POTENTIAL OF AI IN SIMPLIFYING TALENT ACQUISITION IN IT SECTOR IN INDIA

by

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POTENTIAL OF AI IN SIMPLIFYING TALENT ACQUISITION

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Dedication

To my son, Chi. Sree Sai Rudraaksh your presence in my life is like a lighthouse filling me with courage to navigate through life challenges. You remain my motivation and inspiration to be a better person. Heartfelt gratitude for the trust you have in me, the deep love and laughter you bring into our lives.

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To all the Randstad team members, the Human Resource heads of various IT businesses in Hyderabad, thank you for sharing your knowledge and expertise with me. Our collaboration in the field of Talent Acquisition has been invaluable.

This dissertation is dedicated to Goddess Kamakshi for protecting me all my life, each and every one of you who have touched my life in profound ways. Your love, support, and belief in me have been the driving forces behind my academic and professional achievements.

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ABSTRACT

POTENTIAL OF AI IN SIMPLIFYING TALENT ACQUISITION IN IT SECTOR IN INDIA

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This study, explores the transformative role of artificial intelligence (AI) in modernizing recruitment processes within the Indian IT industry. The research addresses the inefficiencies inherent in traditional talent acquisition methods, such as manual resume screening and prolonged onboarding, which result in delays, increased costs, and reduced agility. The research focuses on understanding the impact of AI in improving the quality of the hires, role evolution of HR and time-saving aspects of automating such tasks. This paper adopted a quantitative research approach whereby data was collected through an online survey using structured questionnaires from the facilitators of HR in the IT sector in India. The findings reveal that AI significantly improves the quality of hires by facilitating better candidate assessments against top performers in similar roles. Additionally, AI-driven processes are shown to impact HR roles, shifting the focus towards more strategic functions, while automation streamlines administrative tasks, leading to increased efficiency. The study concludes that AI has immense potential to

revolutionize talent acquisition in the Indian IT sector, providing both opportunities and challenges. Ethical considerations, particularly regarding bias and fairness, are highlighted as critical areas for ongoing attention. The study provides insightful information for IT companies wishing to use AI to improve their hiring procedures, which would ultimately lead to more efficient, effective, and fair hiring procedures. It is advised that future studies examine the long-term effects of AI-driven hiring and go deeper into ethical issues.

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LIST OF ABBREVIATIONS

Abbreviations	Full Form
AI	Artificial Intelligence
HRM	Human Resource Management
IS	Information Systems
HRIS	Human Resources Information System
TM	Talent Management
CV	Curriculum Vitae
ML	Machine Learning
RBT	Resource-Based Theory
NAFTA	North American Free Trade Agreement
LPG	Liberalization, Privatization, And Globalization
BFSI	Banking And Financial Service In India
eHRM	Electronic Human Resource Management
TAM	Technology Acceptance Model
TPB	Theory of Planned Behaviour
RBV	Resource-Based View

CHAPTER I:

INTRODUCTION

Overview

The industry is witnessing the growth of a performance driven, competitive and rapidly transforming business economy, therefore, Talent Management has become one of a most important strategic elements for a successful and sustainable business. Organizational Success is dependent, to a large extent, on talented employees since they are the primary resource towards meeting its Organizational goals and in that direction, helping to create core competencies within the Corporate Eco-system. Mckinsey & Company is credited, in 1997, for conceptualizing the Art of Talent Management, when it coined the terminology of "War for Talent". The Mckinsey Study emphasized on the dearth for qualified employees in the then prevalent Corporate World resulting in the relentless Corporate Strategy of hiring and retaining talented candidates for the Open Positions, given the required skill sets, thereby acknowledging that HR are the most valuable Organizational Assets.

Given the progress made in the last decade via the use of artificial intelligence, organisations are well-positioned to begin the next phase of their digital transformation (Manyika et al., 2017; Erro-Garcés, 2019; Queiroz et al., 2019; Salam, 2019). Through the introduction of new features and the transformation of conventional HR procedures, artificial intelligence is transforming human resource management (Dhamija and Bag, 2020). AI and cognitive technologies market is set to reach investment of USD 57.6 billion by 2021, at a CAGR of 50.1% of current value. Just 22% of Indian companies are using AI in some way for their operations, and the country's adoption of AI is quite low.

AI is defined as "manipulating computer programmes such that they exhibit behaviours that would be deemed intelligent by humans" (McCarthy et al., 2006).

However, artificial intelligence was established in 1955; later, it received attention more than now because of the technological change around the world. Artificial intelligence (AI) is an organized intelligence which has been created for certain tasks and roles (Dwivedi et al., 2021). Today there are machine learning techniques that are employed in human resource management. There are now three different levels of artificial intelligence: By automations; augmented and assisted vehicles (Charlier, Kloppenburg and Nastasic, 2017). AI systems that standardise the time required to complete repetitive activities in the workplace are known as aided intelligence systems. Many tasks at work are being assisted by chatbots and AI-based technologies. In order to attract applicants, chatbots, for instance, are performing first interviews. AI technology that allows human and machine collaboration and decision-making is known as augmented intelligence. For example, by setting up interviews, answering candidate enquiries, and promoting suggestions, conversational AI-powered bots can offer candidates immersive, real-time, and customised experiences across numerous channels. Autonomous intelligence: This technology is revolutionising the workplace. AI technology functions autonomously and produces outcomes. It collects and analyses data on an unconscious level. As an example, AI uses certain criteria to provide results for candidate selection (Charlier, Kloppenburg and Nastasic, 2017).

The way HR managers work is evolving as a result of AIT such ML, bots, robots, IoT, chatbots, VR, robotic process automation, DL, cognitive conversation, NLP, and augmented reality. A HR department operating at the aforementioned three levels is changing due to AI. It lessens the repetitive administrative labour that HR managers have to perform by helping them make decisions and predict how employees will behave at work. The primary applications of AIT are in retention, recruitment, training, and employee engagement. These applications assist to lower costs, save time, & improve the

accuracy of HR tasks (McDonald, Fisher and Connelly, 2017; Kumar, 2019; Tavana and Hajipour, 2020). According to a study by Alexander Mann Solutions, AI technology may enhance talent acquisition, according to 96% of HR experts questioned. " Talent acquisition, or TA, is a deliberate approach to identifying, acquiring, and onboarding outstanding professionals in order to swiftly and efficiently meet the changing corporate objectives (Bugg, 2015).

AIT is being adopted by other businesses, although many global corporations utilise it to manage TA tasks. The use of AIT for TA by HR managers is an important area of study since it will give them more insight into how to use AI for TA. Several studies Tong (2009); Moghaddam, Rezaei and Amin (2015); van Esch, Black and Ferolie (2019); Muduli and Trivedi (2020) Talk about how information systems (IS) are used for organisational recruitment and how AI is used for hiring from the viewpoints of candidates and employees (van Esch, Black and Ferolie, 2019). Surprisingly, there is a surprisingly small amount of scholarly work and study conducted with regards to the organization and HR manager's perspective towards the AIT for TA implementation. Some of the real life organizations that have implemented new technology in Human resource departments and other modern technologies include ERP (Awa and Ojiabo, 2016), big data solutions (Salleh and Janczewski, 2018), digital innovation adoption (El-Haddadeh, 2020), green IT adoption (Thomas, Costa and Oliveira, 2016), business analytics and intelligence (Cruz-Jesus, Oliveira and Naranjo, 2018), Human Resources Information System (HRIS) (Virdyananto et al., 2017), E-HRM (McDonald, Fisher and Connelly, 2017), social recruiting (Kashi, Zheng and Molineux, 2016), SaaS (Yang et al., 2015), e-HRM (Strohmeier, 2007) and business intelligence system (Puklavec, Oliveira and Popovič, 2018).

It is already well-known that studying how to use AI in talent management (TM) is a valuable field of study. The terms "AI" and "cognitive technologies" are often used in the domains of science, technology, and business. When it comes to doing business, the way in which people and technology interact is heavily influenced by these technologies (Kuzior and Kwilinski, 2022). Cognitive technology applications, such as AI, provide noticeable technological advances in both industry and research (Kuzior and Kwilinski, 2022).

Several modern technologies respond to the challenges of developing systematic AI-based information help solutions. Actually, HR practices have not yet gain all the benefits from the application of AI (Vrontis et al., 2022). There has been some recent research on AI's capabilities in relation to the creation of market interventions (Jarrahi, 2018), However, there hasn't been enough thorough research done on the several disruptive technologies that could improve the current talent system frameworks. Modern labour management has undergone changes thanks to the advancement of general-purpose AI technologies (Agrawal, Gans and Goldfarb, 2018). Extensive study is required since developers have faced many obstacles, including as dehumanisation, unreasonable requirements, and biased algorithms, when creating new AI-based applications for HRM (Tambe, Cappelli and Yakubovich, 2019).

A recent industry analysis estimated that 300 HR technology setups are working on artificial intelligence (AI) solutions for human resource management. Roughly sixty of these businesses have done well in terms of customers and capital from venture capital firms. A talent intelligence platform driven by AI that helps companies attract, develop, and retain top personnel has secured $220 million, putting its valuation at over $2 billion (Charlwood and Guenole, 2022). Artificial intelligence (AI) for personnel management has already attracted substantial investment from businesses. A human resources

technology startup has "quietly become a billion-dollar unicorn" because to its ability to automate and streamline various work processes, including applicant recruiting and selection. Beamery, a London-based startup that offers customisation options for Accenture's recruiting operating system, has received a strategic investment worth $800 million from the consulting firm. Accenture has made a financial contribution as part of their commitment. Global IT companies are aggressively seeking new hires and have begun incorporating AI into their processes and systems. This shows that AI will play a crucial role in talent management operations for organisations, highlighting the need of studying the issue further. Contrarily, there are always a lot of individuals looking for jobs in the labour market.

People seeking better or different possibilities are among these job searchers, and they also include recent graduates. With the economy always shifting, job-seekers are always on the lookout for better opportunities. People who are searching for job engage in a variety of activities as part of their own objectives. These include putting together a curriculum vitae (CV), selecting a professional path, determining which company to apply to, interview preparation, and assessing employment offers. Even though AI isn't widely used in TM yet, it could be useful in a lot of different situations. Many AI-driven career advisory systems have been developed. One such is Job Finder, which matches job searchers with appropriate positions based on their interests and skill sets using machine learning (Liu et al., 2017). The matrices generated by any of these tasks could result in an indication value when added together. Most research on this subject concentrates on the efforts made by recruiters to identify the most qualified candidates.

Machine learning (ML) is a popular HRM technique for doing analysis on massive volumes of data. Machine learning (ML) focuses on how computers can adapt to changing environments and identify and infer patterns (Makridakis, Spiliotis and

Assimakopoulos, 2018). Machine learning's core function, pattern recognition, is carried out automatically by machine learning (ML) (Jordan and Mitchell, 2015). Besides being able to understand how humans think, grasp, learn and act rationally and intelligently, AI plans to create intelligent entities imbued with a capacity for thinking perception, understanding, predicting and affecting its surroundings. Such an entity could write or speak the way people do (Hassani et al., 2020).

A new technology solution that deploys AI to turn data into insights which are of use in operational and managerial decision-making may solve the problem of how to manage large amounts of data. This paper describes a new AI approach to personnel management based on machine learning, integrating several data sources together and coming up with more accurate forecasts. The application of AI exposes issues like algorithmic bias, unfairness, and dehumanisatio (Fritts and Cabrera, 2021; Charlwood and Guenole, 2022). But when designing and assessing an AI solution, one cannot ignore the pros and cons of such systems. Those responsible for making the decisions must ensure that AI systems are developed so as to reduce the dissemination of hatred and intolerance (Shrestha, Ben-Menahem and von Krogh, 2019). Moreover, attention should be paid to the moral actions of these solutions and human equivalent of it as well as their primary and potential functions.

By using AI, businesses will be better able to manage big data, identify trends and obtain information that would otherwise be impossible to get. AI is being used in the talent management industry. find potential employees who fit the positions and increase the accuracy of job applicants' assessment (Jia et al., 2018). There is a possibility to save time and related resources on the evaluation of job applications and the selection of the most suitable candidates with the help of some AI-oriented management tools. The risk is a disadvantage that should be taken into account in association with strengths of AI in the

field of human resources management. Taking biassed or discriminatory action on the part of systems based on AI would be an example (Chamorro-Premuzic, Polli and Dattner, 2019). When developing and evaluating talent management solutions based on AI, the advantages and disadvantages of adopting such systems have to be weighed up carefully. In addition, those in charge should ensure that AI systems don't do anything which might lead to the reinforcement of prejudice and discrimination. Compared with present HR practices, the potential of AI for modernizing talent management techniques is huge.

Implications of AI for Ethics, Culture, Relationships, and Individuals

Many studies have emphasized the role of AI in streamlining operating procedures at work (Vrontis et al., 2022). When it comes to matters involving complicated scenarios, data set constraints and fairness, the dream of transforming workforce management with artificial intelligence doesn’t stand much chance when we flip from recruitment to retention (Tambe, Cappelli and Yakubovich, 2019). For talent management to quickly develop and effectively use the power of different data sets, it is necessary to design information systems solutions that help firms build more ethical HR systems while helping them remain competitive (Chamorro-Premuzic, Polli and Dattner, 2019). For this reason, personnel management strategies that track the hiring process must include ethical AI solutions. The unpredictable nature of the labour market as a result of factors such as the recent big resignations post-pandemic (Kuzior and Kwilinski, 2022), This has underlined the need to continue devolving a dynamic people management system given the pace at which business strategises and the integration of technology in the workplace. This implies that many scholars have declared their interest in AI and have questioned the use of technology especially predictive analytics systems that make decisions with big consequences for people’s lives (Mittelstadt et al., 2016). Employee

contributions, randomization & experimentation, and causal reasoning are three workforce concepts that interact, and this paper suggests ways to meet their needs in a more realistic way (Tambe, Cappelli and Yakubovich, 2019).

Talent management primarily focuses on three areas: employee recruiting, development, and retention. AI can make operations faster and more efficient, which might reduce technological obstacles in each of these domains. But implementing AI has its own set of difficulties that must be carefully thought through. Employers need to consider the implementation and adoption obstacles that AI may provide. Decisions produced by artificial intelligence may not be trusted or accepted by people; this problem is referred to as algorithm aversion.

The difficulty in collecting suitable engagement metrics is another reason why employers have a hard time increasing employee engagement and decreasing staff burnout. Strategies for lowering risks include promoting diversity on engineering teams and assisting clients in connecting with AI products. It is possible to hold employers liable for unintentional bias in the workplace caused by AI-driven technologies. Asking if monitoring can boost employee outcomes without causing assessment issues should be management's top priority. Businesses which use AI to manage their employees should keep an eye on new regulations and take preventative steps to mitigate risk.

The EU has taken certain steps towards achieving AI excellence and trust, as outlined in a "White Paper on AI" that lays out their strategy. While also improving manufacturing processes, robots can aid humans in difficult circumstances. It is essential that they possess the ability to discuss a dependable artificial intelligence system (Kuzior and Kwilinski, 2022). This paper shows how AI has the potential to increase reliability and excellence in government services. For AI to gain public confidence, a stable ethical and regulatory environment safeguarding basic liberties and rights is required. The topic

of whether or not European companies are using ethics to their advantage as a competitive advantage arises in light of this (Ulnicane, 2022).

Application of AI in Talent Management

The 'fourth industrial revolution,' fueled by shifting demographics, new technologies, and globalisation, has had a profound impact on the nature of work. Workers have been greatly affected by this. Despite the worries expressed about technological unemployment, the need for new competences to operate present technology, and the shifting needs of the labour market due to the rise of Industry 4.0, a hopeful perspective for the future is still achievable. Alongside more conventional hands-on training, humanistic and ethical topics must to be included into engineering programmes. It is important to integrate advancements in both technology and society (Kuzior and Kwilinski, 2022). Applications of AI in talent management have increased in the last few years. Along with automating mundane tasks like posting job opportunities and reviewing resumes using AI tools, it is critical for businesses to spot trends in their data that might guide them in making better informed choices about developing and keeping talent pools.

