisition. This aligns with previous research that suggests that individuals are more likely to adopt technology if their peers use it (Stackhouse,

2020; Bachmann et al., 2022). This study found that the degree to which HR managers perceive their industry peers using and adopting AI for Talent Acquisition positively influences their willingness to adopt AI. This social influence factor highlights the importance of observing and considering the behavior of industry peers in technology adoption decisions.

The study found no correlation between HR managers' confidence in their ability to implement AI for Talent Acquisition and their openness to doing so (an enabling condition). This study suggests that HR managers' propensity to accept AI technology may be unaffected by the presence of a solid infrastructure that enables its use. However, it is worth noting that if HR managers start to feel more secure with the system in place, things could change.

The findings of this study, which stress HR managers' views, attitudes, and the impact of their peers while deciding whether to implement AI for Talent Acquisition, are consistent with the UTAUT framework. Human resource managers' perspectives and plans regarding the implementation of AI can be better understood by considering not only cultural aspects but also other indicators of technology acceptance, such as perceived ease of use and organizational support.

In conclusion, this research emphasizes the significance of HR managers' perceptions of the efficacy of employing AI to achieve efficiency in Talent Acquisition by affecting their attitudes and behavioral intentions. It stresses the significance of HR managers in LATAM countries having a positive outlook on the use of AI to enhance efficiency in Talent Acquisition, while also considering the impact of peer behavior and cultural considerations".

5.2.3 Factors affecting HR managers' behavioral intentions towards using AI for Talent Acquisition in LATAM countries

The results showed that an increase in decision level significantly impacts the degree of belief of the HR manager in using "AI for Talent Acquisition. This finding is in line with the results of Von Krogh, (2018), who claimed that the use of the decision-making level would raise the degree of belief of the manager because the decision-making level can provide the manager with the latest knowledge and information. In addition, Malik et al., (2023) revealed that an increase in information sharing among company members leads to an improvement in the degree of belief.

Likewise, decision level affects the degree of ease associated with the use of AI, HR managers' beliefs about the existence of infrastructure, and the degree to which HR managers perceive that their industry peers believe they should use AI for Talent Acquisition. These results are supported by Przytuła et al. (2020), who found that HR managers tend to choose new HR tools when the HR manager believes that other HR managers believe it is necessary to use them. In addition, this finding is supported by Zeebaree et al. (2019), who showed that the ease of use of an HR tool influences the decision to use the tool by HR manager. Similarly, Sharma and Panicker (2022) revealed that HR managers' perception of others' perceived ease of decision (i.e., managers perceive that other managers believe they are likely to use AI for Talent Acquisition) has a positive influence on their intention to use technology.

These results are supported by Qin et al. (2021), who claimed that ease of use of technology tools is significantly associated with higher trust in company decision-making. Finally, the decision level will affect the degree of HR managers' beliefs about the possibility that AI can replace HR managers. However, the use of AI for talent acquisition can reduce the number of employees

needed to meet business goals, reduce overall operating costs, reduce expenses, and improve the profitability of business firms (Johnson et al., 2020). Therefore, improved decision making at higher levels can boost HR managers' optimism about being automated out of a job.

Researchers have shown that HR confidence that AI may improve efficiency in Talent Acquisition declines as company size decreases, though only to a certain extent. This suggests that as a company grows in size, the HR department's confidence that AI can improve efficiency in the Talent Acquisition process decreases. Zuhroh (2019) corroborated this finding by stating that larger firms are more likely to use AI. This could be due to the fact that in larger companies, only a handful of decision-makers will have the authority to implement AI.

It was also discovered that managers' attitudes toward AI use in Talent Acquisition, as well as the degree of ease associated with its use, were negatively impacted by firm size. This suggests that larger companies would need more time and resources than smaller companies do to carry out their AI ambitions. This is supported by Nirmala and Uma Devi (2016), who discovered that AI for Talent Acquisition will be more accessible to smaller businesses.

This finding is corroborated by Mikalef et al. (2020) and Barham et al. (2020), who found that larger companies face more difficulties in implementing technology than smaller ones because of the necessity for information management. Our findings indicate that this difficulty is magnified for organizations with more substantial HR departments. This could be due to the fact that, as was said earlier, AI is more likely to be used by a wider range of decision-makers in larger organizations, leaving the HR department without the authority to make technology-based decisions like which AI to employ and when to apply it.

Industry was found to significantly influence the degree of ease associated with the use of AI and HR managers' positive and negative feelings about the use of AI. This could be due to the fact that HR departments that are well-staffed in technology-based industries have more capacity to make decisions that are technology-related than those that are in less technology-based industries. This result is in line with the findings of Chen et al. (2020) that industry can influence the likelihood of adopting AI and the impact of adopting AI on an organization. This study suggests that AI adoption is likely to be more difficult for HR functions in the service industry because of its high level of change. The IT industry is likely to have better results than the service industry, because it is associated with higher levels of adoption.

The degree of belief of the HR manager that using AI will help to achieve efficiency in Talent Acquisition and the degree of ease associated with the use of AI were found to have an impact on HR managers' feelings about the use of AI for Talent acquisition. These results are consistent with the literature; for instance, Chowdhury et al. (2023) posited that HR managers are skeptical about AI implementation but perceive the potential benefits of AI application in Talent Acquisition when an organization adopts this technology. Similarly, other research studies (Albert, 2019; Alsaleh, 2022) have also argued that HR professionals need to be willing to adopt AI and aware of its potential benefits.

Furthermore, the degree to which the HR manager perceives that his industry peers believe he or she should use AI for Talent Acquisition and the degree of belief of the HR manager that using AI will help achieve efficiency in Talent Acquisition significantly influences the HR managers' willingness to use AI for Talent Acquisition. This finding is in line with that of Premnath et al. (2020), who concluded that the HR Manager's attitude toward using artificial intelligence in the

organization is positively associated with his perceptions that his industry peers are using the technology to perform their job. This is because managers like to emulate those people who are highly ranked within their peer group, and hence, they want to appear in a position to implement AI innovations within their industry. Thus, the high degree of belief of the HR manager regarding the perceived utility of AI and his/her perceptions that industry peers are using it would prompt him/her to develop such technologies and use them in the organization.

In analyzing the factors affecting HR managers' behavioral intentions towards using AI for Talent Acquisition in LATAM countries, several important insights were uncovered. The findings indicate that the level of decision-making plays a significant role in influencing HR managers' beliefs and ease of use associated with AI adoption. This result aligns with previous studies suggesting that decision-making levels can provide managers with the latest knowledge and information, thereby increasing their belief in utilizing AI for Talent Acquisition (Finlay & Takeda, 2021).

Moreover, HR managers' views on the availability of infrastructure, their confidence in the use of AI, and the simplicity of AI adoption are influenced by their position in the chain of command. Consistent with previous research by Li et al., (2021), our results show that HR managers are more likely to implement innovative HR technology when they perceive that their peers in the industry view such adoption as obligatory. Zeebaree et al. (2019) arrived at a similar conclusion, arguing that HR managers' adoption of new technologies is heavily influenced by technology intuition. Sharma and Panicker (2022) discovered that HR managers' optimism over technology adoption is influenced by their belief that their peers have an easy time making decisions related to AI. The

necessity of addressing decision-making, beliefs, and usability to increase AI for Talent Acquisition adoption and use is highlighted by the interplay between these elements.