Talent Acquisition

The goal of the TA process is to find and hire capable individuals who can perform at a high level. The TA function has been substantially improved by technological advancements. When employing new staff, the human resources departments of many businesses rely on social media and online resources like Facebook, Twitter, and LinkedIn. Moreover, there are a number of online resources that facilitate communication between employers and job-seekers with the purpose of recruiting, such as Naukri, Glassdoor, and Indeed (Horton and Tambe, 2015). By using artificial

intelligence, it becomes possible to prescreen the candidates and then conduct the first interview with each applicant and continue the working process in a short time. In an organization, Vera and Sophia are artificial intelligent systems that can help in hiring new talent after implementing voice recognition and NLP. These devices have the capacity to interview hundreds of potential candidates and compile a list of the best candidates for each post (Mathew et al., 2021). The research conducted more recently reveals that instead of embracing conventional modes of recruitment, the candidates prefer to start their career by submitting their applications for job openings online by visiting social media platforms such as Face book, mobile apps and even chatbot talent anchors (van Esch, Black and Arli, 2021). Artificial intelligence-driven automated methods for selection and evaluation provide results that are more objective and accurate (Mathew, Oswal and Ateeq, 2021). Employer branding can be accomplished by showcasing recent employee endorsements and business achievements, maintaining an active social media presence, and creating attractive employment websites. These tactics are all useful for drawing in and employing qualified candidates.

Talent Development

It is crucial to train people once the hiring process is over to provide them a stimulating work environment and to help them advance their knowledge or abilities for future employment. Mobile learning (m-learning) and online learning (e-learning) are two examples of the technology that companies are using to cultivate talent. Employees may use these tools from any device, at any time (Paul, 2014). Gamification may also be used to evaluate staff training in an objective way. This programme is driven by AI and it continually monitors and provides feedback on employee performance. The training helps workers understand their strengths and areas for improvement, as well as the many opportunities for advancement within the organisation (Simpson and Jenkins, 2015).

Wikis, project management software, and file sharing are just a few examples of the many technologies that make collaborative work easier. Employee engagement in their work and awareness of project progress inside the virtual office are maintained in this way (Gaonkar et al., 2022).

Businesses may now more efficiently manage vast volumes of employee data, train staff members in a timely and efficient manner, and easily find and hire top talent thanks to artificial intelligence (AI) and related automation technologies. Tech plays an enabling role in HRM, which in turn promotes positive outcomes for employees, including higher levels of engagement, work satisfaction, devotion/loyalty, and performance. It is thus feasible to raise an organization's level of customer happiness, productivity, efficiency, and cost-effectiveness while maintaining the quality of services offered. Conversely, companies should follow all regulatory, ethical, and moral guidelines while using these technologies for HRM. In order to prevent these technologies from endangering the working environment or the personnel, this is being done.

Talent Retention

The U.S. Bureau of Labour Statistics estimates that in August 2022, almost 4.2 million workers will leave their positions. 10.1 million jobs were available at the same period. These strategies are now far less effective in attracting exceptional talent in this fiercely competitive industry due to current phenomena like the Great Resignation and the silent quitting movement. An emerging workforce that will change employment in pursuit of less opportunities must be considered by employers. Therefore, one of the hardest challenges facing human resource managers is retaining high-performing employees. For the business to function well, these employees must be engaged and motivated. HR managers use retention strategies like difficult assignments, competitive

pay scales, training for future skills, prompt feedback, awards and recognition, etc. to keep talent on board. Many AI- and TM-based cloud applications are being used by technology to help refine these procedures. HR managers may anticipate staff turnover by using the predictive analytics data that these software packages give as an early warning system. Early action before an employee resigns may help reduce employee turnover. If technology can provide data on the present mindset and motivation of workers, pulse surveys might be completed quickly.

Risks Management for AI Adoption

Algorithms and methods that can automatically gather, analyse, and learn from data are collectively referred to as artificial intelligence (AI) methods. Once these insights are obtained, they may be applied to specific goals and actions (Kaplan and Haenlein, 2019). AI algorithms may provide businesses with analytical capabilities to better understand the effects of hazards, provide automated recommendations to reduce and manage these risks, and strengthen their organization's resilience (Canhoto and Clear, 2020; Chowdhury et al., 2023). From a risk management standpoint, AI algorithms might give analytical tools to businesses and make managers' decisions easier (Jarrahi, 2018). One way to do this is by: (1) lowering the latency associated with aggregating, which is the process of automatically collecting and combining digital data streams (Osamy et al., 2022); (2) cutting down on processing time, or automatically evaluating and summarising massive data sets; and (3) decreasing processing latency (Osamy et al., 2022).

This capacity is still in its infancy since developing automated decision-making solutions has gotten less attention than anticipating and learning for AI risk management. (Žigiene, Rybakovas and Alzbutas, 2019). The e-risk management industry has its own set of problems, such as a shortage of qualified workers, insufficient funding and resources, limited access to technology, ineffective leadership and direction from upper

management, insufficient training and education for team members, lax oversight, anxiety about the future, and an overall lack of innovation and preparedness for the digital era (Rodríguez-Espíndola et al., 2022).

AI in Small and Medium-Sized Enterprises

For a few decades, it has been clear that AI is being used in HR. Demand for talent management processes that are automated is rising, which is expanding the range of services offered and the expected applications for them. Talent intelligence has been used by a number of industries, including labour markets, higher education systems, and corporate and public sector organisations that provide talent management systems. They must make substantial contributions to workforce management while also lowering resource costs by using digital services as the demand for help increases. Under the pressure of the competition, the application of information technology has increased in the contemporary postsindustrial enterprise: from the merging of production cycles to personnel administration. Continuing challenges for strategic human resource management include the ability to maintain people and realising their potential. The requirement for a multi-skilled worker and employee who is adaptable in the operational process of the business organisation is triggered by the impermanent nature of the market, its fast acceptance of technology in the running of organisations' activities and the shifts that can occur when certain assumptions do not hold as expected (Pauli and Pocztowski, 2019). Consequently, talent management has emerged as a more critical priority than improving employee performance. Talent management can be defined as the systematic approach of acquiring, identifying, recruiting, and developing the people needed to

deliver on the organisation’s present and future talent requirements (Pauli and Pocztowski, 2019).

Senior management and/or shareholders' desire for the achievement of organisational goals serves as the driving force behind talent management. If the talent management system is to be effective, departmental goals must be translated from organisational objectives into daily activities and operational targets that highlight individual job performance needs. Furthermore, without appropriate training and a career-development programme, it is unrealistic to expect an individual to do a new position flawlessly. Additionally, these training courses need to be combined with a centralised personnel management system. The integration of talent management with an organization's goals, purpose and vision statements, HR procedures and guidelines, and business operations is necessary since talent management is a sophisticated system (Kimanzi and Gamede, 2020). The implementation of supporting technologies is necessary for the successful execution of a multidimensional integration. IT enterprises globally provide talent management software solutions. These talent management software programmes often include the legal requirements of regional labour laws as well as specific HRM standards. Hiring, managing employee performance, training and development, and staff remuneration and recognition are the four primary components of talent management systems (Buenger, 2006).

SMEs are crucial cornerstones of a nation's social cohesion and economic development. Approximately 400 million individuals worldwide are thought to be working in this industry. Compared to huge companies or multinationals, these businesses must adapt their procedures to the market and industry volatility and competition in order to remain viable. An organization's responsiveness is defined by its operations and the HR departments' capacity to integrate new technology into daily

operations and increase access to talent. In contrast to major organisations, SMEs lack access to capital investments and infrastructure resources. Some of the strategies used by SMEs includes repurposing, retooling and pivoting human capital. Another approach is modifying purpose of activity within an organisation, Each of these strategies requires flexible human and operation resources. Therefore, in order to assist SMEs, meet the demands of a market or sector, a complete framework is needed to satisfy the always evolving talent management requirements.

Application processes are simplified and made easier for job searchers by AI technology, which employs design principles to create more user-friendly forms. This helps to drastically reduce the number of incomplete or unsubmitted applications from potential applicants. Technology has been crucial to candidate rediscovery since it maintains a record of past candidates. These applications may be assessed using a pool of existing candidates, and if and when the organisation has vacancies for new roles, a suitable candidate may be identified. Rather of spending time and money looking for new talent, HR managers can now find qualified individuals more quickly than ever before, saving a significant amount of time. In the realm of talent acquisition, Al technologies are now widely used in HR operations.

Evolution of Talent Management

As a result of the fast implementation of mass production processes in the Asia-Pacific area and Australia, people management emerged in the US and UK. Modern power-driven equipment and improved manufacturing techniques have made it possible to make goods at lower costs than in the past. This practice eventually led to splits between the working classes and management as well as repetitive, unpleasant occupations and dangerous working environments. To improve working conditions, this compelled employees to take collective action.

The second half of the twentieth century saw the worldwide occurrence of the industrial revolution. A way individual made a living and lived was altered by industrialization, which also saw the replacement of human labour and talent by machines. Organisation was rethought with the advent of the "factory" concept during the industrial revolution. It brought several changes like specialization of work, brought together workers for employment that otherwise had no other way of living, focused upon materials, markets and production with an aim to maximise the employer's profits, increased importance of supervision of large number of workers.

The two main HR issues of the industrial revolution were employee social conduct and working circumstances. HR policies in Britain, including a code of discipline, were enacted only to set an example for the unskilled workforce. Employers in several nations voluntarily implemented worker welfare policies later on, motivated by both humanism and self-interest.

The origins of human resource management can be found in the early 1800s, when the first welfare officers—also known as "welfare secretaries"—were employed. They only cared about the safety of women and girls because they were women. When a female employee is sick, they come to their house, provide food, lodging, and medical attention. Their inception was a response to the severe industrial circumstances as well as the labour movement's and trade unions' influence. The quality demanded of these women employees increased as their roles expanded, such as when they were hired for routine jobs like packing, assembly, or other tasks in modern industries. Consequently, the responsibilities of these women welfare officers expanded to include recruitment, training, and development. During the First World War, when armaments were produced on a massive scale, people management precisely began to expand. The number of workers required for manufacturing rose, but in order to care for the workers, the welfare

officer's number also increased. The government required welfare officers in various sectors. Large-scale recruitment of women took place during the war to replace the males who left the workplaces to fight, which in turn caused labour problems. In the engineering and other sectors that struggled with employee absences, hiring, business-related inquiries, and other issues, the term labour manager, or employment manager, was first used in 1920.

Large corporations in developing industries understood the value of investing in employee perks in the 1930s, as the economy was beginning to revive, in order to draw in, keep, and inspire employees. In contrast, companies in previously hit by the global recession, like those in the textile, mining, and shipbuilding industries, saw no need to change their methods because they could easily find workers. The full-time employment of welfare and people became the norm during World War II as all businesses were required by the Ministry of Labour and National Service to begin manufacturing war products.

The wide phrase "personnel management" had evolved to include both humanitarian work and employment management by 1945. Employment policies might affect production and productivity, as the war had shown. The personnel function was widely seen as a new bureaucratic profession due to its main role during the war in imposing rules required for state-run mass industry.

Critics in the 1960s said that personnel managers lacked the ability to negotiate and did not adequately prepare for industrial relations. These shortcomings occurred because management did not place a high enough focus on people management. Using ideas about motivation and organisational behaviour from the social sciences, people management approaches emerged in the 1960s and 1970s. Researchers began to realise in the early 1960s that employees are individuals with different needs, desires, and values.

One employee's motivation may not translate to another's motivation. The human relations approach emphasised that, given the right motivation, individuals are capable of exercising a considerable lot of self-direction, control, and creativity—all of which are necessary for their continuous occupations. In order to ensure that all employees participate to the fullest extent possible, a manager should provide a safe, pleasant, and healthy work environment (Arbi et al., 2023).

In the 1970s, specialisations started to emerge. In the mid-1980s, the term "human resource management" was first used in the United States. It was noteworthy to note that the word "human resources" implied that workers need to be seen as assets by the company. Many western firms were taken aback by the success of huge Japanese corporations in export markets such as those for automobiles and technology products throughout the 1990s. The personnel management strategies used by Japanese corporations such as Toyota Matsushita have been crucial in their success. Western companies started adopting the practices of these companies. The practices included stringent hiring and selection processes, thorough training (including on-the-job training and induction), teamwork, multitasking, improved management, worker communications, quality circles and a focus on quality, promoting employee ideas and innovation, and using corporate uniforms and common canteens as status symbols (Mishra, 2014).

There is now a brand-new HRM subfield known as SHRM. SHRM is an acronym for HRM and strategy. It refers to aligning human resources with strategic goals and objectives in order to achieve organisational goals. It also contributes to creativity, adaptability, and a competitive edge. SHRM, as used in an organisation, refers to the development and application of the business's strategy via HR initiatives. To accomplish corporate goals and objectives, strategic human resource management integrates HR policy with organisational strategy. The popularity of strategic human resource

management is growing for many reasons, such as the internationalisation and globalisation of markets, faster technology change, problems between cultures, and more competition.

Talent management has become more important recently. This is a big change from more standard human resource management methods to ways of managing talent that work better in today's fast-paced, competitive world. The term "strategic talent management" refers to a group of procedures and activities that include: actively seeking out positions that offer the organisation line of sight and thereby actively developing a succession management plan for identifying and developing high performers for these roles; and designing a frame work to enable the organisation to target and attract the right candidates for the positions and ensure organisational loyalty.

Thus, finding talent and developing it to reach greater productivity is the problem facing HR managers. In addition to their direct impact on organisational success, talented individuals have the ability to advance to higher positions. To manage employees more successfully, organisations should take a holistic approach that links organisational strategy with a clear talent management plan (Rothwell and Kazanas, 2003).

The McKinsey consulting organisation dubbed the human resource the "War for Talent" in the late 1990s, recognising the strategic significance of the idea that talent management was born out of the Second World War (Iles, 2009). Since then, the literature and business practices have both given attention to and enhanced the relevance of the problem of talent management. Michaels, Hanfield, Jones, and Axelrod (2001) identified three primary drivers of the talent war: the unavoidable transition from the industrial to the information era, the increasing need for top-tier managerial and professional talent, and the increasing propensity of workers to change jobs (Boudreau and Ramstad, 2005).

The labour market is experiencing a "war for talent" because to shifting worker demographics, persistent skills shortages, and employee aspirations for work-life balance. Successful businesses would strengthen their approaches, guidelines, and procedures for luring, nurturing, deploying, and keeping talent—all of which are essential to meeting their operational demands—in this "war." Every company has various needs for resources for its "talent pipeline," both now and in the future, and varied challenges on how to effectively satisfy their business needs. These factors need to guide an organization's development of its talent strategy.

Rationale for Talent Management Theories

The reviews provided theoretical framework drawn from various theories to tackle the research questions. The research studies in TM lack a clearly specified theoretical foundation. Theoretically, talent management has been conceptualised from a number of angles, such as the behavioural approach theory, social exchange theory, human capital theory, and resource-based view.

Resource-based theory (RBV) offers a theoretical link between HRM and strategy (Wright, McMahan and McWilliams, 1994). According to Morris, Snell, and Wright (2006), RBV has surfaced as the most widely used theory and technique in the field of HRM research. As, Wright, McMahan and McWilliams (1994) state, “The RBV provided compelling evidence that HR practices provide businesses an advantage in the market”. The use of HRM methods has been said to be influenced by external variables like the labour market, industry competitiveness, or nation culture (Brewster, Mayrhofer and Morley, 2004). According to the RBV, human resources are essential to a business's success since they offer a source of long-term competitive advantage (Wright, McMahan and McWilliams, 1994).

According to Barney (1991), a resource may only provide a company an edge in the market if it meets four criteria: (1) it generates profit for the company, (2) it is different from the firm's current and potential competitors, (3) it is difficult to replicate, and (4) it cannot be replaced. Some authors, such as Lepak and Snell (1999) and Hoopes, Madsen and Walker (2003), argue that the only two factors that really count are the resource's worth and its imitability; when a resource is valuable, and only because it is hard for competitors to replicate, then rarity becomes more important.

One of the beauties of the resource-based approach of an organization is that it draws focus to the ability of the firm to learn and adapt more effectively and faster than the competitors and on the quality of its human capital. Scarce, valuable, rare, inimitable resources give an organisation a durable competitive advantage. Checkland and Howick found that talent management can offer sustained competitive advantage when it fosters and strengthens such possibilities as firm-specific competencies, intricate social relations, and other forms of organisational knowledge which cannot easily be codified. Value can be created via natural resources, technology, money, and economies of scale; yet, unlike human resources, which are intricate social systems, these resources are accessible to everyone and can be easily imitated. Organisational resources, according to the resources-based approach, are the people's expertise and experience.

The RBV is a theoretical framework that has had a major impact on talent management. The RBV identifies human capital and other internal elements as the primary drivers of competitive advantage. Human capital is seen as an invaluable resource within the RBV perspective of the company because of its non-substitutable qualities, rarity, unique nature, and value as a source of sustained competitive advantage (Barney, 1991). Thus, the RBV framework reflecting on the human element was impacted most by human capital theory.