Moreover, HR managers' confidence in the potential of AI to replace HR managers varies with their access to various levels of decision-making authority. This research implies that HR managers' optimism regarding AI's ability to replace them grows as they gain experience and confidence in making more complex judgments. This finding is in accordance with the anticipated advantages of using AI, such as decreased labor costs, increased productivity, and increased profits (Johnson et al., 2020). Human resource managers become more receptive to the adoption and integration of AI in talent acquisition methods when they recognize the potential of AI to improve their decision-making processes.

On the other hand, research shows that larger companies are less likely to believe that AI can aid Talent Acquisition efficiency. In general, larger organizations are less confident than smaller ones, and adopting AI improves their efficiency in the talent acquisition process. This finding is consistent with research showing that larger organizations have more difficulty embracing change and implementing novel technologies, such as AI (Zuhroh, 2019). Larger companies' decision-making processes are more complicated and involve more people, which could lead to a reduction in faith in AI's efficacy of AI. More streamlined decision-making processes and fewer decision makers may make it simpler for smaller businesses to implement AI. This discovery emphasizes the significance of thinking about how the size of a company affects the views and readiness to adopt AI for Talent Acquisition among HR managers.

Firm size has a detrimental effect on the ease with which AI can be used and on managers' attitudes toward AI adoption. This indicates that larger organizations need more time and money to deploy

AI programs than smaller ones. This confirms previous research by Nirmala and Uma Devi (2016), who found that smaller enterprises adopt AI more easily than larger ones. Implementing AI and other technological solutions may be difficult for larger organizations because of the necessity for efficient information management (Mikalef et al., 2020; Barham et al., 2020). The human resources department of larger companies may have more difficulty deciding when and which artificial intelligence solutions to use.

The simplicity of AI use and HR managers' attitudes toward its adoption were also found to be highly influenced by the type of industry in question. Human resources departments in technology-based sectors, where robust technological infrastructure and expertise exists, are more likely to be equipped to make technology-related decisions than their less tech-savvy counterparts in other industries. Chen et al. (2020) corroborated this finding by arguing that the adoption rate of AI and the effect it has on businesses vary depending on the sector. Artificial intelligence (AI) adoption may be more difficult in the service sector, which is characterized by high levels of change, compared to the IT sector, which has higher levels of adoption and integration of technology.

It was discovered that HR managers' openness to using AI was significantly influenced by their level of confidence in AI's potential to achieve efficiency in Talent Acquisition and the level of convenience associated with AI use. These findings are consistent with research that stresses the necessity for human resource managers to understand the potential benefits of artificial intelligence and be open to its adoption (Alsaleh al., 2023; Albert, 2019; Alsaleh, 2022). Human resources personnel should be aware of and educated on the benefits that AI may offer in the search for new employees. The more people are made aware of the benefits of AI, the more likely they are to embrace the technology and put it to use.

Similarly, HR managers' openness to AI is significantly influenced by their confidence in the technology and conviction that AI should be employed for Talent Acquisition. These results support the argument that human resource managers are impacted by the actions and opinions of their colleagues in the same field (Premnath et al., 2020). Human resource managers can be encouraged to adopt and deploy AI in their talent acquisition methods if they believe that their competitors are doing so. HR managers may be motivated to use AI technology" in the workplace out of the desire to appear innovative within their field and imitate their more successful colleagues.

The findings indicate that HR managers' behavioral intentions toward AI adoption for Talent Acquisition are significantly impacted by decision-making levels, firm size, industry, level of belief, and simplicity of usage. The technological acceptance model serves as a useful framework for analyzing the myriad variables that influence human resource managers' perspectives on AI.

CHAPTER SIX: SUMMARY, IMPLICATIONS AND RECOMMENDATIONS

6.1   Summary

This dissertation explores the impact of HR managers' attitudes toward "the use of Artificial Intelligence (AI) in Talent Acquisition in LATAM nations. The implications and applicability of the findings to organizations, policymakers, and academics are discussed in this chapter. The research's limitations and implications for future research are highlighted in the latter sections".

According to "the findings of this study, HR managers' attitudes and behavioral intentions are significantly influenced by their opinions of AI's effectiveness in achieving Talent Acquisition efficiency. HR managers who believe that AI is valuable are more likely to have positive thoughts and be willing to accept it, whereas those who do not believe it is useful are more likely to have negative attitudes. This study supports prior research suggesting that individuals are more willing to adopt novel technology if they see their utility and potential benefits. These findings emphasize the significance of peer influence in influencing HR managers' preparedness to use AI for Talent Acquisition". HR managers are more likely to adopt AI if their colleagues do and if their industry counterparts have previously used AI for Talent Acquisition. This social influence component highlights the importance of observing and considering the behavior of industry peers when making technology adoption decisions. This implies that creating a social norm around AI adoption for talent acquisition in the HR profession can influence HR managers' willingness to embrace technology.

However, there is no substantial association between HR managers' perceptions of the AI infrastructure and their desire to employ it. This shows that even if a solid infrastructure is in place

The facilitation of AI adoption for talent acquisition may "not necessarily have a direct influence on the inclination of HR managers to embrace technological advancements. Nevertheless, it is crucial to bear in mind that when human resource managers gain increased confidence in the current infrastructure, their dynamic with the organization may undergo alterations. This aligns with the UTAUT framework as it highlights the significance of HR managers' beliefs, attitudes, and peer influence in influencing their inclination to adopt AI for Talent Acquisition. The results of the study emphasize the importance of performance expectancy, which refers to the level of faith HR managers have in the utility of artificial intelligence (AI), as a key determinant of their attitudes and behavioral intentions. Moreover, the findings of the study indicate that there are additional influential factors that influence the attitudes and intentions of HR managers towards the adoption of artificial intelligence (AI) for talent acquisition. These factors, which extend beyond the scope of the Unified Theory of Acceptance and Use of Technology (UTAUT) framework, include cultural factors and other predictors of technology acceptance. Therefore, in order to obtain a comprehensive understanding of HR managers' attitudes and intentions towards AI adoption for talent acquisition", it is necessary to consider these supplementary factors alongside the UTAUT framework.

A significant finding of this study indicates that the decision-making hierarchy significantly influences the attitudes and "perceived ease of use of HR managers in relation to the adoption of artificial intelligence for talent acquisition. Empirical evidence supports the notion that increased degrees of decision-making are associated with a heightened inclination towards utilizing artificial intelligence (AI) in the context of Talent Acquisition. Moreover, the optimistic dispositions exhibited by these individuals towards artificial intelligence (AI) have the potential to influence and encourage other human resources (HR) managers and employees to adopt and integrate AI

technology into their talent acquisition processes. This highlights the need of leadership support and acceptance in the effective application of artificial intelligence in human resources" departments.

Furthermore, HR managers' perceptions of the existence of infrastructure, their perceptions of industry peers' beliefs in AI, and the ease of use associated with AI adoption for talent acquisition were found to be influenced by decision-making levels. HR managers are more likely to accept new HR solutions if their industry peers believe that it is necessary. Furthermore, the simplicity of using HR technologies influences HR managers' decisions to use them. This emphasizes the significance of "addressing decision-making levels to boost the acceptance and use of AI for Talent Acquisition.

Decision-making levels also influence HR managers' belief in the prospect of replacing HR managers with AI. As HR managers make better decisions at higher levels, their conviction in AI's ability to replace them grows. This coincides with the potential benefits of AI utilization, such as reduced labor needs, lower total costs, and increased profitability. Recognizing the potential of AI to improve decision-making processes makes HR managers more amenable to its use and integration into talent acquisition practices.

In contrast, firm size has a negative impact on the degree of belief that AI can help achieve efficiency in Talent Acquisition. Larger firms tend to exhibit lower levels of belief in the effectiveness of AI adoption for talent acquisition to enhance the efficiency of talent acquisition processes. This is supported by previous studies, which indicate that larger firms face more challenges when adopting new technologies, including AI. Larger companies' decision-making processes are more complicated and involve more people, which could lead to a reduction in faith

in AI's efficacy. It may be easier for smaller businesses to implement AI because of their centralized decision-making processes and smaller groups of decision makers.

As a corollary, business size has a detrimental effect on the ease with which AI can be used and on managers' attitudes toward adopting AI for talent acquisition. Compared to smaller businesses, larger businesses need more time and money to develop AI projects. Larger companies may have more trouble because of the complexity of their operations and the number of people involved in decision-making. More streamlined decision-making processes and fewer decision makers may make it simpler for smaller businesses to implement AI.

Moreover, the level of convenience associated with AI use and HR managers' attitudes toward AI adoption for talent acquisition are highly influenced by the industry. Human resource departments in technology-based sectors are more likely to have the infrastructure and competence to make technology-related decisions than those in less technology-based industries. This is consistent with earlier studies that found that specific industries have a greater impact on the likelihood of adopting AI and its effects on businesses. The IT sector, which has a faster rate of technology adoption and integration, may find it easier to deploy AI for talent acquisition than in the more volatile service sector.

HR managers' openness to using AI is strongly influenced by their levels of optimism regarding the efficacy of AI in Talent Acquisition and their perceptions of the simplicity of using AI. Human resource managers should be cognizant of the advantages AI can bring to the recruitment process. A more favorable outlook on the use of AI in talent recruitment may result from such knowledge.

Furthermore, HR managers' openness to AI for talent acquisition is influenced by their assessments of their industry peers' attitudes toward AI. Human resource managers are driven to stand out from crowds and impress their superiors. Therefore, the perception that competitors use AI in talent acquisition tactics can encourage HR managers to do so. Human resource managers' perspectives and actions towards artificial intelligence (AI) are heavily influenced by factors such as their decision-making authority, company size, industry, belief in AI, and perceived ease of AI implementation. Promoting the adoption and application of AI in talent acquisition strategies requires an understanding of the potential benefits of AI, consideration of firm size and industry-specific constraints, and communication with those with decision-making authority. Furthermore, HR managers' perceptions of their industry peers' beliefs and their own beliefs and ease of use associated with AI adoption for talent acquisition also impact their willingness to adopt AI.

This study shows that HR managers' beliefs about the effectiveness of AI significantly influence their attitudes and intentions towards its adoption. HR managers with high beliefs about the efficacy of AI are more likely to have positive feelings and willingness towards its adoption, whereas those with low beliefs tend to have negative attitudes. Hence, HR managers must be made aware of the potential benefits of AI in talent acquisition processes, such as improved efficiency and effectiveness.

The HR managers' perspectives on using AI for talent acquisition were found to be influenced by factors such as their own levels of innovativeness, creativity, and professional experience. These are known to be significant predictors of how people feel about the adoption of new technologies. Human resource managers with higher degrees of individual innovation, creativity, and work experience are more likely to have optimistic views on the potential of AI in the recruitment of

new talent. Therefore, it is important to consider these variations when developing strategies for AI use in the talent acquisition sector of the HR market.

The study found no substantial link between HR managers' intended behaviors and the ease with which AI can be used for talent acquisition. This finding hints at the possibility that HR managers concentrate on the status quo of recruitment rather than on exploring the potential of AI.

The study also notes that peer pressure plays a significant role in determining whether or not human resources managers will embrace AI for Talent Acquisition. If other HR professionals use AI or if HR professionals believe that their industry peers are using AI for Talent Acquisition, then HR professionals are more likely to adopt AI themselves. Owing to this social effect, it is essential to monitor and account for the actions of one's peers in one's business while making choices about the adoption of new technologies. This indicates that encouraging HR managers to employ AI for talent acquisition requires establishing a societal norm in favor of doing so.

The study concludes that there is no correlation between HR managers' confidence in their ability to support AI and their openness to adopting technology. This shows that HR managers' propensity to employ AI technology for talent acquisition may not be directly influenced by the presence of strong infrastructure to facilitate such adoption. However, it is worth noting that things may shift if HR managers start to put more faith in the current system. This represents a potential avenue for future research.

By emphasizing the role of HR managers' beliefs, attitudes, and peer influence in determining their openness to AI adoption for talent acquisition, the current study generally corresponds with the theoretical framework of the Unified Theory of Acceptance and Use of Technology (UTAUT).

According to the UTAUT framework, people's intention to use technology is affected by how they view its utility and the simplicity of its operation. This study's results corroborate the hypothesis that HR managers' perceptions of AI's usefulness play a significant role in shaping their worldviews and subsequent actions. To fully understand HR managers' perspectives and intentions regarding AI adoption for talent acquisition, it is important to look beyond the TAM framework into cultural factors and other predictors of technology acceptance, as shown by the results of this study.

These results have important implications for HR professionals and politicians in LATAM countries. First, it is essential to disseminate information about AI's possible uses of AI in HR departments. Human resource professionals should learn how AI can improve recruitment efforts. Concerns about the use of AI for talent acquisition can be mitigated and favorable attitudes toward its deployment can be encouraged by providing training and tools to enhance their knowledge and competence in this area.

Moreover, HR managers in various organizational tiers, company sizes, and industries require individualized approaches to meet their unique demands. Human resource managers' perspectives on the use of technology can be influenced by cultural norms and values. When planning and executing AI adoption plans for talent acquisition, it is important to consider these considerations.

To encourage HR managers to utilize AI for talent acquisition, companies may consider employing peer influence tactics. HR managers' openness to AI adoption can be influenced by establishing societal norms for using AI in talent acquisition, sharing success stories, and encouraging a culture of innovation. Overcoming reluctance and encouraging HR managers to embrace AI requires

showcasing the benefits of AI adoption for talent acquisition and citing the experiences of industry peers who have already embraced it.