Human capital theory highlights the possible connection between personnel quality and skills and organisational success (Caire and Becker, 1967). More and more people concur that organisational responsibilities ought to be more precisely defined, emphasising strategic positions over non-strategic one (Becker and Huselid, 2006), or positions that may not have as much of an influence on an organisation as positions that may (Boudreau and Ramstad, 2005).

Lastly, the input and flow processes completely decide the output, which includes both performance and emotional results. Affective effects are the feelings that workers have because they work for the company, like job happiness or feeling like they are a part of something bigger. Performance outputs include everything that happens as a result of performance, like how well the product or service works or how much money is made. This means that a high-potential human capital pool is needed for good success but not enough by itself. The company should be able to put its plans into action, which will make it more efficient and effective. As a result of HR practices, the human capital pool is "built," and people are encouraged to act in ways that are truly advantageous.

Social exchange theory is a way of looking at social psychology that says social change and security happen when people make deals with each other. Subjective cost-benefit analysis and alternative comparison are the building blocks of human relationships (Gould-Williams, 2007). This describes the circumstances in which individuals are obligated to give back to the organisation when they get benefits from it. Organisational performance is one good consequence that may result from a pleasant interaction between workers and the company. Employees expect to work in an atmosphere where they can utilise their abilities, fulfil their wishes, and accomplish their objectives when they join the company. They bring with them certain skills, desires, and ambitions. A drop in organisational performance is likely to occur when employees are

not given enough incentives for their work. The more customers value the perks offered, the more they want to support the company further.

Functions of Talent Management

The Organizational goals can be achieved efficiently, through effective utilization of talented resources. Thus, the talented employees must be managed properly so as to ensure that their skills and knowledge are leveraged and used to the fullest extent towards the success of any business. Talent Management is perceived and believed to be an ongoing process, encompassing the facets of analyzing, attracting, developing and retaining brilliant employees. The various functions of Talent Management are as discussed hereunder:

- **Talent-need Analysis:** The first step in talent management is identification and match of people to the right talent in relation to the organizational or team requirements. In every job, people with some kind of talent, or those who have some kind of skills are being hired. Hence, it is the primary and fundamental function of Talent Management to ascertain that the candidates that best suit the Open Position are hired keeping in sight skill-set demanded by the job.
- **Identifying the Sources of Recruiting Talent Resource:** Post identifying the desired skillsets for a particular job, the next step is to identify the source-pool from which candidates with the desired skills/talent could be hired. More often than not, the employee with required talent may be found within Organizational itself. Such talented employee must be identified and assigned to the job that matches their skills and competencies. If such person is not available within the Organization, then the Organization will rely on external sources for recruiting Talented Resources.

- **Attracting Talents to the Organizational:** Talent-Attraction is another critical function of the Talent Management Process, which, in turn, involves drawing the attention of talented professionals and creating interest in them to work for the Organization. Talented resources are normally attracted to those Organization which has a strong Employer-brand with a strong competitive edge, leading the Market in Compensation and Benefits and offering the New Hires with opportunities for Career Development and Progression.
- **Recruiting Talents**: Another function of Talent Management is to recruit the best of Candidates from the identified Talent Pool. Through an effective Selection Process, the most ideal candidate/s will be shortlisted and finally selected.
- **Managing Compensation and Benefits:** The Process of Talent Management also involves the structuring an attractive Compensation and Benefit Package that is commensurate with the Skill-sets sought and taking into consideration the demand-supply matrix for the Open Position. A Compensation Package that leads the market or at worst matches the market compensation for the open position will attract the right talent with the requisite skill sets. A Market-leading or Market-matching Compensation can not only attract the best talent but also help to retain them.
- **Training and Development of Employees**: Talent Management, as a process, does not end with On-boarding the most suitable candidate/s. Continuous Competency-analysis and training-need analysis should be resorted to, of the hired Talents pursuant to which they should be offered Training for Skill-upgradation and Career Development.
- **Evaluating the Performance of Talented Resource**: Evaluation of the Employees through a well-structured Performance Appraisal System, a 360

degree one, preferably will offer the Organizational Leadership and Employee alike, with feedback on the Competency-level of the employee, based on which, Organizations are able to plan for additional Training and Development Initiatives towards ensuring sustainability of the Organization's Competitive Edge.

- **Career Planning and Growth:** Talent Management function also includes creating career paths for Talented Resources and offering them opportunities for Career Growth and Development. An organization with a climate that favours career growth ensures attraction and retention of Talented Employees. Creation of Individual Development should be encouraged.
- **Retention Management:** Of all the functions associated with Talent Management, the most challenging one is that of Talent-retention, in an extended period of Organization. Employee Surveys and Stay Interviews can be means of preventing Attrition of Talented Employees.

Benefits of Talent Management

Organizations with effective Talent Management Practices are benefited to great extent. It is not only beneficial to the Organizational but to the Employees in that it assists them in performing their jobs efficiently towards fulfilling their personal aspirations. The several advantages of the Talent Management Process can be summarized as under.

- Effective Talent Management Processes aid in attaining its strategic goals efficiently.
- Sustainable Growth and Development is ensured through optimal management of Talent Pool.
- Assists the Organization in reinforcing its advantage in the very competitive world of business.

- Sustains the Employer Brand of the Organization which in turn facilitates the attraction and retention of talented professionals with the requisite skills.
- Assists in empowering the Employees with the desired skill-sets to carry out their jobs towards adding value to the Organization.
- Facilitates the training and development of talented resources and in that direction also ensures grooming of such employees for succession planning, leading, in turn to employee satisfaction and engagement.
- Measuring the performance of the talented employees as against the mutually agreed KPIs.
- Above all ensures retention of Talented Employees, thereby preventing loss of acquired knowledge and skills, which are difficult to replace.

Significance of Talent Management

Modern business practices encompass the adoption and integration of Sophisticated Technology, Mergers and Acquisitions, Globalized Operations, Outsourcing and other modes. Such practices are compelling Corporate Entities and Industries to adapt to the changing scenario, to acquire, retain and develop talented resources towards retaining the competitive edge. The various researchers and academicians such as Berger have held that contemporary studies in the fields of HRM show that Talent Management has become more prevalent. has generated tremendous interest and is considered to be one of the Core Pillars of a well-structured Organization Strategic Charter. In the present-day business context, every business having an opportunity to globalize its operations, are diligently working to find and keep talent so as to move its business on a Growth-path. Organizations in this aspect, are enhancing employee engagement and providing training and development to talented employees so

as to propel the employees on a career-growth trajectory which will facilitate Organization-goals attainment.

Talent Management – A Global Perspective

The interchange of goods and services beyond national borders is known as globalisation, and it allows firms to pool resources, compete for excellence, and provide customers with the best products. Because of globalisation, markets are thriving with participants and goods from around the world. Most countries in the globe came together for the shared goal of developing their economies and human resources with the advent of the European Market, ASEAN, NAFTA (North American Free Trade Agreement), and the WTO, which replaced the GATT.

In order to achieve core competency, maintain business in a global market, and manufacture goods or services efficiently, organisations must adopt a global perspective. They need to acquire substantial knowledge in several functional domains. Therefore, there is no need to emphasise the importance of talent management on a global scale. But, because of the fierce global rivalry for the skilled workers needed for several roles in the manufacturing and service industries, organisations today face significant difficulties in luring and keeping brilliant individuals.

Talent Management, as a process, is positively related to Business Strategy in achieving Organizational success. Accordingly, Talent Management is regarded as a contemporary concern (Rodriguez and Escobar, 2010). Managing Talented Resources is even more relevant in a time of crisis, according to the CEOs' Report of the Poll carried out, by Price Waterhouse Coopers. Since Employees are perceived as the primary source of a sustained competitive advantage, they are key assets. Kramer and Stid (2010) point out that Organization are faced with various challenges in the contemporary Global Environment which it is highly competitive. Finding the appropriate candidate for the

right job with optimal cost, is challenging to Organizations operating globally. As identified by Reiche et al. (2023) all activities pertaining to Global Recruitment, Development and Retention are all integral aspects of Talent Management. McDonnell et al. (2010) has highlighted that finding and retaining the best employees to attain Organizational strategies is much more complex in a case of Multinational companies. In emerging economies, the global manufacturers face acute talent challenge. As an outcome of globalization and the uncertain business environment, more and more businesses are relying on their human capital to give them a competitive edge that will help them grow and sustain their operations.

The globe saw a boom in high technology in the 1990s, which led to a talent shortage since there was a greater need for certain skill sets than there was talent available to meet them. There was a severe lack of talent, according to the different studies carried out by HR Practitioners and Consultants. According to the 2011 Manpower Group Personnel Shortage Survey, one of the fundamental subjects of inquiry in Global Personnel Management is the concept of Talent-shortages. Many studies have been conducted to look into the issue of how a lack of talent affects human resource management in multinational corporations. McCauley and Wakefield (2006) noted that talent management is a problem that also arises during economic downturns and periods of economic uncertainty. Managing talent is even more important in emerging economies.

Organisations need a type of globally diverse leader to meet the challenges. Talent management is a vital performance indicator for every company, according to a number of HR professionals and experts. For this reason alone, it is crucial that businesses create and execute talent management plans that complement their long-term goals.

Talent Management in India

India underwent a significant economic transformation in 1991 and the years that followed, utilising the concept of Liberalisation, Privatisation, and Globalisation, or LPG. This then-innovative concept made it possible for private and foreign entrepreneurs to conduct business internationally. As a result, Indian organisations had to contend with fierce competition in the global business arena, and maintaining their position in the face of global competition was a difficult undertaking.

Many foreign companies began establishing offices and production units in India in 1991 with the declaration of radical economic reform. They did this either alone or in collaboration with Indian companies. Organisations grew rapidly in the industrial and service industries. In this case, Indian organisations required to make improvements in a variety of areas, such as human resource management, production, marketing, and finance. In order to run the business, achieve competency, and achieve sustainable growth in this global market, today's global business needs an increasing number of competent executives. This fundamental need does not apply to Indian organisations.

Today, Indian HR is undergoing a major redefinition and employee churn is a major concern for most industries (EY- NHRDN, Talent trends in India). The talented people have a large selection of the most desirable jobs worldwide. Indian organisations' technology advancements necessitate a staff with many skills, flexibility, and independence. New manufacturing techniques must be used in place of the conventional approach, which calls for the skills necessary to complete the assignment. HR experts are finding it challenging to implement appropriate talent management methods in a nation like India, where there is a growing daily requirement for qualified hires. The difficulty of talent management has been made worse by the rising high attrition rate. Indian corporations are having a difficult time keeping talent. According to the CII research,

attrition in Indian industries is between 20 and 30 percent. BPO has the highest attrition rate among the service sector (35%), followed by BFSI (Banking and Financial Service in India) (32%). The BPO sector has struggled to retain its workforce, which calls for a proactive strategy using cutting-edge talent management techniques. There is a 20% attrition rate in the manufacturing industry, which is not an exception to this issue. India, the world's second most populous country, has an excess of labour, but a shortage of skilled workers. In Bangladesh and India, P.V. Ramana Murthy is the Senior Vice President for Human Resources at Hindustan Coca-Cola. Another talent barrier is the Gender diversity. Women have been mostly assigned the primary role as a caregiver and even if she is talented, her entry to top positions in Organizations is limited.

Despite these challenges, India is striving hard to face global competition and Organizations such as Wipro, HCL, Infosys, Tata Group etc have gained enormous position in the global market.

An Overview of Talent Management Strategies

One of the most crucial long-term goals for contemporary firms is talent management. Talent is crucial from every angle and is frequently seen as a critical tactic in sustaining a competitive advantage. Success, effectiveness, and consistency all depend on effective talent management. The use of a systemic approach is encouraged, starting with talent attraction and concluding with talent retention. There are many difficulties with this strategy:

1. A successful personnel management strategy identifies key positions within the company and looks for measures to guarantee that the incumbents, both the best

performers are active and at standby. On occasion, those in crucial positions don't perform as well as those in non-critical positions, and vice versa.

2. Planning for Organizational Change is facilitated by a sound talent management process. For various company levels, some businesses have complex succession plans. It is necessary to prepare for the potential departure of key personnel, as stated by McDonald's Corporation, "backups in case someone gets hit by the bun truck." so as to avoid hiccups in business operations.
3. A productive recruitment and selection system consider potential movement, which may occur inside the Organization. Talent management takes place when talent moves frequently and has little effect on the business. Talent should be transferred to other functions if there is a better place to utilize the employee's skills. Unfortunately, managers get disoriented and fret about a lack of employees. It is crucial to prepare for these gaps and to create an environment where talent belongs to the business as a whole rather than to a specific group. Because the talent management system is so effective, there won't be any big gaps or shortages when managed properly & effective at promptly filling vacancies.
4. Talent pools are created by effective talent management techniques. To mimic the idea of a centralized talent pool, formal rotation programs have become very popular. These programs allow an individual, whether a recent graduate or an established worker, to rotate between different supervisors and roles while performing their assigned tasks. For instance, the finance department frequently uses this strategy when working with recent MBA graduates. Through the development of a programme, a worker is exposed to financial analysis, financing strategy, financial accounting, and occasionally tax/treasury. After completing an official training, an employee might choose a function, a manager, or a team to

work with. This enhances the skills of the employee and exposes them to various functions.

5. Effective talent management systems ought to have outcomes reporting capabilities. Giving management information on factors like the proportion of workers with advanced degrees, the number of managers with marketing degrees, or the number of workers with foreign experience can be quite helpful for business strategy. A company's talent along with its techniques for acquiring, developing, and retaining talent, growing interest to Boards. Additionally, senior executives must be informed of the effectiveness of talent management programs.

According to a recent poll, around two-thirds of Employers do not plan their talent needs. Every new talent requirement for these Organizations represents a significant disruption. Every resignation from an employee is a catastrophe, and every increase in the need for certain abilities is a problem. A Corporation that doesn't plan, manages its talent poorly, and waits for a need to arise or for one of its current employees to go before looking for a solution, will not succeed in the long run.

Rise of Talent Management Practices

- **The inception of Talent Management**

According to business historian Alfred Chandler, the average firm was simple up until the middle of the 1880s—a single-unit enterprise that only performed one function, such as making soap or selling insurance. In the 1990s, these businesses were skilled at outsourcing or doing away with everything else while concentrating on the few items that actually made up their "core competencies." Companies' owners were their leaders.

- **Assessing Potential**

The extensive investments in the development programs and experiences I've described were forfeited if a candidate failed. Many commentators advocate going back to the 1950s' business practices, however even a quick glance at the current business landscape shows that it is very different from that era. If anything, the climate resembles that of the dynamic era that occurred around the 1920s, when long-term planning was challenging, individuals rather than systems were given authority and responsibility, and there was a high degree of career mobility among different enterprises. In order to determine which techniques will be successful in the drastically changed modern business environment, it is crucial to comprehend why the models from the 1950s failed and why they are unlikely to reappear.

- **The Limits of Outside Hiring**

Because outside hiring has gained popularity, it is worthwhile to take a minute to consider its inherent limitations. The popularity of outside recruiting began in the middle of the 1980s because, in comparison to former methods, it was astonishingly straightforward: Managers and Executives could be hired "just in time" as openings arose, without the elaborate developmental preparations of previous generations. There was no need to invest time and resources in teaching competencies and skills. Additionally, there was no longer a requirement for management-training roles to be kept open. All of those positions might be eliminated via systemic reengineering. These were sunk costs in accounting terms because prior employers had already paid the development expenditures.

However, this method of external hiring exacerbated the risks and expenses of internal development by creating a difficulty with staff retention. Candidates can leave Organizations that invested in their development to work for others that did not train them and so could afford to pay more. This is a classic instance of an incomplete contract

in the jargon of economics: the initial employer makes the initial investment with the hope of recovering it through the employee's increased performance. Employees took part in this arrangement, investing the time necessary for growth and securing the rewards of progress. However, there was no written agreement in place, and when employers started to violate it through layoffs, workers started to wonder why they should not also take advantage of it.

- **Need for a Change**

The earlier models no longer make sense in the current setting, as you can now more easily understand. If the demand for human capital doesn't increase, it may be difficult to recover significant investments in development in the current environment. You can also see the issue with relying solely on external hiring and conducting no internal development. A solution that addresses both the current issue of overabundance and the historical issue of undersupply is required. Traditional internal growth and hiring from outside are not sufficient to address the issue.