Questions on usability and compatibility with the existing infrastructure need to be answered. Human resource administrators may be hesitant to implement AI if they believe it will be too complex to implement or will not be compatible with the current procedures. HR managers should be confident in adopting AI technologies and know how to incorporate them into the existing workflows. Thus, organizations should provide them with training and assistance.

Furthermore, the results imply that HR managers' openness to AI adoption for talent acquisition may not be directly influenced by the current infrastructure to support AI adoption. To increase HR managers' trust in the infrastructure, businesses should make available trustworthy AI technologies, provide helpful technical assistance, and demonstrate how AI can improve the talent acquisition process.

Overall, this research helps us better understand the elements that influence LATAM HR managers' opinions and actions when it comes to implementing AI for talent acquisition. Organizations and policymakers can better design strategies to encourage the acceptance and use of AI in talent acquisition procedures if they account for HR managers' views, attitudes, and peer influence". The results stress the significance of tailoring AI adoption for talent acquisition to each individual's preferences, cultural norms, and corporate policies. Human resource managers in LATAM countries can greatly benefit from adopting AI to streamline and improve their talent acquisition procedures.

6.2   Implications and Recommendations

These findings have important "theoretical and practical" implications. They "theoretically add to the growing body of studies investigating the factors that influence the adoption of new technologies in the field of human resource management". This study adds to our knowledge of the complex interplay between individual variables and technological acceptance by focusing on the effect that HR managers' expectations have on their attitudes and intentions. Support for existing theoretical frameworks is provided by the empirical validation of the relationship between individual characteristics - such as innovativeness, creativity, and work experience - and AI adoption, thereby expanding our "understanding of the mechanisms influencing decision-making processes" in the HR domain.

These results have substantial real-world implications for businesses planning to use AI in their human resource departments. The need of identifying and meeting the needs of HR managers' perspectives and expectations is emphasized. Organizations can use this information to their advantage by crafting carefully tailored strategies to increase support and lessen opposition among their target audiences. Organizations can foster a culture that is receptive to AI adoption by implementing strategies that help human resource managers learn more about the technology and its potential uses, as well as dispel any fears or misconceptions they may have.

Recognizing the value of intangible qualities like innovativeness, creativity, and work experience also emphasizes the significance of investing "in training and development programs (Avery et al., 2023)". Companies can encourage these characteristics by giving HR managers training in creative problem solving, encouraging a spirit of experimentation and exploration, and providing exposure to possibilities for professional development and AI knowledge. Companies who put effort into helping their employees improve these traits will have a workforce that is more responsive to and invested in using AI.

More importantly, the study's focus on the role of HR managers' perspectives highlights the need for strong channels of communication and change management when integrating AI into the talent acquisition process. Human resource managers are crucial as agents of change within organizations, with the ability to sway the opinions and actions of their peers. Therefore, it is essential for businesses to prioritize open and honest dialogue about the objectives, benefits, and potential problems of AI adoption. Organizations can increase the likelihood of a successful AI implementation by listening to HR managers' concerns, answering their questions, and incorporating them in the decision-making process.

6.2.1　For organisations:

This "study's findings have important ramifications for businesses in Latin America and the Caribbean. First, it emphasizes the significance of educating the public on the potential advantages of AI in the talent acquisition process. Human resources professionals should learn how AI might improve recruitment efforts. Concerns about the use of AI for talent acquisition can be mitigated and favorable attitudes toward its deployment can be encouraged by providing training and tools to enhance their knowledge and competence in this area".

HR managers in various industries and companies have varied needs and face unique problems that must be addressed by their organizations. businesses may better align their AI adoption for talent acquisition strategies with the distinct needs of different businesses if they have thorough awareness of the unique context in which HR managers operate. By adopting this strategy, businesses will be able to successfully integrate AI into their talent acquisition procedures and gain the many rewards that come from doing so.

The study also suggested that cultural variables should be considered throughout "the development and implementation of AI adoption for talent acquisition. Cultural factors may influence attitudes and actions toward adopting new technologies. Businesses must adapt their tactics to accommodate cultural differences. This will help establish a company culture that welcomes and promotes the use of AI in the HR field for talent acquisition".

In addition, this research indicates that businesses should consider using peer influence tactics to encourage HR managers to use AI for talent acquisition. Motivating "human resource managers to embrace AI for talent acquisition requires normalizing its use", sharing success stories, and encouraging a culture of innovation. When recruiting new employees, businesses can highlight the ways in which AI has helped other companies in the same industry. Human resource managers can be encouraged to embrace technology and overcome any initial opposition to this strategy.

It is equally important to resolve issues with AI the usability and interoperability of AI systems. Human resources administrators may be hesitant to implement AI if they believe it will be too complex to implement or will not be compatible with current procedures (Chowdhury et al., 2023). HR managers should be confident in adopting AI technologies and know how to incorporate them into existing workflows, thus organizations should give training and assistance for them to do so. Successful AI adoption for talent acquisition can be facilitated by addressing these concerns, which will reduce resistance.

The results also imply that HR managers' openness to AI adoption for talent acquisition may not be directly influenced by the current infrastructure to facilitate AI adoption. In order to increase HR managers' trust in the infrastructure, businesses should make available trustworthy AI technologies, provide helpful technical assistance, and show how AI can improve the talent

acquisition process. Organizations can urge HR managers to adopt AI by demonstrating the technology's viability and efficacy in talent acquisition within the context of the current infrastructure.

Organisations in LATAM regions would do well to appreciate how much HR managers' worldviews, values, and their peers' opinions impact their openness to using AI in the talent acquisition process. Organizations may develop successful strategies to encourage "the acceptance and use of AI in talent acquisition by identifying" and addressing these factors. This will allow businesses to improve their talent acquisition operations, which, in turn, will contribute to their overall performance.

This can be achieved by emphasizing the need to disseminate information about AI's possible uses of AI in the HR department. This involves providing training and resources to help HR managers learn more about and become proficient in using AI. Human resource departments can encourage "the use of artificial intelligence (AI) in the recruitment process" by providing their managers with the knowledge and tools they need to have a favorable opinion of AI. HR managers at all levels of management and in all sizes and types of businesses face unique difficulties that must be addressed by their respective firms. Organizations may guarantee the successful implementation of AI in talent acquisition practices by customizing AI adoption for talent acquisition strategies to correspond with the specific context in which HR managers work. Strategies for the widespread deployment of AI that focus on attracting and retaining top personnel should be developed with cultural considerations in mind. Organizations can tailor their approaches to the cultural milieu of LATAM nations by considering cultural aspects such as individualism/collectivism and power

distance. This will pave the way for a culture that welcomes and promotes "the use of AI in the human resources sector for talent acquisition".

In addition, businesses should use peer influence tactics to attract HR directors to embrace AI for use in the talent acquisition process. Organizations may affect HR managers' views and readiness to adopt AI by developing a social norm around AI adoption for talent acquisition, displaying success stories, and cultivating a culture of innovation. HR managers can be persuaded to embrace AI by demonstrating the benefits of doing so for talent acquisition and the experiences of their sector counterparts who have already done so.