- **Make-or-Buy Choice**

Due to the fact that it serves as a crucial barometer for internal progress, external hiring has altered talent management. The minimum need is that internal development outperforms external hiring. Employers have an option, but it is incorrect to believe that it is a "make versus buy" decision between nurturing talent internally and buying it from the outside. A combination of the two is preferable. In particular, the fundamental duties of managing uncertainty, choosing the mix is essential to overcoming talent management issues.

There is truly no other choice in some occupations and situations. Some businesses possess unique technology, in-house know-how, or a culture that is so ingrained that it is difficult for outsiders to adapt. On the other hand, there are occasions

when an organization needs new capabilities that are not currently available internally and can only be acquired through lateral hiring. Some businesses need to hire outside the box to change the culture.

- **Mismatch Cost Estimation**

The idea that the two kinds of mismatch costs would cancel each other out makes sense since the estimate cannot be both overestimated and underestimated at the same time. Since it may be more easily made up for by hiring from outside, undershooting a talent projection now costs significantly less than it once did. On the other hand, the costs associated with overshooting and maintaining a talent inventory may be significantly higher.

The Benefits of e-HRM and AI for Talent Acquisition

A hotel and tourist sector has a variety of personnel difficulties, just like any other business. For example, labour expenses are high in the hospitality sector; estimates indicate that hotels spend around 33 percent of their earnings on labour. The very high industrial turnover rate is one of the main labour issues. According to estimates, the US hospitality business has a turnover rate of more than 50%, with over 70% turnover in key areas (such as the hotel and food industries) (Bureau of Labor Statistics, 2011). These figures bear comparison to those from other nations, like the UK (30%) and the Netherlands (30%). Furthermore, during the last ten years, these turnover rates have increased. A recent industry study revealed that 41% of organisations discovered that an entry-level recruit who later departs might cost the company over $30,000. Turnover also has a significant influence on labour expenditures. Finding new applicants and controlling the "churn in the system" that results from needing to regularly replace staff members are thus very time- and money-consuming. With the use of eHRM and AI, they believe the industry can reduce this turnover rate and ensure that they can attract,

motivate, and retain outstanding employees. Using e-recruitment and e-selection processes, for instance, the industry may locate and hire skilled applicants who satisfy organisational needs (P-O fit) and job criteria (P-J fit) (Kristof-Brown, 2000). Businesses should find it simpler to identify and hire talented people, have reduced attrition rates, and spend less time and effort replacing staff on a regular basis if job and organisational fit are improved (Kristof-Brown, 2000; Johnson and Stone, 2019).

Goals of human resource management systems in organizations

Attracting, inspiring, and retaining skilled workers are the main objectives of an organization's HR system (Stogdill, Katz and Kahn, 1967). According to an HR strategy study, people are more crucial than ever in today's knowledge and service organisations since businesses compete with one another on the basis of the skills and abilities of their workforce (Huselid, 1995a). These objectives need HR systems that are set up to complete many crucial duties (Stone, Stone-Romero and Lukaszewski, 2003; Johnson and Stone, 2019). For instance, they need to use successful recruitment tactics to entice exceptionally talented applicants. On top of that, they need to implement selection processes to find the most qualified candidates, match them with appropriate positions, and make sure everyone is working towards the same objectives. In addition, they should provide chances for training and development as the needs of the workforce are always evolving. Last but not least, they need to implement better selection and reward procedures to increase employee retention. Companies are always engaged in the process of recruiting and replacing employees due to high turnover rates and poor retention rates.

Electronic human resource management

A field of human resources is undoubtedly being revolutionised by technological advancements. Employees engage with and are impacted by HRIS throughout their employment, from recruiting to retirement. The purpose of an HRIS is "to collect, store,

process, analyse, retrieve, and distribute data related to an organization's human resources." Kavanagh and Johnson (2018) and has changed how they identify select, train, pay, and develop HR strategy (Parry and Tyson, 2008; McDonald, Fisher and Connelly, 2017). The knowledge that HR needs to change HRM policies and practices has actually been made possible by the rising usage of HRIS (Johnson, Lukaszewski and Stone, 2016). The term "electronic human resource management" (eHRM) describes this novel method of HR administration that makes use of intranet or internet technology to streamline HRM tasks like hiring, onboarding, performance evaluation, paying employees, and strategic planning (Lengnick-Hall and Moritz, 2003). Examples of eHRM include online assessments, online education, online compensation, and online hiring (Johnson, Lukaszewski and Stone, 2016). This kind of HRM has the potential to enhance HR outcomes, according to studies. Big companies are using AI to improve communication and decision-making as eHRM use rises.

Artificial intelligence

Alan Turing proposed in 1950 that if people could not detect the difference between humans and machines when dealing with them, then robots would be deemed intelligent. Intelligent system design has since been an area of focus for computer scientists, cognitive scientists, and others. AI systems were first developed to assist and solve issues with clear definitions and structures, much like how humans make decisions. "Common sense" issues were the primary focus of the first systems that applied algorithmic reasoning to solve them. The aim of artificial intelligence (AI) is, unsurprisingly, to simulate human intelligence (Samad, Nasserddine and Kheir, 2023).

Like human decision-making, the original intent of artificial intelligence (AI) systems was to aid in the resolution of problems involving well-defined and structured data. The first systems that use algorithmic reasoning to resolve "common sense"

problems did so primarily. Naturally, the goal of AI is to make machines smarter than humans (Dulebohn and Johnson, 2013). An organisation that plans to take the lead in HRM in the future, the SHRM, has identified AI as one of the most important technology advancements that will drive these advances in decision-making skills. To make full use of AI to assist HR, the hospitality sector must have a deep understand of both their subject matter and the ways in which data and analytics may enhance decision-making (Maurath, 2014).

AI offers competences that bolster three functional areas of a company (Davenport and Ronanki, 2018). First, by incorporating cognitive capabilities into software, AI may improve business process automation. AI is being utilized by the firms in optimization of heavy automated decision-oriented processes such as supply chain management and loan processing and also, for increasing their understanding of consumer buying behavior. NASA claims that AI-enhanced HR processes can handle 86% of HR tasks automatically, which is a powerful testament to the effectiveness of HRM (Davenport and Ronanki, 2018). Software can now make and carry out decisions algorithmically with little human intervention thanks to AI-enabled process automation. Now that it has been shown that AI-based expert systems can mimic the advise of employee benefits professionals, (Sturman, Hannon and Milkovich, 1996), AI-enabled eHRM might go a step farther than just offering a variety of benefits to employees; it could automatically enrol them in the coverage that best suits their needs.

Second, AI may help in decision-making by providing cognitive insights. This AI type sifts through mountains of data in search of patterns that humans have missed by using algorithms and machine learning. In this way, businesses have utilised AI to anticipate consumer spending habits, detect fraudulent activity, and design targeted ads. To prove their argument, politicians used AI to fine-tune their messages for different

demographics throughout the previous two presidential election cycles, resulting in more effective ads with lower spend. The use of AI also allowed for faster and more precise cancer patient diagnoses than a panel of human doctors could muster. The relationship between work attributes and employee happiness has also been better understood thanks to AI (Tian and Pu, 2008).

Finally, with the employment of chatbots and intelligent agents, AI may promote cognitive engagement. Consulting and information sharing are closest to Turing's definition of AI and is also the purpose of the chatbots that are designed to search a knowledge database, and then disseminate the found information to others, employing social cues. The ever-increasing volume of information demands from applicants, employees, and customers is one reason why organisations are introducing chatbots. Organisations are beginning to utilise chatbots to assist both consumers and staff, and many e-commerce vendors use intelligent agents to assist customers in making purchase choices (Bo and Benbasat, 2007). To help staff with IT-related inquiries, SEBank, for instance, employs an intelligent chatbot (Davenport and Ronanki, 2018).

Enhancing efficiency and timeliness: reducing costs of recruitment

Further, e-recruiting could mean a decrease of recruitment cost at the same time enhancing recruitment effectiveness and speed. For instance it has been found that erecruitment may cut down the hiring cycles by 25 % and the recruiting costs by 95 % (Johnson, Stone and Lukaszewski, 2020). The administrative load of processing a high number of candidates may grow with e-recruiting, but the automated procedures can also expedite operations. The use of keyword scanning systems in e-recruitment allows for the rapid dissemination of messages informing candidates of their screening status and the determination of whether or not they fulfil the minimal employment criteria. Applicants may also provide the company with information about themselves, their schooling, their

work experience, and any other relevant facts about the position they are applying for by submitting an online application. Afterwards, software may scan the resume or application and utilise keywords to assess the candidate's suitability for the position.

Finding highly qualified candidates from their huge pools is one of the main issues that organisations face. Algorithms powered by artificial intelligence may help with this stage by identifying profiles of qualified candidates and selecting those to invite for interviews. Letters informing applicants of their qualifications for employment and the following stages in the process may also be generated by AI. Organisations may increase their efficiency, boost its fairness, and guarantee they hire the most effective candidates by standardising their first screening procedure (Abed and Asmar, 2023). Candidates may be encouraged to apply for jobs at organisations with excellent administrative procedures since they are more likely to do so than those with weak ones.

Another major issue in hiring is communicating with candidates and updating them on their status throughout the process. After making their initial contact with a company, nearly half of all job candidates (43%) never heard back, and many of those who did had negative opinions of the organisation because they were not given enough information. Chatbots linked to a company's knowledge base may be useful since they can update users of their progress and answer basic questions automatically. Applicants' impressions of the company may improve and their emotions to rejection can decrease if this happens.

Increasing applicant attraction and degree of fit assessments

An additional perk of online hiring is the ability to target candidates with certain skill sets via personalised recruitment messages and attractively designed websites. Research found that candidates were more likely to apply for jobs whose cultural values matched the organization's declared goals and principles (Harrison and Stone, 2018).

Other studies found that when job information and benefits were displayed on the website, applicants were more likely to apply for openings. Another study found that applicants preferred job-specific websites over generic ones (Furtmüller, Wilderom and Van Dick, 2010).

The study has proven that website usability, website speed and simplicity of use, as well as the aesthetic design a Website had all have positive effects upon an applicant's appeal to organisations. Also, the research regarding aesthetics of websites is divided. Some research, such as that of (Cober et al., 2003), indicated that potential applicants 'interest to an organization had nothing at all to do with the aesthetics of websites; other studies suggested there was a relationship between them. Thus, additional research is needed to determine in detail what elements of websites can increase a candidate's interest in applying for jobs.

AI may potentially increase the effectiveness of e-recruiting. Businesses may utilise AI, for instance, to create games that give potential employees a taste of what it's like to work for the company and allow them to gauge how well their beliefs and personality fit in. Examples of these kind of games include those developed by Siemens and Shell, which let users practise plant management and prospect for oil. According to the findings, these games raised the number of highly fit workers who applied for positions with the companies. The synopsis provided above indicates that e-recruiting and AI can assist companies in expanding their candidate pool, attracting job candidates who may otherwise go unnoticed, improving the speed and accuracy of the hiring process, increasing applicants' appeal to companies, and enhancing their ability to evaluate a company's fit. The benefits of e-selection for hospitality organisations are discussed in the paragraphs that follow.

Research Problem

The particular issue addressed in this study is the inefficiency and time-consuming nature of the traditional talent acquisition processes in the Indian IT sector. Delays, increased expenditures, and reduced agility are the outcome of current recruitment practises in IT, which include manual resume screening, tedious administrative activities, and drawn-out onboarding procedures. The industry faces an urgent need to adapt to the rapid rate of technological change while ensuring that the human element is kept in the employment process. This research seeks to resolve these issues by maximising the benefits of AI for simplifying and speeding up the talent acquisition procedure without compromising the quality of hiring or ethical implications in the use of AI.

Purpose of Research

This study aims to explore and illustrate AI's transformative potential for improving and standardising hiring procedures in India's IT industry. Finding out how AI will impact hiring practices in terms of candidate evaluation, human resources tasks, administrative effectiveness, and the role of humans is the aim of this study. The research specifically aims to achieve the following sub-objectives:

1. To evaluate the effectiveness of AI in comparing job-seeking candidates with top performers in similar roles within Indian IT organisations and assess its impact on the quality of hires.
2. To investigate how AI-driven recruitment processes impact the roles and responsibilities of HR professionals and recruiters within Indian IT organisations.
3. To analyse the overall influence of AI on the recruitment process in the IT sector’s human resource management.
4. To explore the application of AI automation in reducing administrative tasks within the talent acquisition process, including document tracking, electronic

signature capture, and record updates, while identifying associated benefits and potential drawbacks.

5. To identify the challenges and opportunities associated with integrating AI automation into the talent acquisition process while preserving the human element in the Indian IT sector.

Significance of the Study

This research presents relevance due to it offering to streamline hiring procedures whilst reducing costs thereby creating an advantage over competitors when courting high profile professionals within the information technology industry. This study is aimed at offering some hands-on tips that would act as a guide in strategic decision-making by an individual organization or even the entire sector with respect to the effects of adopting AI technology on labour supply and HR practices. In addition, the paper develops scholarly knowledge by looking into the interaction between AI and acquiring talent and can be used as a resource in future studies. The results of its findings are significant with advice to HR professionals and people in the industry toward handling the specific issues facing the IT industry with customised proposals on how to integrate the AI tools into the talent acquisition strategy. It has brought me to the conclusion that this research would have been significant by prompting such improvements in the ever-changing field of recruitment in India's IT industry.

Research Purpose and Questions

This study examines how AI might be applied to simplify the procedures for Talent Acquisition for IT in India. The current research will examine how AI can be utilized effectively during every step of the talent acquisition process including sourcing

and screening, recruitment, selection and training in an IT sector in India. This research goal to identify relevant AI tools for use during the talent acquisition lifecycle with a view to overcoming the existing obstacles and improving productivity. The study will evaluate how best to incorporate AI into talent acquisition by reviewing existing practices and technologies in the IT space.

Therefore, an objective of the study is to create meaningful information and suggestions to the stakeholders who include the recruiter, the HR professionals, as well as, decision-makers in an Indian IT sector with an aim of utilizing AI for Talent Acquisition Process in the sector. The following specific research questions require answers:

1. How can AI be effectively utilised to evaluate job-seeking candidates against the performance of existing top performers in similar roles within Indian IT organisations, and what impact does this have on the quality of hires?
2. How do AI-driven recruitment processes impact the roles and responsibilities of HR professionals and recruiters within Indian IT organisations?
3. What is the influence of AI on the IT sector's recruitment process of human resource management?
4. How can AI automation be applied to reduce administrative tasks in the talent acquisition process, including tracking document compliance, capturing electronic signatures, and updating records, and what are the resulting benefits and potential drawbacks?
5. What are the challenges and opportunities associated with integrating AI automation into the talent acquisition process while preserving the human element in the Indian IT sector?

CHAPTER II:

REVIEW OF LITERATURE

Theoretical Framework

Technology Acceptance Model (TAM) is one such paradigm whose high validity has been demonstrated empirically. After this, the rationale for splitting perceived usefulness, one of the two key TAM constructs into two different factors as proposed in this study, namely near-term usefulness and long-term usefulness is then supported with arguments from related IS literature as well as from psychological studies. The discourse establishes the theoretical underpinnings for the modified TAM that is elaborated upon in the subsequent segment (Davis, Bagozzi and Warshaw, 1989).

When Mathieson (1991) TAM was again assessed for validity against another model based on a theory of planned behaviour TPB, which could predict an individual's intention to use an IS. By adhering to the protocols proposed by Cooper and Richardson (1986) TPB and TAM both correctly predicted the intention to use an IS, according to the study, which used 262 students enrolled in an introductory management course as the participants to guarantee an objective comparison. TAM did reveal a small empirical edge, though. In their words, the authors also noted that TAM was more deployable into practice because it provided only quite general information about how users regard a system, while TPB was provided more precise information, which seemed to guide development better.

Several further investigations rescanned the reliability of the evaluation measures evaluating perceived usefulness and perceived ease of use in (Adams, Nelson and Todd, 1992) conducted a replication of the study by (Davis, 1989), this time with an emphasis on assessing the psychometric properties of the two scales and investigating the correlation between system usage, utility, simplicity of use, and practicality. In general,

both the validity and reliability of the two instruments were confirmed by the results of the two studies. However, two of the usefulness items were marked as belonging to both the ease of use and usefulness factors by the component analysis of the second trial. However, the fact that other options were chosen or the overall profile was created at all was due to the respondents' lack of knowledge of Harvard Graphics, as stated by the authors, and it pointed to concept's rather high level of difficulty.

Theory of Reasoned Action

Resource-Based View (RBV)

The "Resource-Based View" (RBV) paradigm proposed by Jay Barney (1991) serves as the theoretical basis for this investigation. A company's unique combination of resources and capabilities, according to RBV theory, rather than external factors like industry trends or one-size-fits-all tactics, is what really matters when it comes to maintaining a competitive edge (Barney, 2001). The concept, as it pertains to the IT industry in India, elucidates AI's role as a strategic asset that increases organisational competitiveness via talent acquisition.

In this study, Böhmer and Schinnenburg (2023) Human resource management (HRM) is bolstering the digital transformation of businesses' competitiveness and is becoming more AI-driven. This article discusses the pros and cons of AI in relation to management choices on the automation and augmentation of labour, as well as its probable advantages and disadvantages along the HR processes and on workplaces and workers' organisations. A comprehensive literature assessment was carried out, including 62 scholarly publications from various fields, as well as prestigious academic and practitioner periodicals from Germany. Through the prism of the resource-based view (RBV), the literature review investigates HRM powered by AI as a potential minefield for company skills. The study reveals four uncertainties related to AI-driven HRM: job

design, transparency, performance, and data ambiguity. These uncertainties may either aid or hinder the implementation of AI, depending on the situation. Very few empirical investigations allow for a limited intellectual debate. Up until now, the majority of studies have concentrated on human resource management (HRM), namely on recruitment and HR analytics.

Samarasinghe and Medis (2020) In the future corporate business realm 4.0, sometimes called the 4th Industrial Revolution, robots with human-level intelligence will mostly displace humans in the workforce. Companies' value chains will become data-driven. A lot of the work that people used to do will soon be done by robots equipped with artificial intelligence. Additionally, individuals will do these tasks with greater precision and efficiency. As a result of this shift, businesses must place a greater emphasis on strategic HRM. In industry 4.0, firms will derive sustained competitive advantage from their human capital, making it a much more precious asset. Industry 4.0 will run on artificial intelligence (AI). The bulk of the workforce will be comprised of AI-powered robots. This article introduces "Artificial Intelligence-based Strategic Human Resource Management for industry 4.0" (AISHRM). This paradigm was supported by the "resource advantage theory" and the "resource-based vision of a firm" of strategic human resource management.

Assensoh-Kodua (2019) With the external organisational context and the business environment experiencing more and more upheaval, the emphasis has shifted to capabilities and resources as the key differentiators. This statement demonstrates how the resource-based view (RBV) is used in organisational management. Many in the field of organisational management are still unsure of what exactly RBV is since scholars have been able to express their own opinions and agree on phenomenon-driven theories in addition to RBV. In order to shed light on several important problems that may have gone

unnoticed by the research community regarding RBV, this article examines RBV ideas through the lens of knowledge management. This study's educational value lies in its capacity to provide the concept of RBV to novice researchers in a clear and understandable manner. A cross-sectional qualitative study approach was employed to learn more about how RBV helps create crucial competencies and long-term competitive advantage. Twenty significant papers were found after a thorough search of many search engines, including Scopus, EBSCO, ABI Inform, IEEE, PubMed, Science Direct, SABINET, IEEE, Bing, and Google Scholar. The results show that RBV is useful because it helps businesses comprehend the combined resources they need to thrive in today's globalised and cutthroat business environment, as well as establish, grow, and sustain a competitive edge. This article outlines the RBV principles that, when used, will ensure a methodical step towards the accomplishment of competitive advantage. At their core, these principles will be supported by professional knowledge workers who will help with knowledge generation, sharing, and usage. As a result, it helps the RBV to achieve small improvements in organisational settings.

Gulliford and Parker Dixon (2019) Robots and artificial intelligence (AI) have already arrived and are having an impact on almost every market. The employees at Qlearsite use AI and ML to liberate the latent commercial value from workforce data, which was previously inaccessible due to its structure. Drawing on Qlearsite's business experience, this study seeks to trace the earliest AI implementation all the way up to the current day. Using real-life examples, Qlearsite had to show how companies can learn more about their employees, spot performance barriers, and create plans to overcome them, all with the goal of increasing output. Today, the many advantages are visible and quantifiable against business performance and productivity levels, even if senior human

resources (HR) personnel across sectors may have encountered difficulties with early implementation techniques.

D'Oria et al. (2021) At the heart of strategy research is the question of why some companies do better than others. Researchers have expanded the reasoning behind the resource-based view (RBV) to explain performance differences; according to this approach, strategic resources (i.e., assets that are valued, uncommon, no substitutable, and inimitable) are the source of competitive advantages. On the other hand, RBV doesn't say anything on the steps that managers may take to gain or maintain a resource-based advantage. The resource orchestration framework, which is an extension of RBV, details the precise management steps that make use of these resources in order to achieve performance improvements. They generate data from 255 samples with 111,120 observations using meta-analytic structural equation modelling to address open research questions on the strategic resources-actions-performance pathway. A review of the evolution of concepts within these two literary streams as well as those related to them comes next. The findings demonstrate a high degree of dependency and complementarity between the two logics. Scholars may further their knowledge of the factors that cause certain companies to outperform others by doing further research that takes advantage of their complementary nature. Based on our results, They provide a framework for future research in this area, outlining new theoretical ground that might support the development of resource-based inquiry and urging thinking that centres on the interdependence of resources and actions.

Talent Acquisition in the Indian IT Sector

Geetanjali Bhambhani (2023) Businesses are now fully aware of the fact skill is essential for them in order to achieve achievement in the complex global market & to maintain their existence in the cutting-edge corporate setting. Concurrently, companies

are aware of the fact that they need to take advantage of talented people and encourage them to remain with the company. As a consequence, it is evidently of utmost importance that talents be managed effectively in order to achieve the best possible outcomes. At this point in time, talent management that has advanced is considered to be the most important component of business, and it is also considered to be one of the most important limitations of sustained competition reward in entities. To investigate talent management strategies and the extent to which they are used in the field of IT in Indore City is the purpose of the current study. The sample for this research is comprised of information technology enterprises located in Indore, whereas the people included in this research is comprised of IT experts that are employed in the city of Indore. The data-gathering approach entails conducting a semi-structured opinionnaire with a total of 125 employees working in the field of information technology. The study's objectives and the aim of this research are to investigate and make a determination on the level of attention and the current expertise in managing people techniques in information technology firms located in Indore.

Sundarapandiyan (2016) An effort has been made to shed light on the process of recruitment and selection via the use of the title of this study is, "unconstrained recruiting and selection"." According to the definition provided by Deloitte, talent acquisition is "a methodical strategy for identifying, recruiting, and exceptional recruiting people in order to satisfy evolving company demands in an efficient and effective manner." The process of talent acquisition in India is complicated and difficult due to the lack of a diversified talent pool, the prevalence of traditional thinking processes, and the influence of cross-geography challenges. It is stated that difficult circumstances can result in the development of imaginative solutions. The acquisition of highly talented resources has always been a difficult challenge for practitioners, in spite of the reality that there is

always a big prospective pool of highly talented resources available worldwide. Within the scope of this study, an attempt was made to search and analyse research publications that provide a worldwide perspective on various approaches to talent acquisition and the ramifications of using those approaches. A company's capacity to attract, develop, deploy, and retain talent at all levels of the organisation, from entry-level workers and technicians to senior executives and scientists, will be a significant factor in determining whether or not they are successful in the face of this growing competition based on talent (Heid 2007). 58 percent of respondents have reported that they are aiming to employ more laterals in 2015, according to Deloitte, which states that the war for talent is shifting from scale to expertise. In order to determine how the practises of recruiting and selection influence the results of the company, the primary objective is to find the basic practises that businesses use to attract and choose personnel.

Pandita (2019) aim to research study is to examine the significance of talent acquisition as a function of human resources (HR), particularly with regard to how it has developed over the years and how recruiting tactics are adjusting to accommodate the changing circumstances. It is of the utmost importance for firms to work on attracting, hiring, and keeping competent employees. This paper's objective is to provide assistance to our efforts to bring some clarity to and investigate the trends in the field of talent acquisition in human resources. To that end, they have based this paper on a comprehensive literature study that aims to investigate the contemporary rationale and supporting data. In order to investigate the role that technology plays in talent acquisition, they carried out a review that was evidence-based and used an integrated synthesis of published material that had been subjected to peer review. Particular attention is paid to analysing the human resource policies and procedures of existing businesses in order to facilitate the presence of digitalization and its influence on the process of talent

acquisition. To facilitate a better understanding, current examples are taken from a wide variety of industry leaders, and the methods of these firms are highlighted. For the purpose of this investigation, the majority of the previously conducted research was obtained via the use of management journal databases and online searches. The advantages and effects of digitalization have been thoroughly investigated by a number of academics and studies that have conducted investigations. For the purpose of making informed decisions about human resources—that is, about valuing their contribution relative to their cost—and about creating efficient strategies for attracting and retaining talent, this paper also delves into and integrates the ideas of digitization and talent acquisition. The purpose of this research investigation entails the significance of talent acquisition as a function of human resources (HR), how it has developed over the years, and how recruiting tactics are making adjustments in response to the changing environment. It is of the utmost importance for enterprises to prioritise the acquisition, recruitment, and retention of outstanding people. In addition, the research paper sheds light on the concept of recruitment through referrals, which proves to be an effective method for acquiring genuine and high-quality talent. Furthermore, the study examines how data analytics might be used to assess current employees and make hiring decisions.

John Attupuram, Sequeira and Gopalakrishnan (2015) Companies are investing more time, energy, & money into crafting methods for attracting and retaining top individualsin response to the fiercer competition in the recruiting market. It is critical to hire individuals who have the right mix of experience, education, and abilities in order to fulfil the demands of the company both now and in the future if it wants to achieve its goals. The emphasis on innovation and managerial decision-making has grown as a result of the competition across corporate organisations to attract top talent. Finding and employing individuals who will mesh well with the company's beliefs, customs, and

culture is the selector's job. Ability is a major barrier, particularly in a nation with a high unemployment rate like India. The project's goal is to analyse the company's present talent acquisition process and find ways to make it better. Second, the initiative investigates how widespread the company's use of best practises is. The study's secondary objective is to look at how the company uses cutting-edge techniques for things like job analysis, screening, and selection. This investigation makes use of a descriptive research strategy. Direct interviews are used to get primary data. Sources such as books, journals, papers, articles, and websites are consulted for secondary data. Subjects are selected for inclusion in the sample with a predetermined goal in mind, a practise known as judgmental sampling or purposive sampling.

Upadhyay (2022) The Indian economy is booming despite the difficulties caused by the COVID-19 outbreak. Research, analysis, and strategy development about the responsibilities of various players in the new normal are urgently required. Indian startups, at the heart of our development stories, are the focus of this article, which examines the significance and difficulties of talent acquisition strategies used by these companies. Many qualified individuals in all parts of India's economy are finding work with startups. Interviews and an exploratory research approach were used to delve into the practises of the sector. In recent years, startups have been essential in determining India's economic destiny. Researchers, academics, and policymakers may all benefit from this study's findings as they seek to comprehend the startup ecosystem in our nation and throughout the globe. The qualitative theme analysis provides a realistic and in-depth look at the challenges that companies encounter.

Krishnan (2020) Staff members are often considered a company's most valuable resource by successful businesses. As a result, it is the responsibility of the majority of HR professionals to find and hire top talent for the company. In order to gather primary

data, which could be qualitative information about the significance of talent acquisition activities, 60 randomly selected HR professionals from different IT service providers were sent a questionnaire. The purpose of the questionnaire was to learn about the sources of recruitment, performance appraisal, and employee retention efforts made by the talent acquisition team. The significance of applicant sourcing, performance assessment evaluation, employee retention initiatives, and employers' perspectives on experience may be inferred from secondary data. They collected the replies from all of the HRs and then used SPSS tools for percentage analysis, correlation testing, regression analysis, and chi-square tests to draw conclusions. They were able to get some insights about the Talent Acquisition Activities of HR professionals across different IT sectors from these exams.

Mehrotra and Khanna (2022) The term AI has entered the vernacular of the modern era due to its broad application in the dynamic and cutthroat corporate sector. Numerous technological advancements have encouraged companies to streamline and improve their value-creation processes for the benefit of their customers. The many human resource activities and procedures have been significantly transformed by digitization. The aim of this research is to provide light on how AI may help recruiters find qualified candidates and how open businesses are to using HRM automation. Four IT industry professionals were interviewed in semi-structured interviews to provide primary data for the research, which uses a theme analysis technique. Human resource managers and recruiters might benefit from this study if they were to think about how to integrate artificial intelligence in their management and implementation strategies in order to take advantage of new technologies that save costs.

Rajasekharan (2020b) When a company has to organise its operations strategically, talent acquisition techniques are crucial. In most circumstances, a

company's success is measured by more than just its bottom line. Nowadays, a company's market worth is more important than its financial soundness in determining its value. A substantial portion of a company's worth comes from its intellectual capital. In addition, new technological developments are creating prospects for efficient, effective, and well-registered recruiters. Aiming to spark a conversation on the interplay between innovation, talent retention, and talent attractiveness as factors influencing company competitiveness, this study sets out to do just that. On the other hand, when it comes to a specific available post, IT managers are rather particular. Both IT managers and IT professionals struggled to describe the strengths and shortcomings of their IT skill portfolio when questioned about it (at the organisational or individual level). Reason being IT is undergoing fast and often unpredictable evolution. The current IT skill taxonomies have certain similarities, but they are based on subjective decisions about work domains, responsibilities, task kinds, and career levels, which makes them flawed.

Gusain et al. (2023) There is a higher chance of applications as companies are starting to apply AI skills in their hiring procedures. There are several important and useful ramifications to these positive correlations between opinions about AI's recruiting practices and the inclination to apply for jobs. This paper offers my viewpoint on integrating AI into online recruiting, which is based on my review of several research publications. The results of the study provide credence to the notion that integrating AI into the employment process forces businesses to simplify the challenging processes of locating, screening, and evaluating applicants. AI presents recruiters with viable options to enhance talent acquisition, elevate the calibre of the hiring procedure, and eradicate human prejudices. They can, therefore draw the conclusion that integrating AI technology into the hiring process produces creative work practises that are crucial. Reliability, efficiency, cost-effectiveness, and an improved applicant may play a role in a

sustained competitive advantage edge. As smart AI technologies inevitably supplant mundane administrative tasks, their utilisation will increase to provide ever-improving and more efficient outcomes.

Afzal (2019) Human Resources (HR) are vital to any kind of firm. It adds ability and technical skills in addition to knowledge, which are critical for any company to succeed over the long term. Evaluating human capital—its quality, position, and future prospects—has never been easy for organisations. Historically, the HR assessment was completed by hand, which added a great deal of subjectivity. Yet, the application of advanced data mining analytics techniques to HR data has given analytics a new form known as HR-analytics, thanks to technological advancements. These days, HR-analytics is becoming a new frontier in enhancing and then utilising HR for organisational benefits. Due to HR analytics, which has thus far been adopted by the Western IT industry, it is now also beginning to spread throughout the Indian IT sector. The current study offers a thorough examination of HR analytics in the Indian IT industry, looking at its approaches to analytics development and use. Because of this, HR analytics has a lot of promise in the Indian IT sector, but teams, human resources, and interpersonal skills are lacking. Having rational HR professionals on staff is crucial for strategic decision-making and preserving a competitive edge, since they genuinely think that the world's finest economies may be produced by inventive and creative minds. Furthermore, They require a strong assessment method to guarantee the existence of such talent within the company.

Significance of AI in Streamlining the Recruitment Process

Klucin (2020) The purpose of this bachelor's thesis is to present statistics regarding the application of AI to the employment process. Furthermore, by examining the issue from the perspective of the applicant, the study illustrates the benefits and drawbacks of using AI. Since artificial intelligence (AI) is becoming more widespread

and many businesses are incorporating AI technologies into their hiring procedures to more swiftly attract and retain top talent, the topic is pertinent. The majority of job seekers will come across artificial intelligence (AI) in the hiring process. A literature review is the format of this bachelor's thesis. According to the research, just a small percentage of companies have started using AI for hiring purposes. To further simplify their hiring procedures, bigger companies and recruitment firms are presently leaning toward using AI. There is still little clarity on the degree of implementation in these organisations. Chatbots, task automation software, video screening software, and resume and cover letter software are some of the most common AI applications in the market today. The candidate's needs are considered, and an enhanced experience is provided by the AI-powered recruiting process. Potential new research directions include studying how job applicants feel about AI's role in the hiring process and how far down the path to full adoption certain firms are.