It is crucial to solve the problems related to AI usability and compatibility. HR managers should be confident in adopting AI technologies and know how to incorporate them into existing workflows, thus organizations should give training and assistance for them to do so. Successful AI adoption for talent acquisition can be facilitated by resolving these concerns, which reduces opposition.

The findings also point to the need to bolster HR managers' faith in their company's ability to utilize AI for talent acquisition. Accessible AI systems, technical assistance, and concrete examples of AI values in HR settings are all steps toward achieving this goal. Organizations can urge HR managers to embrace the technology and overcome any doubts they may have about it by demonstrating the feasibility and usefulness of AI adoption for talent acquisition within the existing infrastructure.

Businesses in LATAM nations should place a premium on spreading information about AI's potential of AI in the HR department. The successful "adoption and utilization of AI in talent

acquisition" practices can be facilitated by customizing AI adoption for talent acquisition strategies to the unique needs and challenges of HR managers, considering cultural factors, capitalizing on peer influence, and addressing concerns about ease of use and system compatibility. Organizational success can be fueled by boosting the efficacy and efficiency of talent-acquisition procedures.

6.2.1   For decision-makers:

The ramifications of this study's conclusions for policymakers in LATAM countries are significant. These repercussions can serve as a roadmap for policymakers as they craft initiatives to increase the HR sector's use of AI for talent acquisition. These include:

1. In the context of talent acquisition, policymakers have an important role to play in educating HR managers on the potential advantages of "artificial intelligence (AI)". Policymakers would be wise to prioritize the creation of awareness and education projects while simultaneously launching recruitment drives that highlight the money and time savings that "can be achieved via the use of artificial intelligence". Policymakers may encourage HR managers to embrace AI as a transformative tool by providing training and tools that increase their skill in AI implementation, as well as by developing positive attitudes and dispelling anxieties surrounding AI adoption.

   Decision-makers must acknowledge the criticality of developing awareness and education campaigns aimed squarely at HR managers. These managers play a crucial part in the hiring process, therefore it's important for them to be familiar with the many benefits AI may provide. Projects of this nature need to shed light on how AI may improve efficiency and productivity in the hiring process, leading to better results for businesses as a whole. In

order to promote fruitful exchanges and the spread of best practices, policymakers should make it easier for specialists in AI and human resources professionals who have effectively integrated AI into their recruitment processes to connect. Furthermore, authorities should emphasize the potential time and cost savings that may be gained through AI deployment in talent acquisition by elevating its prominence in recruitment campaigns. Policymakers can easily engage the attention and interest of HR managers by emphasizing the concrete benefits that AI delivers to recruiting, such as quicker and more accurate candidate screening, automated resume parsing, and streamlined interview scheduling. This may help HR administrators change their perspective, seeing AI not as a threat but as an opportunity. Industry conferences, internet forums, and even tailored commercials are just some of the avenues that policymakers might use to distribute success stories and case studies demonstrating the positive influence of AI on talent acquisition. Human resource managers may have concerns about AI adoption, and legislators should address those concerns. Possible worries include job losses and the dehumanization of the hiring process. Policymakers may play a pivotal role in this area by making available resources that help people acquire the knowledge and skills necessary for effective AI application in talent acquisition, such as comprehensive training programs. Human resource managers can gain the knowledge and skills they need to make smart decisions and fully realize the potential of AI applications in their businesses by participating in training sessions, workshops, or online courses that cover the principles of AI technology, its limitations, and ethical issues.

2.   Strategies "should be developed to meet the unique requirements" of HR managers across organizations of varying sizes and in various sectors and functional areas. Doing so requires investigating the specific needs of various HR settings and adapting interventions

accordingly. Human resource managers in different industries and sizes of businesses confront unique problems and needs. In order to create efficient interventions, knowledge of these subtleties is essential. Human resource professionals' demands in different settings can be identified through in-depth research and evaluation. Managers of "human resources in small and medium-sized businesses (SMEs) may, for instance, have to make do with less resources and face additional difficulties in areas such as staff recruitment, retention, and motivation". In contrast, employees working in larger organizations may face challenges in areas such as human resource management, legal compliance, and company culture development. The nature of the work performed by human resources specialists in fields like healthcare and technology may also entail special criteria. To accommodate such variety, HR strategy development should take into account the specifics of individual work environments. Human resources managers rely heavily on the cooperation of policymakers, who play a crucial role by adapting their strategy and policies. To do this, we need to conduct in-depth interviews with HR specialists, individuals in related fields, and other key opinion leaders and influencers. Policymakers can more effectively address the concerns of HR managers by working closely with them to design narrowly focused initiatives. Training programs, guidelines, and toolkits tailored to the needs uncovered by the investigation are examples of what this entails. For instance, regulators may design instruction manuals for effective talent acquisition methods in SMEs and HR analytics training courses for executives at larger corporations. Policymakers should also make sure that the existing legal and regulatory frameworks can accommodate and even encourage "the use of AI in human resources". Accommodating AI-based solutions within current rules requires recognizing possible roadblocks and optimizing processes (FraiJ & László,

2021). It is possible for policymakers to encourage HR managers, industry experts, and AI developers to work together to generate novel solutions that meet industry needs and comply with legal and ethical norms. Finally, in order to assess the success of the strategies put into place and deal with any problems that may arise, they must be continuously evaluated and monitored. Policymakers can better adapt to new developments or shifts in the environment if they have access to and analyze data on the efficacy of policies.

3. Policymakers must consider cultural factors when developing and implementing AI adoption policies for talent acquisition. It has been observed that cultural factors like individualism/collectivism and power distance affect how people feel about and interact with new technologies. As cultural differences may affect HR managers' perspectives on using AI for talent acquisition, it is essential for policymakers to be aware of this fact. To maximize their efficacy and relevance, strategies should be adapted to each LATAM country's cultural setting.

The implementation of AI in talent acquisition initiatives should also include cultural understanding and sensitivity training. Policymakers may help human resource managers overcome cultural barriers and concerns by educating them on the intricacies and ramifications of AI adoption for talent acquisition. This can pave the way for an approach to implement AI in the HR sector that is more welcoming and culturally appealing. Cultural considerations in the context "of artificial intelligence (AI) for talent acquisition" is an interesting and complicated area for policymakers to explore. Individualism/collectivism and power distance are two examples of cultural characteristics that have been shown to significantly impact people's perspectives on and use of emerging technology (Johnson et

al., 2022). "When formulating and enforcing policies for the widespread deployment of AI in the HR sector, policymakers must take these cultural differences into account.

Recognizing that techniques for implementing AI need to be customized to match the distinctive cultural backdrop of each LATAM country, policymakers must be sensitive to cultural differences and craft policies appropriately. Policymakers can also play a pivotal role in ensuring the smooth implementation of AI in talent acquisition efforts by pushing for increased cultural awareness and sensitivity programs". Policymakers can aid human resources managers in overcoming cultural hurdles and concerns by educating them on the complexities and ramifications of AI adoption. The cultural contexts in which AI will be used should be emphasized as much as the technical components of AI in this instruction. Policymakers may ease the way for a more welcoming and culturally nuanced approach to AI implementation in the HR sector by increasing HR managers' knowledge of how cultural issues affect talent acquisition.