Bhalgat (2019) Globalisation, information technology, and current social trends are putting more and more pressure on organisations to modernise and innovate. AI technology has gained popularity in the business sector throughout the last 20 years. The issue of integrating artificial intelligence (AI) is examined in this dissertation from the standpoints of recruitment, selection, and human resource management. This dissertation offers a fair analysis of the literature that demonstrates the variety of opinions writers have on the subject of adoption of AI, its potential applications, and the dangers it poses to hiring practices. Online survey questionnaires were used to collect and evaluate the data for this dissertation. Recruiters may save time and effort with the help of AI, which can automate tedious but necessary processes like application screening and sourcing. But, there have been problems with the development cost, security, etc., of such systems, and this dissertation notes and discusses these concerns in detail.

Huang and Rust (2022) provide a theoretical system for implementing collaborative AI in marketing, outlining steps for both human marketers and customers to work together with AI. This framework will have far-reaching effects on retail, the interaction points between the two. The framework suggests that HI and AI cooperate by: 1) analysing their relative capabilities; 2) utilising lower-order AI to enhance higher-order HI; and 3) incorporating the higher-order HI mechanism to automate the lower-order AI mechanism that hampers improved HI contribution to marketing. This approach is based on the multiple intelligence's theory, which states that AI progresses via mechanisation to cognition and finally to feeling intelligence, where the difficulty of AI's imitation of human intelligence determines the level of this progression. The findings have consequences for academics, customers, and marketers. For better consumption choices, marketers should optimise the mix and timing of their AI-HI marketing teams, consumers should learn how AI and HI capabilities complement each other, and researchers may explore new ways of working together and the limits of collaborative intelligence.

Bilal Hmoud (2019) In the corporate world, Artificial Intelligence (AI) technology has become increasingly popular over the last 20 years. As part of HR management, this document explains the department's stance on using AI technologies in the hiring process. These are the questions that the article aims to answer: How far will people go in using AI to fill open positions? How big of an impact will AI have on the work of recruiters? How can companies and HR managers best participate in this change? In order to examine and comprehend the prior contribution, They have examined a collection of literature, suggested models, and instances of the most popular short-term AI solutions for HR acquisition. It has been determined that artificial intelligence offers recruiters potential answers to optimise talent acquisition through the elimination of bias

in the hiring process, the enhancement of the hiring quality, and the optimization of time-consuming, repetitive tasks like applicant sourcing and screening. Routine administrative occupations will be replaced by clever AI technologies and eventually eliminated due to the widespread and expanding usage of artificial intelligence, which will lead to better and more effective outcomes.

Racolţa-Paina and Irini (2021) There has been a noticeable change in the way businesses operate, communicate, and address issues since Generation Z entered the workforce. This paper's overarching goal is to examine how human resource professionals handle Generation Z at work and to determine whether or not modern firms are prepared to cope with the changes and difficulties that this generation brings to the workplace. Qualitative methods, including in-depth interviews with four Romanian HR experts, provide the backbone of this study. The respondents are from generation Z, which accounts for 11% to 58% of the workforce, and their enterprises have 50 to 700 people overall. This study's interviewees are HR experts, and they all say their companies are prepared to deal with the problems and changes that Generation Z will bring to the job. Managers and HR professionals' familiarity with and willingness to share information on Generation Z is critical to effectively navigating the challenges posed by this generation in the workplace. Gen Z's skills, beliefs, and viewpoints may be turned into opportunities if They want to recruit, inspire, and keep young workers.

Johansson, Herranen and Mccauley (2019) The goal of this thesis is to investigate how recent technical developments, especially AI, affect the hiring process. Some of these are to establish the possibilities of using AI in the regular hiring process as well as the implications of integrating AI in the hiring process. Organizations need to remain current to be competitive as the world becomes increasingly tech-dependent as a result of globalisation. Managing a company's human resources (HR) is more critical than ever

before, particularly in light of the growing need of bringing in fresh perspectives and expertise via hiring. The possibility to automate tasks that used to need human intervention has arisen with technology progress. To that end, thinking about and assessing how technology could affect human resource management and the hiring process in particular is crucial. The findings highlight the relative youth of AI in recruiting and the low prevalence of organisations who fully integrate AI into their hiring procedure. Recruiting tasks, including pre-selection, communicating with prospects, and communicating recruitment outcomes to applicants, are ideal areas to integrate AI into conventional recruitment. The rapid improvement of quality and the removal of mundane jobs were seen as the primary advantages of AI, while the general preparedness of businesses to adopt new technology was considered the primary obstacle.

Gile et al. (2022) When compared to other countries in Sub-Saharan Africa (SSA), Ethiopia's public hospitals continue to face a severe shortage of human resources. Despite efforts to reform policies and hospitals, nothing has been done to solve the strategic HRM (SHRM) problems that Ethiopian public hospitals are facing. Using Paauwe's Contextual SHRM paradigm, they performed qualitative research to investigate the external variables impacting these SHRM issues faced by public hospitals in Ethiopia. Nineteen structured interviews were carried out with hospital CEOs and HR managers from fifteen institutions in Ethiopia selected at random. Managers and experts participated in four more focus groups. There is supply-side competition among hospitals for finite resources, according to the report. This includes qualified medical personnel. Healthcare service innovation, service quality, and demand-side competition received less coverage in the media. The primary institutional instrument that was put in place was government regulation. It was believed that these rules severely limited employee numbers, wages, and employment arrangements on a micro level, all with an emphasis on

human resources. It was thought that these rules would limit the freedom of hospitals when it came to SHRM. Employees were dissatisfied with their jobs and less motivated to stay because of issues including regulatory oversight inequalities in subsidies and other forms of outside employment. When leaders were unable to adequately address labour requirements, the discrepancy between regulations and workforce expectations made them seem stupid.

Li et al. (2015) Massive volumes of high-dimensional data are produced by the meteoric rise of social media platforms. One efficient way to get high-dimensional data ready for analytics is to use feature selection. Feature selection faces new obstacles due to the nature of social media. To begin, unlike traditionally stored information, social media data is often dynamically created and lacks a consistent structure. As an example, consider Twitter: new slang phrases (features) are added daily and gain popularity extremely fast. Such characteristics are difficult to discover using conventional batch-mode feature selection techniques. Secondly, it is expensive to gather label information due to the nature of social media. It makes feature selection without knowledge of feature significance much more difficulty. It is clear that alternative data sources, nevertheless, unquestionably afford advantages; for example, link information can be present in social media and thereby help in feature selection. Here, they take a look at a fresh challenge: approaches to select features from SMDs without any supervisory information. Streaming feature selection is an active area of research and out of our research on utilizing link information in streaming feature selection emerges the novel USFS framework for unsupervised streaming feature selection. Experimental comparison of the proposed method with other existing method in two real world social media datasets demonstrate that the proposed method takes lesser time and performs better than the other existing unsupervised features selection method.

Chowdhury et al. (2023) Due to its ability to benefit organisations, workers, and customers, AI is finding more & more uses in HRM. Despite organisations' investments of time, effort, and finances, new studies show that they have not yet seen the advantages of AI adoption. The possible applications, benefits, and impacts of AI on human workers and enterprises have been the main topics of earlier human resource management study. By reviewing all of the existing literature from disciplines such as international business, information management, operation management, general management, and human resources management, this article seeks to present the organisational resources needed to generate AI competency in the case of HRM in a logical and systematic manner while avoiding bias. Organizations can't get the most out of AI unless they work on non-technical resources like leadership, teamwork, organisational culture, innovation mentality, governance, and methods for integrating AI with employees. rather than just technical resources. Our five study proposals may be seen as an extension of the AI scholarship in HRM, built on top of these discoveries. The AI capabilities framework, which identifies the organisational resources required to achieve economic benefits, is theoretically established by fusing the concepts of the resource-based perspective with the knowledge-based approach. From a more practical perspective, our framework offers managers a systematic way to assess their company's readiness for AI-enabled HRM practices and procedures and to develop plans for doing so.

Singh and Shaurya (2021) employed a mixed-methods approach to investigate how AI is affecting HR procedures in UAE businesses. The research questions were examined and tested using a mixed-method approach. Two different types of research were carried out: surveys and semi-structured interviews. This study sought to recruit a representative sample of HR and AI professionals. Analysis of the data was done using thematic investigation and partial least squares transportation planning (PLS-SEM). The

strategy for professional growth and education with a result of 0.231→0.021, the operational effectiveness evaluation and AI integration with an outcome of 0.719→0.000, and the integration of AI with effective HR practises with an outcome of 0.204→0.131 were all successfully completed projects. There was a negative and insignificant moderating influence of usability on the combination of AI with efficient HR practices. Bringing human resources (HR) processes online requires artificial intelligence (AI). As the usage of technology continues to grow, specific businesses and skill sets are becoming more dependent on training and development.

Budhwar et al. (2022) Organizations, both at home and abroad, are increasingly incorporating AI and other AI-based technologies into HRM strategies. A plethora of AI-based applications have proliferated within the HRM function in the past decade, sparking a new wave of research into fascinating areas like assessing AI-enabled HRM practises, AI and robotics: their societal effects, and the outcomes of AI adoption at both the individual and business levels. Companies, both large and small, have rearranged their work processes as a consequence of the use of these technologies, which have opened up new avenues for the efficient use of resources, the formulation of sound decisions, and the resolution of complex problems. Academic interest in HRM-related AI technologies is on the rise, but studies examining these tools are few and disjointed. Subsequent studies need to be performed to categorise the effects of AI incorporated in the HRM apps and of human–AI interactions in the international organisations that employ such innovations. To help overcome both the absence of unity in the examined research and the general deficit of papers, they offer an outline of the subject of this special issue and establish the description of the current state and gaps left by prior research to construct a trajectory of further international human resource management studies. They provide the groundwork for future studies by creating a conceptual

framework that brings together studies of AI's use in HRM. In order to point the way for future studies, they also formulate a set of testable hypotheses.

Yarger et al. (2019) The goal of this article is to provide an evaluation of talent acquisition tools and how it may help underrepresented IT jobs be filled. For a long time, algorithmic prejudice has contributed to and been affected by the Women and African-Americans are underrepresented, and Latinxs in the information technology personnel. Talent acquisition software algorithmic bias sources are highlighted. As a theoretical framework for reducing algorithmic bias, feminist design thinking is put forward. While data might be helpful, it is not a replacement for human skill in the recruiting process. All algorithms, no matter how unbiased they may seem, are subject to audits for making judgments that are unethical or illegal, no matter how good their intentions are. Feminist design thinking offers a theoretical framework for users and talent acquisition systems to think about equality during recruiting.

Haleem et al. (2022) As a marketing tool, artificial intelligence (AI) offers a lot of promise. Information and data sources may proliferate with its help, software can enhance its data management skills, and complex algorithms can be more easily designed. Brand-user interactions are evolving as a result of AI. What kinds of websites and businesses can make use of this technology depends on a lot of factors. With this new technology, marketers can better respond to customers' demands as they arise in current time. With the help of AI algorithms, companies can quickly determine the best channel to use and the content to target customers with. Customers are more inclined to buy when they are made to feel comfortable via the usage of AI-powered personalised experiences. Competitor ad performance and audience expectations may be studied with the use of AI. Machine learning (ML) is a subfield of AI that allows computers to autonomously learn from data sets. Additionally, ML aids people in effectively addressing challenges. As the

algorithm is given more data, it learns and becomes better at what it does. Scopus, Google Scholar, research Gate, and other databases were searched for publications that pertain to artificial intelligence in marketing for the purpose of this study. After reading these articles, the paper's subject was established. They will do our best to survey artificial intelligence's function in advertising in this article. The article delves into the precise ways AI is being used throughout several marketing domains & how it is changing those industries. The most important uses of AI in marketing have been identified and evaluated.

Upadhyay and Khandelwal (2018) The purpose of this research is also to investigate and identify pragmatic outcomes together with the usage of AI in the employment process. This article primarily discusses the deployment of AI within the recruitment process and thereby causes a shift in strategic direction in the recruitment industry. The authors of this paper are non-affiliated academics who have compiled their thoughts from reading current publications, articles, and research. The effects of recent advances in artificial intelligence on recruiting and the employment process are detailed in this article. Efficiency and quality benefits for customers and applicants alike are being achieved via the use of AI to manage the recruiting process.

Michailidis (2018) Technological advancements such as blockchain and AI are impacting every facet of our society and are bringing about significant shifts in HR strategies used by both for-profit and non-profit enterprises. How these technological advancements impact hiring procedures, HR policies, and employee management is crucial to understanding their impact on employment trends and the way businesses operate. There are three sections to this paper after the brief introduction. In the first, they look at the ways in which AI and blockchain are changing HR procedures. The second one delves into how companies find and hire new employees, while the third one talks

about how people will work in the future of high-tech super-automation. In the last portion, they talk about how the next AI will change the job market (or lack thereof) and how economic disparity will grow and impact our communities.

Hekkala (2019) Determining the degree to which Finnish firms may use AI to attract digital natives was the primary research topic of the research. Therefore, determining the degree of AI acceptance in the recruiting process and how the literature views real-world AI use in this field are the primary study goals. They must take into account the following in order to determine how digital natives feel about the effective application of AI in the hiring process. Thirdly, they want to find out how digital native recruitment in Finland may benefit from AI integration; thus, They're going to combine the results of these two goals.

Shrestha et al. (2019) What changes will occur in organisational choices that follow from the introduction of algorithms that are based on artificial intelligence (AI)? Using five critical contingency factors—factors such as decision-making speed, replicability, alternative set size, option space specificity—this study analyses inconsistencies between human and AI-powered decision-making. An innovative concept describing how both human and AI-based decision-making may be merged to maximise a high standard of organisational decision-making is built around a comparison of these two approaches along these parameters. The framework lays forth three structural categories that may be used to merge AI-based choices with those of organisational members: aggregated human-AI decision-making, hybrid decision-making (human-to-AI and AI-to-human), and complete human-to-AI delegation.

Balachandar and Kulkarni (2018) An ai - based computer software that can simulate human communication using text or audio is known as a chatbot. It is common practise to programme chatbots to mimic human conversational behaviour and

understand human responses with a high degree of specificity. Using an AI chatbot to automate applicant sourcing, screening, and messaging saves length of time throughout the recruiting procedure. The issues with the binding field may be resolved with the use of recruiting bots. Potential employees feel that the best way to engage with a recruiting company is via a combination of cutting-edge technology and personal connection. Thanks to its compatibility with e-mail, SMS, and social media platforms, recruiting chatbots provide a number of advantages.

Distinctive Resources and Competencies in the IT Industry

This study of Thakur, Hinge and Adhegaonkar (2023) uses many case studies to investigate AI's involvement in hiring. Implementing AI in HRM improves productivity, expands the pool of potential candidates, and lessens arbitrary elements like nepotism. According to the research, AI has a favourable effect on staff development, retention, and time management. Even while AI in HRM is developing, its present influence is limited since many technologies lack substantial machine learning skills and scientific backing. The study explores how AI may reduce selection biases, broaden applicant pools, and enhance overall HRM effectiveness, highlighting the critical role that AI plays in modern labour management.

This research of Blumen and Cepellos (2023) investigates how technology tools, namely Artificial Intelligence (AI), affect São Paulo pharmaceutical businesses' recruitment and selection (R&S) procedures. Using semi-structured interviews with twelve recruiters, the study conducts qualitative research to determine the advantages, patterns, and resistance to technology and AI in R&S. Notably, AI and technology streamline HR procedures, encouraging a strategic orientation and saving money and

effort on applicant screening. A paradigm change in the use of technology for a wider variety of positions is brought about by the epidemic. Because AI eliminates human interaction in the applicant screening process, there is skepticism regarding its efficacy; ramifications for company diversity are also explored. The study's conclusion identifies research shortcomings and makes recommendations for more research.

This research of Makhloufi et al. (2021) looks at how IT assets—such as intangible resources, IT capacity, and IT flexibility—affect core competency, which in turn affects sustainable competitive advantage (SCA) in 164 SMEs in Malaysia. The findings show a strong and positive correlation b/w IT assets and core competence, with core competency acting as a mediator in the interaction b/w SCA & IT assets. Additionally, there is a stronger correlation between SCA and IT flexibility and core competencies. In addition to offering insightful new information to the dynamic capability theory, this study highlights the critical role that IT integration plays in SMEs' pursuit of a sustainable competitive advantage via core competence activities.

AI as a Tool for Long-Term Success in the Market

This study by Jankovic and Curovic (2023) has explained This study examines how artificial intelligence (AI) may be strategically integrated into for-profit companies, with a particular emphasis on how AI affects data management and employee engagement. The research highlights how AI improves data analytics, enhancing decision-making resource optimisation, and improves operating efficiency for environmentally friendly procedures. It does this by analysing a sample of SMSEs. It also looks at recommendation systems, omnichannel interactions, and AI-driven personalisation, emphasising how they may improve user experiences, happiness, and loyalty for long-term company success. According to their AI adoption index, the results

divide the organisations into three categories. Future studies should examine the prerequisites for effective AI planning and deployment.

This study of Rosa et al. (2022) explained that AI is being used by businesses to be creative, enhance their tactics, and set themselves apart from rivals. Finding out how much AI is being used in Portuguese organisations is the goal of this study, which focusses especially on marketing campaigns. It investigates why businesses are introducing it, the difficulties they encounter, how they see artificial intelligence, and if they are under pressure to use this technology. The qualitative methodologies employed in this study are the results of content analyses of 21 interviews with subject-matter experts. The study's conclusions indicate that the two largest challenges are the cost of the investment and the loss of "the human" connection to the customer. On the other hand, the main advantage is in the level of customisation that artificial intelligence may accomplish by means of its capacity to provide tactical data. Ninety-five percent of the respondents perceive this technology as a competitive advantage.

This study of Ahmad et al. (2021) strives to provide a practical starting point so that scholars and readers may evaluate and contrast their artificial intelligence (AI) initiatives, goals, cutting-edge applications, difficulties, and worldwide responsibilities in policymaking. They went over three main points: I how AI is being used to generate solar and hydrogen electricity; (ii) how AI is being used to handle supply and demand; and (iii) what recent breakthroughs there have been in AI technology. This study aimed to determine whether artificial intelligence methods can improve upon conventional models in areas such as controllability, computational efficiency, optimization of energy efficiency, smart grid, Internet of Things (IoT), cyberattack prevention, robotics, and predictive maintenance control. The energy industry of the future will be heavily reliant on artificial intelligence, machine learning models, and big data. According to our

research, artificial intelligence (AI) is rapidly becoming an indispensable tool for the energy sector, allowing businesses to outperform their competitors in a data-driven, sophisticated, and competitive market. Consequently, in order to stay competitive, the energy business, electricity providers, utilities, and operators of power systems may have to prioritise AI technology. The intricacies of privacy, consumer safety and information security, together with the emergence of new rivals and innovative corporate tactics, need a responsive and adaptable regulatory response. New services and goods may have regulatory permissions imposed in the digital energy market era as fast as feasible, thanks to advances in information technology, artificial intelligence, and data analysis.

Pratono et al. (2019) In order to develop sustainable competitive advantages, this article seeks to analyse how inter-organizational learning has influenced the shift from a market orientation to a green entrepreneurial one. Sustainable competitive advantage, green entrepreneurship, and a focus on the market all have complicated relationships that may be explained using the structural equation model. Using partial least square analysis on data collected from 280 businesses, this research tested the theory. As an intermediary variable that takes input from environmental entrepreneurship with a focus on the market—exogenous constructs—inter-organizational learning is strongly believed to have a crucial role. Firms get a higher sustained leg up in the market because of enhanced knowledge sharing among different companies.

Borges et al. (2021) Because in large part to developments in machine learning methods, artificial intelligence (AI) technologies have garnered interest from academics and corporate groups throughout the last decade. But, there are also challenges with practical application and a lack of understanding when it comes to strategically employing AI to generate corporate value, even if AI technologies have a lot of problem-solving potential. To address this knowledge vacuum, this study compiles relevant

literature on the topic of AI in organisational strategy, synthesises current approaches and frameworks, identifies possible advantages, disadvantages, and opportunities, and concludes with a discussion of where the field should go from here in terms of research. A comprehensive literature study was used to assess the research articles. Decision support, employee and customer engagement, automation, and creative goods and services are the four areas that their theoretical approach explores and which all contribute to value creation. They also highlight needs for further research in this area. Both theoretical and managerial viewpoints may benefit from these results, which open up many possibilities for developing fresh ideas in management theory and practise.

Importance of Talent Acquisition in the IT Sector

Sajin (2019) Every day, the business faces new obstacles in talent acquisition and recruitment, which are critical but also provide opportunities. These issues include using social networks, aggressively marketing the employment brand, and recruiting new employees. The success of the organisation depends on its ability to consistently bring in new talent while also developing its existing pool of expertise. With this in mind, the strategic talent acquisition function has supplanted the traditional staffing team. This new function places an emphasis on developing an employment brand, finding candidates in new places through social media, giving internal candidates a chance to shine, and making the most of referral networks through relationships within the company. The study's primary objective is to examine the technological advancements and strategic approaches used by talent management in the information technology (IT) industry in order to uncover novel approaches to talent acquisition and recruiting. Along with this, the report gives a comprehensive backdrop of the study by talking about several new recruiting approaches that relied heavily on the usage of technologies and other tactics used to gain talent in the IT industry. In addition, the research provides a literature

analysis that delves into a variety of publications that primarily discuss the novel recruiting tool in the IT industry and analyse talent acquisition in a global knowledge economy. In addition to successfully building the conceptual framework, the research details the talent acquisition tactics that were used in the IT industry. Moreover, the research details the findings and discussion part, which comprises the summarised literature, signifies the important concepts that are understood in the study, and concludes with the study's description.

Van Riemsdijk (2013) To take advantage of India's cheap labour and advanced scientific and technological infrastructure, many multinational firms have set up R&D centres in the country. Skilled personnel are in high demand among India's knowledge-intensive businesses as the country emerges as a global innovation powerhouse. Bangalore is sometimes referred to be India's Silicon Valley, and this article explores how the IT business there acquires talent. A key component of innovation and competitiveness in the global knowledge economy, human capital is the focus of this paper's analysis of local supply and demand. To get a better grasp of the labour demands in developing countries, the author proposes a multi-level analysis. Lastly, the paper delves into the institutional hurdles that exist both locally and nationally when it comes to acquiring people, as well as potential labour issues that the IT sector in India may face.

Ghosh (2021) In order to keep up with the ever-changing needs of the IT workplace, organisations have adopted innovative Talent Acquisition and Management strategies. This research endeavours to delve into the effects of the changing functions of talent management and talent acquisition in the information technology sector. Examining and understanding the changes occurring in the IT workplace, particularly in a remote arrangement, and their impact on the workplace overall is the main objective. While qualitative research did find a favourable correlation between innovative

approaches to talent acquisition and increased output from staff, it also uncovered a disturbing amount of complaints. 63.2% of those who took the survey had problems with internet access, and 57.9% said they were uncomfortable due to the office's lack of ergonomic furniture. With scores of over 70% from all respondents, the most concerning indicators seem to be an imbalance between work and personal life, uncontrolled working hours, and an absence of team connection. Since just 20% of voters found brainstorming and problem-solving to be causes for worry, productivity is unaffected. So, it's safe to say that workers are enjoying the new methods of working, but there are still many obstacles that need to be removed before the transition can be considered smooth. In the end, as many as 82.5% would prefer the old ways of working. As a result of the changing responsibilities of talent acquisition and management, the results show a robust relationship between job happiness and productivity.

Pillai and Sivathanu (2020) From staffing needs assessments to employee farewells, HR professionals are increasingly turning to AI to help with all things HR-related. Organizations heavily rely on AI technologies for talent recruiting. Using AI for talent recruiting is the concentration of this study. An investigation into the use of AI in talent acquisition is proposed in this research, which makes use of task-technology-fit (TTF) and technology-organization-environment (TOE) models. Five hundred and sixty-two talent acquisition and human resource managers participated in the poll. PLS-SEM was used to complete the data analysis. The study's conclusions show that a number of variables, including relative advantage, cost-effectiveness, vendor support, HR readiness, and competitive pressure, all affect how well AI technology is adopted during the hiring process. AI adoption is slowed by worries about data security and privacy. When it comes to talent acquisition, task and technological features affect how well AI technology suits the job. The adoption rate and job technology fit of AI have an impact

on its actual application in talent recruiting. The findings indicate that the adoption of AI in the talent acquisition process is hampered by the relationship between adopting and the propensity to stick with tried-and-true approaches. In order to determine what criteria drive individuals to utilise AI for recruiting, the proposed model was tested in the actual world.

Herman et al. (2019) The difficulties faced by small and medium-sized IT companies while trying to hire new employees are the focus of this research. In 1998, a study by McKinsey & Company said that greater talent is worth competing for, formally launching the battle for talent. The headline of this famous manifesto from over 20 years ago is spot on when it comes to the talent market and the difficulties that firms are having in acquiring new people. The struggle is far from over as more and more businesses face the difficulties of attracting and retaining the top talent that gives them a competitive edge. In addition, the IT industry seems to be facing an even greater issue due to the severe lack of talent. Despite talent acquisition being a key difference between successful and unsuccessful firms, it seems that many questions remain unanswered, and misconceptions persist. The study's overarching goal is to shed light on this phenomenon by drawing from both theoretical and empirical sources. This study's empirical material comes from semi-structured thematic interviews with six SME representatives in the Finnish IT sector. Content analysis is used to examine the data. The study's key findings indicate that several variables influence the difficulties businesses have in the talent market. Conscience, company reputation, organisational structure, and changes in the labour market are the four main categories into which these difficulties fall, according to the report. All of these things were having an impact on how the representative corporations handled personnel management.

B, Bose and Subha (2021) The introduction of digitalization has had a profound effect on the world and its operations in recent years. In today's ever-changing commercial, social, and economic landscape, digitization—also known as digital transformation—is a prominent trend. This is particularly the case when considering commercial organisations, as they relentlessly pursue data-driven decision-making to empower proactive rather than reactive processes and operations. Effective adoption of new technology is becoming more important for companies as they face competitive obsolescence. Consequently, businesses are starting to prioritise the integration of big data and business analytics into their operational, production, and core business processes. As the internet and digital economy have grown in popularity, Big Data has emerged as a powerful force in the IT industry, causing waves of disruption. In modern corporate organisations, analytics is being used in novel ways to solve issues and generate value. One "transformative digital disruption" that has recently occurred in HR is the use of analytics inside the field. Its importance has been growing in recent years, propelled in large part by the proliferation of readily accessible HR data and the enabling nature of recent technical developments. Therefore, this paper's objective is to assess the use of HR Analytics across different HR functions. Employee Turnover, Compensation and Benefits, and Talent Acquisition are three areas where Human Resource Analytics have a positive and substantial influence, according to this paper's results.

Anita (2019) Recruiting and talent acquisition are experiencing fast change, making it harder for firms to find and hire the best people. To put a company's well-planned strategy into action, it is crucial to employ the most qualified individuals for each position. Companies that have great talent acquisition strategies end up making more money, whereas those that have poor hiring practises end up losing money. Recruiting alone is becoming obsolete in favour of talent acquisition. In order to find and hire top

people faster, more efficiently, and with less effort, businesses are using cutting-edge technological solutions, such as AI, big data analytics, and others. Secondary data from many online surveys is used in this article. The study's overarching goals are to (1) get a better understanding of talent acquisition's current state and (2) get guidance from industry experts on how to improve the talent acquisition process moving forward.

Vedapradha et al. (2023) This study's overarching goals are to (1) assess the level of AI knowledge among HR and TA managers involved in the talent acquisition process; (2) identify the variables that drive AI acceptance and use; and (3) assess AI's effect on TA management. Of a total of 384 clients, the target group which included the human resource and training administrators from IT companies was based on a multistage sampling technique and included companies from the cities of Bangalore, Mysore, Pune, Chennai and Hyderabad. To verify the hypothesis, Multiple Linear Regression Analysis, Simple Percentage Analysis, and Correlation Analysis were performed using SAS-derived Tables 6.3–6.5. Adoption, actual usage, perceived usefulness, perceived ease of use, and talent management were among the demographic and construct variables that were investigated. The degree of knowledge of AI technology and its adoption in talent acquisition management are positively and significantly correlated. Next comes putting it into action. The first element's most impactful aspect, applicant experience, has the greatest impact on the effectiveness of AI adoption and practical application in talent acquisition. The second part's most important characteristics are competence and usability. Among IT companies, talent management is the strongest indicator of technology use, and adoption is the primary element that determines how well technology is put into practise.

B. Rajasekharan (2020) IT companies in Bangalore are providing a great amount of job opportunities to job seekers. All companies are recruiting candidates from different

sources like employee referrals, campus recruitments, e-recruitment methods, etc. most of the companies are following the e-recruitment method to hire the employees. Choosing a proper recruitment process in the company is a very important aspect. Modern methods of recruitment policies can be followed by most of the companies in Bangalore. It is necessary to find the appropriate candidate for the vacant position. Only with a proper candidate can the company have the efficiency in the work. Adaption of modern methods to hire is important which is easy, time-saving and can cut down the cost of the process too. Using e-recruitment methods like job portals, mobile recruitment, online interviews, etc., can be followed by IT companies. Most companies are following e-recruitment methods, which is helping the candidates to find the respective job they are looking for. Many unemployed candidates are able to find jobs easily through these portals, companies can adapt these methods, which is easy for both company and the candidates. Usage of e recruitment process throughout the hiring process is essential for modern day.

Hussain, Akbar and Kumar (2022) Specifically, the study looks at how Pakistani hiring procedures have changed due to technological advancements. The effectiveness of the hiring process is the dependent variable in this study, whereas the digital hiring process, talent acquisition, quality of hiring, and the usage of technology in hiring are independent variables. Two hundred human resource managers from various Pakistani companies were surveyed using closed-ended questionnaires for this research. In order to analyse the data, SPSS was used. The results of this study point to a favourable and statistically significant correlation between the two sets of data. In the poor world, this research adds to what is already known about how technological adaption affects recruiting efficiency. This research also implies that in order to encourage a favourable attitude towards technology adaption in employee recruiting, senior management and HR

practitioners need to take certain steps. The study also paves the way for future research on HR tech applications.

Ramamurthy and Vanitha (2016) The dedication and retention of employees are now a critical component of every successful business strategy. While it's critical to hire top talent, keeping them around is even more critical for the benefit of the business and its workers in the long run. After defining the fundamental benefits, employer branding becomes an all-encompassing endeavour. The first representatives of a brand are its current personnel. International organisations have a significant difficulty when trying to attract and retain high-performing individuals. Attracting, engaging, and retaining talent in India is much more than just salary. Economic, social, cultural, psychological, motivating, and religious factors all contribute to an Indian worker's experience on the job. Since many companies place varied amounts of attention on these guidelines based on how well they affect retention, there is no universally accepted method that demonstrates the relevance and importance of the effect of all the aforementioned aspects. This research looks at a subset of IT companies in Hyderabad to see how their employer brand strategies affect their talent acquisition and retention capabilities. A systematic questionnaire is used to gather the necessary data for the investigation. Based on the findings, IT companies in the sample region may enhance their retention rate, service quality for customers, and industry sustainability by using employer brand strategies. To check whether the study's premise held, the researchers utilised the Chi-square test of association.

Bhati and Manimala (2012) India has seen a startling increase in the number of social enterprises in recent years. The government's recent policy of gradually cutting back on its participation in social development projects is partly to blame for this. As a result, social entrepreneurs are stepping in to fill the void. Both for-profit and non-profit

organisations may be considered social enterprises if they use their financial resources to further a social good. Ironically, despite social businesses' focus on individual growth, many of these organisations struggle with HR administration. Human resource challenges are nothing new for social enterprises; these include, but are not limited to, paying employees a fair wage, giving them room to advance in their careers, keeping talented people around, particularly in middle management, and making sure everyone knows their specific responsibilities. All of these things contribute to high turnover rates and make it more expensive to hire and train new staff. As a result, social companies must use creative problem-solving approaches that go beyond conventional wisdom. Providing opportunities for personal growth, hiring individuals that share our vision and core values, strengthening our reputation via strategic branding, offering equity shares to create a sense of ownership among employees, offering opportunities for entrepreneurialism within the organisation, Social companies recruit and retain talent via creative HR techniques, such as locating workers among beneficiaries, offering a calm lifestyle in a peaceful and picturesque area, and providing appealing fringe benefits. Taken as a whole, these approaches appear to indicate that social businesses use a "partnership paradigm" when it comes to staff management.