Likewise, training programs should be adapted to suit the unique cultural problems that human resources managers in different nations may confront in order to be most effective and relevant. The cultural dimensions of AI adoption can be explored through analyzing case studies, running cross-cultural simulations, or holding open conversations. The policy community as a whole can benefit from HR experts from various sectors and areas working together and sharing their expertise. Policymakers can lessen the chasm between technical progress and cultural expectations by including cultural knowledge and sensitivity training into the deployment "of AI for talent acquisition". This method guarantees the benefits of AI technology are realized without undermining cultural values and norms, which in turn

increases their adoption and acceptability. In sum, when formulating AI adoption rules for talent acquisition, policymakers must take cultural considerations into account. Policymakers can better accommodate the distinctive cultural contexts of the LATAM countries if they acknowledge the impact of cultural factors on attitudes toward technology.

4.   This study's findings highlight the importance of peer influence strategies in influencing HR managers' readiness to utilize AI for Talent Acquisition. To "increase the number of human resource managers who use AI for recruiting purposes", policymakers should consider using peer influence tactics. HR managers' views and intentions regarding AI adoption for talent acquisition can be favorably influenced through the establishment of a societal norm, the dissemination of success stories, and the promotion of a culture of innovation. Human resource managers can benefit from learning from their colleagues in other companies that have successfully implemented AI, if policymakers make it easier for them to connect with them and share their experiences.

The view of AI in talent acquisition held by HR managers might be significantly influenced by the formation of a social norm. Organizational practices have often followed shifts in cultural norms, so building consensus on the advantages of integrating AI can help increase its adoption. Engaging public debates that showcase the benefits of AI adoption and address any fears or misconceptions are one method to accomplish this goal. Human resource managers might be persuaded to consider AI as a useful tool for recruitment by outlining its potential to increase efficiency, increase access to different talent pools, and decrease bias. Second, spreading positive examples of AI's use in HR can be an effective way to change the minds of skeptical managers. One way to instill trust and demonstrate

the value of AI in the talent acquisition process is to highlight real-world instances of firms that have done so successfully (Kshetri, 2021). Such examples of AI's revolutionary effect on the recruitment process can be disseminated via case studies, testimonials, and industry conferences. Human resource managers can improve their knowledge and get over their fears of AI by reflecting on and learning from these examples. Finally, changing HR managers' perspectives on AI is possible through encouraging an environment that rewards creativity and experimentation. Human resource managers can better embrace innovation like artificial intelligence if their firms foster an atmosphere of experimentation, risk-taking, and continual development. Training courses, seminars, and other forms of in-house communication that facilitate knowledge transfer can help. Furthermore, HR managers can be encouraged to adopt AI as a method to drive organizational performance by identifying and rewarding creative practices. Note, however, that HR managers may encounter resistance to AI adoption due to implementation complexities, privacy and security worries, and the need for clear norms and standards. Building a helpful infrastructure that links HR managers with peers at other organizations that have effectively deployed AI is a way policymakers may play a pivotal role in easing AI adoption. Industry networks, information exchange platforms, and policy efforts that promote collaboration and the sharing of experiences are all ways to accomplish this goal. Policymakers may aid HR managers in navigating the process of AI adoption by streamlining these relationships and providing access to relevant materials.

5. Policymakers should address the concerns regarding the usability and compatibility of artificial intelligence systems. Human resources administrators may be hesitant to implement AI if they believe it will be too complex to implement or will not be compatible

with current procedures. Policymakers should collaborate with AI suppliers and developers to produce AI solutions that are intuitive to use and interoperable with various HR systems and processes. User-centered design methods, usability testing, and pilot projects can help HR managers provide input and guide development in the right direction. Human resource managers should be provided with training and support programs to help them become familiar with AI systems and learn how to incorporate them into existing procedures. Policymakers can collaborate with trade groups and academic institutions to provide training programs and certifications for human resource professionals that will allow them to make "better use of artificial intelligence (AI) in the recruitment process". The goal of HR training should be to equip participants with an in-depth knowledge of AI algorithms and their applications across HR functions. Furthermore, it should highlight best practices for efficiently integrating AI technologies, with human decision-making remaining central. By working with industry groups, policymakers can have access to specialized knowledge and gain insights into the unique difficulties and prospects of incorporating AI into HR. The HR field is always changing, and universities can help by creating specialized training modules and certificates. To help managers become proficient in implementing AI tools and properly analyzing the outcomes, these programs should not only emphasize theoretical knowledge but also provide hands-on practical experiences. Moreover, authorities should advocate for HR managers to participate in continuing AI-related professional development. Providing incentives to attend regular workshops, conferences, and seminars that discuss the latest developments in AI as they relate to human resources is one way to achieve this goal. Policymakers may help human resources professionals remain flexible in the face of shifting employment trends by encouraging a mindset of

lifelong learning. However, extreme caution must be exercised when introducing AI into human resources. Guidelines and rules must be established by policymakers in conjunction with industry professionals to guarantee the ethical and equitable application of AI systems. This involves removing any prejudice from algorithms, being completely open about how decisions are made, and protecting the personal information of applicants.

6.   The study did not reveal any correlation between HR managers' expectations of AI's supporting infrastructure and their openness to adopting technology. However, if HR administrators start to feel more secure with the system in place, this may change. Human resource managers' trust in infrastructure can be bolstered if policymakers make it easier for them to access trustworthy AI systems, provide them with technical help, and show them how AI can improve the talent acquisition process. Investment in developing AI infrastructure, as well as public-private partnerships and industry collaborations, can help accomplish this goal. Funding for research and development of AI technologies with HR applications should be a top priority for policymakers. Incentives for artificial intelligence developers to prioritize HR-related applications, as well as financing university research, may be necessary to achieve this goal. Policymakers can help develop rules and laws for the deployment of AI in talent acquisition in the HR sector for ethical use, privacy protection, and data security. To help HR managers make the most of AI capabilities, policy makers should compile a database or platform with access to pre-tested AI tools with features designed with HR in mind. The confidence of the HR community can be bolstered if authorities ensure the availability of such reliable solutions. Research and development of AI technologies with HR applications should be a top funding priority for policymakers. With this funding, experts can develop AI tools and algorithms specifically

designed to handle the challenging circumstances of human resource management. Further, investing in artificial intelligence research at universities, with an emphasis on HR-related applications, can propel progress in the sector and contribute to a more solid and dependable HR infrastructure. Policymakers could offer various incentives to developers who prioritize HR-related AI applications. To encourage artificial intelligence (AI) developers to tackle HR issues, we may offer them funding for studies or tax incentives. Human resources managers should also have access to technical assistance in order to better comprehend and implement AI technology. Training programs and workshops for HR professionals to learn about the features and benefits of AI tools might be developed by policymakers in collaboration with experts and industry leaders. In doing so, they will prepare human resources managers to make use of artificial intelligence in the recruitment process. Providing HR professionals with consistent technical support will encourage a mindset of lifelong learning and advancement.

7.   Policymakers should encourage communication and collaboration among HR professionals, academics, and other policymakers. Educators, businesspeople, and government officials can all work together to achieve this goal through events such as conferences, workshops, and forums. These online communities can facilitate the dissemination of useful information, exchange of ideas, and development of novel approaches to the use of artificial intelligence in the recruitment process. Researchers studying the effects of AI adoption on talent acquisition in the HR sector and their consequences in the labor market are another avenue for policymakers to explore. Human resource professionals, researchers, and policymakers can all benefit from these forums by discussing the moral and legal concerns of using AI for recruiting. Policymakers can also

look to the findings of studies exploring the influence of AI adoption on talent acquisition in the HR sector and the labor market. As a result of this study, policymakers will be better equipped to make decisions and create strategies to deal with potential difficulties in integrating AI. Human resource experts, academics, and other stakeholders may provide policymakers with a wealth of knowledge and insight if they are willing to work together. New approaches can be synthesized through interdisciplinary teamwork to keep AI recruiting fair, open, and inclusive. In the end, it is the responsibility of policymakers to foster an atmosphere that promotes candid discussion, the pooling of resources, and the taking of initiative.

8.   Policymakers should take a long-term strategic view of the potential benefits of AI in the field of human resources and plan accordingly. Comprehensive AI adoption strategies and roadmaps for talent acquisition with well-defined objectives, phases, and endpoints must be developed. Policymakers should also consider how the widespread use of AI for talent acquisition can affect the labor force and devise plans to counteract any unfavorable effects, such as reskilling and upskilling initiatives for HR specialists. To ensure a smooth and successful rollout, authorities should closely monitor the development of AI adoption for talent acquisition in the HR industry, assess the efficacy of current policies, and make any required revisions.

In conclusion, the findings of this study offer policymakers in LATAM countries useful information to encourage the widespread use of AI in the human resources sector for talent acquisition. Policymakers can foster an environment conducive to AI adoption for talent acquisition by developing AI infrastructure, promoting collaboration and knowledge

sharing, adopting a long-term strategic planning approach, implementing awareness and education campaigns aimed at addressing specific needs and challenges, taking cultural factors into account, and implementing peer influence strategies. These ramifications can assist policymakers in using AI's growth-inducing, productivity-raising potential to make their country more competitive in the global labor market.

6.2.3   For Academia:

The "implications of this study's findings for academia are significant, as they contribute to the existing body of knowledge on technology adoption in the human resources field, specifically in the context of AI adoption for talent acquisition for talent acquisition in LATAM countries".

1.   Reinforcement of the "Unified Theory of Acceptance and Use of Technology framework". This study lends more support to the theoretical framework of the Unified Theory of Acceptance and Use of Technology (UTAUT). The research emphasizes that HR managers' perspectives about AI's efficacy have a major bearing on their perspectives and intentions regarding the adoption of AI. This study provides strong support for the validity of the UTAUT within a regional context, specifically Latin America (LATAM), hence enhancing its generalizability across a wide range of cultural and industrial contexts. Therefore, this study lays the groundwork for future studies that will go more deeply into understanding the nuanced and prospective extensions of the UTAUT, especially in developing economies.

2.   Beyond UTAUT – A Cultural Conundrum: "The Unified Theory of Acceptance and Use of Technology" (UTAUT) provides a useful theoretical framework for understanding why and how people adopt new forms of technology. It is necessary, however, to look deeper

into the impact of cultural factors on technological adoption, with an emphasis on core characteristics like individualism-collectivism and power distance. As a result, academics need to incorporate sociocultural paradigms into their theoretical frameworks for analyzing the adoption of new technologies. Understanding the complexities of technology adoption in the LATAM region can pave the way for fruitful comparative studies of other cultural settings. The Unified Theory of Acceptance and Use of Technology (UTAUT) provides a holistic framework for analyzing people's attitudes about and actual usage of various technologies. However, understanding the cultural components of technology adoption is essential for fully appreciating its intricacies. We need to pay special attention to factors like individualism/collectivism and power distance, both of which strongly affect people's willingness to adopt new technologies. With this understanding in mind, we can better combine sociocultural paradigms with established frameworks of technology adoption by broadening our scholarly lens. We may begin to see the possibilities for useful comparative research across a wide variety of cultural milieus by looking into the cultural layers that determine technological acceptability in the setting of LATAM.

3. Individual Differences and Personality Constructs: The significant role of personal innovativeness, creativity, and work experience underscores the need to fuse individual-level personality constructs with organizational technology adoption theories. This signals a paradigm shift from treating users as monolithic entities to embracing the heterogeneity inherent in individual characteristics. This has profound implications for academic research design, suggesting the inclusion of micro-level variables from a holistic perspective.

4. Role of Peer Influence: The prominence of social influence and peer behavior in adoption decisions implies that scholars must factor in network effects and social contagion theories when studying technology adoption. The complex interplay between individual decision making and collective peer behavior opens up avenues for interdisciplinary studies, integrating sociology with technology management paradigms.

5. Infrastructure Paradox: Contrary to conventional debate, this study challenges the perceived relationship between infrastructure readiness and technology adoption. This anomaly merits further scrutiny. Is infrastructure, often hailed as a precursor to technology acceptance, a hygiene factor with limited influence on actual adoption? Does this impact manifest indirectly through other mediating variables? Such questions can invigorate academic debates and spawn a new corpus of research.

There is no guarantee of a linear relationship between infrastructure readiness and tech uptake. It may instead make itself felt in a roundabout way, mediated by other factors. As a result, it is essential to investigate the pathways by which technological adoption outcomes may be influenced by the state of the underlying infrastructure. Academic discussion of this contradiction can be reinvigorated by delving into such concerns, which may lead to the development of a new body of work on this fascinating subject. The basic idea behind the Infrastructure Paradox is to cast doubt on the idea that physical infrastructure alone can ensure or significantly influence the uptake of new technologies. Given this paradox, it's possible that the link between technological advancement and infrastructural preparedness is not as direct or consequential as was once believed. This necessitates further investigation into the ways whereby adoption outcomes may be

indirectly influenced by infrastructure readiness. Researchers can acquire a deeper grasp of the intricate dynamic at play if they carefully investigate the mediating elements that close the gap between infrastructure readiness and technological uptake. For example, the presence of supporting infrastructure may be a necessary but insufficient requirement for widespread technological adoption. Adoption may also be heavily influenced by a variety of other elements, including socioeconomic status, cultural standards, and personal reasons. Scholars need to look into the potential indirect paths through which infrastructure readiness manifests its impact in order to properly appreciate the significance of the Infrastructure Paradox. A more sophisticated comprehension of the connection between infrastructure and technology adoption can be achieved by taking into account the function of these mediating elements.

Furthermore, this contradiction provides opportunities for new lines of inquiry and debate in the academic community. Mediating factors between infrastructure preparedness and technology adoption have been largely ignored in the existing literature. Thus, investigating these moderating factors not only breathes fresh life into ongoing scholarly debates but also opens the door to a whole new body of work devoted to solving the puzzle that is the Infrastructure Paradox.

6. Pedagogical Implications: The insights garnered necessitate the reshaping of the curriculum in management and information systems programs. To prepare future HR managers and technocrats for an AI-driven landscape, it is imperative to embed a deeper understanding of technology adoption, cultural nuances, and peer influences in academic syllabi.

8. Epistemological Enrichment: The understanding of the factors influencing HR managers' behaviors, as underscored by this study, accentuates the need for academia to adopt a more integrative, multidisciplinary approach. By intertwining sociocultural constructs with technology acceptance models, academia can pioneer richer and more robust epistemological paradigms.

In sum, the findings of the study, located in the LATAM context, provide not just an empirical addition but also a theoretical expanse, nudging academia towards more integrated, and holistic, explorations. As the march of AI continues unabated, it is incumbent upon academia to delve deeper into wider horizons and generate insights that straddle the practical and theoretical realms seamlessly. The future beckons, with their tapestry of challenges and opportunities, and academia, informed by studies such as this, are well poised to respond with rigor and relevance.

6.3   Limitations of the Study

Longitudinal studies would show a clearer understanding of the changes in attitudes and behaviors over time, and would allow for the examination of causal relationships.

This study also ignores the possibility that HR managers' views on AI adoption for talent acquisition are influenced by factors outside the scope of the research. Technology adoption decisions can be heavily influenced by factors such as organizational culture, industry-specific difficulties, and regulatory frameworks. Human resource managers' perspectives and actions towards the use of artificial intelligence (AI) in the talent acquisition process could benefit from further investigation that considers the aforementioned contextual elements.

Finally, this study mostly ignores the practical consequences and difficulties of implementing AI in Talent Acquisition procedures in favor of investigating the views and opinions of HR managers. The successful adoption and deployment of AI can be strongly affected by factors such as system compatibility, training needs, and employee reluctance. To provide a more in-depth understanding of AI adoption for talent acquisition in the HR industry, future studies should investigate these practical aspects.

While these findings provide important insights into HR managers' perspectives on AI adoption for talent acquisition in LATAM countries, it is important to recognize the study's shortcomings and encourage more studies to address them. Researchers can obtain a more comprehensive understanding of the problem and offer more useful recommendations for businesses seeking to integrate AI into their HR operations if they address these limitations. Self-reported data may be prone to biases or distortions; therefore, this study may have that as a weakness. In addition, the study only surveyed human resource managers, ignoring the perspectives of other stakeholders who may have different feelings about using AI in the recruitment process. Due to the small sample size and narrow geographic focus, it is possible that the results cannot be extrapolated to the entire population. The study's cross-sectional design also makes it difficult to draw conclusions about causes and effects or monitor shifts in participants' perspectives over time. In addition, this study does not account for external factors such as economic or political events that may affect HR managers' perspectives on adopting AI for talent acquisition. Finally, the ethical and legal considerations associated with AI adoption for talent acquisition in Talent Acquisition that could influence attitudes and behaviors were not explored in this study.

6.4 Future Research

The shortcomings of this study should not be overlooked, despite the fact that they do not diminish the study's overall value. First, this research aims to shed light on how human resource managers in LATAM nations feel about the implementation of AI in the talent acquisition process. The results may not be applicable to other regions or sectors because of the narrow focus of this study. Therefore, care must be taken when extrapolating these results to other situations.

Second, the research used HR managers' self-reported information, which could be influenced by biases, including social desirability and recall. Human resource managers may give answers they think will look good in social contexts, or they may have trouble recalling their own ideas and values. To overcome this drawback, future studies should consider utilizing objective measurements or combining data from several sources.

Third, this study only considers a limited number of elements that may influence HR managers' views on AI deployment in Talent Acquisition. Other factors, including company culture, training and support, and perceived job stability may influence attitudes outside the scope of the UTAUT model. These considerations should be included in future research on HR managers' perspectives.

The fourth flaw is that the study was based on cross-sectional data, which makes it difficult to draw conclusions about cause and effect. In the future, researchers could use longitudinal or experimental approaches to investigate the dynamics between these factors.

Fifth, this research does not dive into how AI is employed in Talent Acquisition or the exact types of AI being used. The perspectives of HR administrators may change depending on the specific AI technology being implemented, such as machine-learning algorithms or natural language

processing. More detailed insights can be obtained by investigating these differences in future studies.

Finally, the survey does not include the perspectives of other stakeholders, such as job candidates or senior executives, but focuses exclusively on HR managers' perspectives. The potential benefits and limitations of adopting AI for talent acquisition in Talent Acquisition could be better understood if diverse viewpoints were incorporated.

APPENDIX A: Questionnaire

Demographics

1. Industry

   a) Product Firm

   b) Service Firm

2. What is the size of your organization?

   a) Less than 100 employees

   b) More than 100 employees

3. Do your organization has very few decisions levels?

   a) Yes

   b) No

Please rate the Below Statements

(From 1 – strongly disagree to 7 – strongly agree)

Construct	Indicator	1	2	3	4	5	6	7
Performance Expectancy	PE01 - I find AI useful in Talent Acquisition							
	PE02 – The usage of Artificial Intelligence heightens my possibility of making classified decisions with respect to talent acquisition							

	PEO3 - The usage of Artificial Intelligence helps in making talent acquisition decisions fast
	PE04 - The usage of Artificial Intelligence heightens my outputs and results in acquiring talents
	PE05 - The usage of Artificial Intelligence improves my results in the talent acquisition decisions
Effort Expectancy	EffE1 – It was easy for me to learn how to use Artificial Intelligence tools
	EffE2 – I have clear and understandable interaction with Artificial Intelligence tools
	EffE3 – It is easy for me to use AI
	EffE4 – Using AI is not burdensome for me

Facilitating Condition	FC01 - I possible the appropriate resources to use Artificial Intelligence
	FC02 - I possess the appropriate information and skills necessary to understand and use Artificial Intelligence
	FC03 – I can use Artificial Intelligence with other technologies seamlessly
	FC04 – Usage of Artificial Intelligence encompasses me with the opportunity of seeking help from others when I have difficulties in the process of use
Peer Influence	PI01 - Peers who are important to me usually expect that I am AI enthusiast
	PI02 - My influential colleagues usually assume that I use AI

	PI03 – My contemporaries usually think that I use AI
Attitude	AT01 – Usage of AI for talent acquisition is a good idea
	AT02 – It is interesting to use AI for talent acquisition decisions
	AT03 - Using AI would make the talent acquisition process effective
Behavioural Intention	BeI1 - I will like to use AI for talent acquisition in subsequent times
	BeI2 - I will like to use AI for talent acquisition at my workplace
	BeI3 - I intend to use AI always for talent acquisition

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