Johnson, Stone and Lukaszewski (2020) The hospitality and tourism industry has a lot of problems with its personnel, including high turnover rates and the high expenses of replacing departing employees. This paper's goal is to talk about how businesses in the hotel and tourist industries might utilise AI and electronic human resource management (eHRM) to find and hire better people, keep more of them, and find replacements faster. It delves into the ways in which businesses in the hotel and tourist industries might reap the benefits of artificial intelligence (AI) solutions for online hiring and selection. This article discusses the hotel and tourist industry's potential use of eHRM & AI, drawing on

studies that have focused on these topics and others. There is great promise for eHRM and AI to revolutionise the hiring process in the hotel and tourist sector. It is important to take precautions, however, to make sure that workers are happy with the choices made and the insights acquired and that the results benefit both the company and its workers.

Talent Acquisition in the Indian IT Context

Gusain et al. (2023) The January impact is a phenomenon when investors sell failing equities in December for tax reasons and then buy them back in January at a discount, which drives up stock prices. This research looks at this phenomenon. The research used regression analysis using dummy variables and statistical tests like Friedman's sum rank test and Mann-Whitney U-test to analyse data from 1998 to 2013 on important indexes, including Standard & Poor's Nifty and CNX Nifty Junior. The goal of the findings is to ascertain if the January impact exists and how significant it is in the stock market. This will provide insights into investor behaviour and market anomalies around the beginning of the year.

This research by Mahesh Ramakrishna Pillai (2018) examines the problems with talent management in India's public sector by first contrasting the public and private domains in order to pinpoint persistent problems. It looks at how obstacles vary by location and state, assesses the effectiveness of recruiters, and considers the impact of organizations on hiring. By using a mixed-approaches strategy that blends quantitative and qualitative analysis, the research seeks to identify shortcomings in public-sector employment practices in contrast to private-sector practices. In addition to suggesting strategies for the best applicant selection, the study ends with insights into talent acquisition, management, and retention strategies. It implies that in order to meet the expectations of the private sector, public sector talent acquisition procedures need to be revised.

Jha & Mishra (2012) The January impact is a phenomenon when investors sell failing equities in December for tax reasons and then buy them back in January at a discount, which drives up stock prices. This research looks at this phenomenon. The research used regression analysis using dummy variables and statistical tests like Friedman's sum rank test and Mann-Whitney U-test to analyses data from 1998 to 2013 on important indexes, including Standard & Poor's Nifty and CNX Nifty Junior. The goal of the findings is to ascertain if the January impact exists and how significant it is in the stock market. This will provide insights into investor behaviour and market anomalies around the beginning of the year.

Subha and Vidyakala (2011) The January impact is a phenomenon when investors sell failing equities in December for tax reasons and then buy them back in January at a discount, which drives up stock prices. This research looks at this phenomenon. The research used regression analysis using dummy variables and statistical tests like Friedman's sum rank test and Mann-Whitney U-test to analyse data from 1998 to 2013 on important indexes, including Standard & Poor's Nifty and CNX Nifty Junior. The goal of the findings is to ascertain if the January impact exists and how significant it is in the stock market. This will provide insights into investor behaviour and market anomalies around the beginning of the year.

Strategic Role in Operations Planning and Corporate Success

Engert and Baumgartner (2016) Even while it's widely acknowledged that corporations should focus on developing sustainability strategies, the practical measures required to put these strategies into action have received comparatively less attention. An extensive examination of a case in the automobile industry and the current literature on the subject form the basis of the study offered in this article. Data from workshops, expert interviews, and companies all lend credence to the case study, which relies on participant

observation over the course of three months. One of the main goals purpose of this study is to determine what makes a company's sustainability plan work. New ideas about methods for connecting the development and application of business sustainability strategy may be found in the success criteria revealed. Organisational structure, culture, leadership, management supervision, employee motivation and qualifications, communication, and the conditions required for the successful execution of company sustainability plans are all topics they closely monitor. The research also found elements like staff motivation and communication that are under-discussed in the related literature. The study is based on evidence from a thorough examination of one instance in the automobile sector. They hope that other companies and scholars studying the critical phase between strategy formulation and strategy implementation, as well as those attempting to tackle the problems that have recently emerged in the study of corporate sustainability strategy implementation, will find the insights They have obtained useful.

This research Schmuck (2012) explained that Concepts like operations management and strategic management are often used. This article demonstrates the function of operations management in strategy formulation and execution. Following a thorough analysis of the literature, the author offers the concepts that are essential to the long-term strategy of a contemporary business. The passage of time is seen as a significant influence in addition to the changing external environment. Under these circumstances, a company's objective is to get a competitive edge. The author provides suggestions on how to do this.

Falshaw, Glaister and Tatoglu (2006) This empirical research takes into account dependent factors, including industry, organisational size, and environmental volatility, while examining the link between formal strategy planning and financial success in 113 UK enterprises. Though there was evidence to support the formality of planning

procedures, there was no discernible correlation with the subjective success of the organisation. The cross-sectional nature of the data and possible problems with measurement validity are limitations that make it difficult to establish causal relationships. The study fills a gap in data-driven research on the link between strategy and performance, especially in a non-US situation. The paper tackles the paucity of studies conducted outside of the US to comprehend how formal strategic planning affects organisational effectiveness.

AI's Influence on the IT Sector's Recruitment Process

Businesses can save time and money by using AI. Recruiters can enhance their hard and soft skills, work faster and more efficiently, and build relationships with prospects, which helps with talent impartial detection (Alam et al., 2020; Hekkala and Hekkala, 2021). After the hiring process is complete, recruiters everywhere have a significant challenge: sorting through the voluminous resumes and applications before moving on to the selection phase. Gupta and Mishra (2022) examined the difficulties recruiters occasionally encounter when dealing with the issues associated with receiving a large volume of applications for screening and evaluation.

To support the growth and daily operations of the business, it is imperative in current international industries to gather accurate data and analyse it. Business productivity has increased, and efficiency has increased due to AI. It is well-known that AI is making strides in various domains, including human resources, finance, marketing, and production. Organisations can gain important insight into their operations and boost their performance with the help of AI technology (Abdelhay, 2023).

Results from a survey of 296 corporate organisations Yadav and Kapoor (2023) demonstrate that a factor that the study reveals is how some corporations perceive AI as being complicated; this forms part of the barrier to AI contrary to technical competence

and regulatory support all of which drive corporate adoption of AI. Whether a corporation employs AI is not a function of the branch, size, or other features of the organisation – or the novelty of the technology. Other types of transaction costs that moderate an organisations performance include; Technology proficiency and, Technological complexity.

In a similar vein, Wilkins (2021) investigated the bias perceptions of present and past directors, supervisors, and employees of AI-using businesses. Few studies have examined the recruiting process for AI despite its growing importance. Adams' Equity Theory provided the theoretical foundation for this investigation. N=21 people from the workforce in North Carolina's Research Triangle Park area, including current and past managers, directors, and employees, were surveyed using an organisational inclusive behaviour framework. Adding to the trustworthiness of the survey tool were three free-form questions. This qualitative and non-experimental approach was assisted by the Shapiro-Wilk test using IBM SPSS 26 Live coding, which was facilitated by Quirkos software. There was little correlation between age, education, ethnicity, and organisational level (employee rank) and the perspectives on prejudice, knowledge, trust, and openness around using AI to conduct the recruiting procedure.

This study of Wright and Atkinson (2019) explained that The revolutionary effect of AI on the recruiting business is examined in this study, with particular attention to how AI affects the early phases of the hiring process. Though academic research on the subject is still in its infancy, practitioners nevertheless see AI as a "game-changer for HR." AI has enormous potential for improvement since just 16% of hiring is now thought to be successful. Insights from observations, surveys, and interviews are guided by thematic analysis, which includes themes such as "risks and limitations," "bias and inclusion," and "technicalities and opportunities." The study promotes a redesigned hiring

procedure that incorporates technology and structural modifications to maximise efficacy and efficiency in hiring new employees. This will transform the recruiting industry and its practices.

Karaboga and Vardarlier (2020) Hiring new employees may be difficult for firms and can be both expensive and time-consuming. Decision-making bias leads to inefficiencies, which in turn drive a move towards technology adoption. Even if the internet and software tools make processes more efficient, coordinating efforts still need resources and time. An increasing number of people worldwide are inclined to include artificial intelligence (AI) into the hiring process. This research, which includes interviews with 22 human resources managers, centres on using of AI in Turkish enterprises. The results show a cautious attitude, with AI being seen as an adjunct rather than a stand-alone remedy. Companies report using AI for hiring either partially or not at all because they are afraid of becoming dependent on it.

Lee (2019) Any company needs human resources, but finding the appropriate personnel may be difficult. Technology-driven hiring procedures have replaced antiquated traditional approaches. The emergence of AI as a pivotal platform is transforming recruiting techniques. With an emphasis on the effectiveness and acceptance of the technology by HR experts, this research explores the application of AI in the hiring process. In order to give a comprehensive understanding of how artificial intelligence impacts recruiting procedures, the study examines the corpus of research. Using in-depth conversations and findings from earlier research, it informs readers about the most recent hiring practices while also providing insights into how artificial intelligence (AI) may influence corporate hiring processes in the future.

This research Horodyski (2023) explained that The rapid advancement of AI technology is revolutionising not just whole industries but also the human resources and

recruiting fields. AI-powered hiring tools are revolutionising the way hiring is done. However, there hasn't been much written on how candidates see AI technology in the literature. This article investigates candidates' experiences and views of recruiting procedures since there is a dearth of information about how candidates interact with AI-enabled recruitment. The study's findings demonstrate that candidates have a good perception of AI technology in recruiting procedures and believe it to be practical and simple to use. The greatest gain in terms of benefits was determined to be the quicker reaction time. The largest disadvantages of AI in hiring were found to be the underdeveloped technology, poor accuracy and dependability, and the lack of subtlety in human judgement.

Ulfa, Prihantono and Annas (2022) Human resources are essential for the success of any organisation, but finding the appropriate people to join the workforce may be difficult. Organisations are adopting technology-driven recruiting procedures as a result of the perceived obsolescence of traditional approaches. The rise of artificial intelligence (AI) as a major platform transformed recruiting practices. In order to clarify the best use of AI for efficient recruiting, this article investigates the integration of AI in hiring. It conveys how well the technology works and how widely HR professionals have embraced it. Building on previous research, this study offers a comprehensive understanding of AI's impact on recruiting procedures and offers insights that help us fully comprehend AI as a cutting-edge hiring process that is changing the corporate landscape.

In this research Javed and Brishti (2020), Transportation and the healthcare industries are being drastically changed by artificial intelligence (AI), a game-changing technology. Its recent introduction into the recruiting world is transforming the procedures of selecting, screening, and searching for candidates. This change might have

a significant impact on HR positions, applicant viewpoints, and corporate policy as a whole. However, early adoption by businesses and little awareness among recruiters present difficulties. This thesis clarifies the function of AI in recruiting by conducting a thorough literature assessment spanning the last five years. It addresses fundamental issues and suggests possible remedies while examining possibilities for employers and applicants alike. The results help readers evaluate the usefulness and practicality of AI by providing insights into how it affects recruiting procedures.

Mehrotra and Khanna (2022) The highly competitive and constantly changing business world has made artificial intelligence (AI) the world of the century. Many new technologies have forced businesses to streamline their value-creation operations and provide a better experience for their customers. A number of HR processes and duties have been greatly altered by digitization. This study target's to provide light on the perceptions of HRM automation inside firms and the potential usage of AI by recruiters in the recruiting process. The study employs a theme analysis methodology and four semi-structured interviews with IT company professionals to gather primary data. Considering the domains of managing and deploying AI, this research may help recruiters and HR managers take advantage of cost-saving technology breakthroughs.

This research, Chanda (2019) explained that The effect of AI on various industries and its possible impact on the Irish recruiting market—particularly in major multinational corporations during bulk hiring—are experimentally investigated in this article. By using an experimental approach, the study aims to close the gap between conjecture and interest in AI use in hiring. WEF publications say that the research focuses on the need for unique skills despite worries about job loss. Ireland, unlike its European counterparts, begs for further investigation. The researcher looks at the relationship between the efficacy of AI in finding elite personnel dedicated to

organisational growth and mass recruiting. Difficulties include restricted access to pertinent resources and data, underscoring the crucial context of the study.

In this study, Aswathy and Anusree (2023) explained that the Reviews of previous research were used to produce this conceptual article. Understanding AI and how it fits into a recruiting strategy was made easier by the literature. Secondary sources such as websites, periodicals, expert publications, reports, and manuals are used in order to construct the full text. This essay also addresses the recently developed hiring procedure that is influenced by AI. In this digital age, having highly skilled and prospective staff is essential to staying competitive. Therefore, an organisation may hire better people who can handle this digital environment if it uses an effective recruiting approach. Every business mostly depends on its recruiting strategy to identify candidates who can carry out their responsibilities well. Data analysis may be used to support this recruitment process. Data, also known as "Artificial Intelligence," is crucial to a business' hiring process. Artificial intelligence (AI) aims to enable robots to do jobs that people would perform, and it can operate and imitate humans.

This study, Mukherjee (2022) looks at how artificial intelligence (AI) affects hiring in top-tier companies across industries. The research, which makes use of quantitative data and a deductive methodology, shows that while AI has not yet completely addressed the recruiting cycle, it is nevertheless making significant strides worldwide. Hiring managers are upbeat despite reservations about AI's capacity to evaluate soft skills and age groups' degree of flexibility. The results of hypothesis testing support the idea that using AI improves the recruiting process for both managers and candidates, lowers expenses, boosts income, and guarantees that new hires are a good match overall. The results provide light on how AI is changing the recruiting process.

Challenges and Opportunities of Integrating AI in Talent Acquisition

This study Chen (2023) explained that Modern techniques are required since old methods of recruiting are insufficient in the global talent competition. This research looks at in what ways digital 1.0 and 3.0 impact talent acquisition. (AI-enabled) and how AI is revolutionising the field by improving the effectiveness of hiring. Interviews with candidates, recruiters, and managers are used to gather stakeholder viewpoints as the research examines how AI affects several phases of the recruiting process, from promotion to coordination. It draws attention to the requirements for acceptance and the issues with AI hiring, focusing on management issues, including expense, privacy laws, prejudice, and job displacement. The paper provides useful implementation tips and sheds light about the application of AI in recruiting.

This study of Hekkala and Hekkala (2021) has explained that Students between the ages of 20 and 23 were engaged via focus groups as potential candidates for artificial intelligence (AI) in recruiting. This qualitative technique was used to gather information. This research discovered that despite its difficulties, young undergrads see artificial intelligence as the face of recruiting in the future. Our results are consistent with other research, albeit there were some variances in the perceptions of AI's profitability among recent college graduates and its appropriate use in hiring. Furthermore, this research offers a draft framework for incorporating AI into the recruitment of recent college graduates. According to the framework, AI is helpful at every level of the hiring process, although to varying degrees depending on the stage. Artificial intelligence (AI) is most helpful during tasks involving manual labour, and even with AI integration, human interaction should still be part of the hiring process.

Rožman, Oreški and Tominc (2022) The study recommends a multidimensional talent management strategy that integrates AI into human resource practices in order to increase employee engagement and business success. The beneficial effects of AI on

hiring and keeping people, training and development, organisational culture, leadership, and workload reduction on worker engagement and business success have been confirmed by a study of 317 managers and owners in Slovenian businesses. The outcomes give supervisors useful information on how to use AI successfully, creating a positive work atmosphere that increases employee engagement and competitive advantage. By offering a thorough grasp of AI's many applications in business management, this study advances the strategic use of AI in talent management.

Sheshadri, Palivela and Library (2023) Artificial Intelligence (AI) has completely changed recruiting and human resources (HR). This study evaluates the significant impact of AI on HR recruiting procedures by examining scholarly articles from reliable sources. With an emphasis on finding, vetting, and choosing candidates, it looks at AI's usefulness and potential to change HR procedures. A comprehensive perspective is ensured by closely examining ethical issues and prejudices. The evaluation also looks at how AI affects industry profitability, promotes diversity, and spurs innovation in SMSEs. This study offers thorough insights into AI's revolutionary implications on talent acquisition and HR recruiting by critically analysing academic publications, recognising both advantages and disadvantages.

This research Verma and Bandi (2020) has explained The technology known as artificial intelligence enables robots to understand, reason, and do activities that were previously performed by people. The field of AI has rapidly expanded during the last ten years. IT businesses are using artificial intelligence to help them make quicker, smarter choices. More than anything else, the area of human resources may benefit from this. Human resources recruiters have begun using AI tools to streamline the recruiting process, improve expertise, and cut down on hiring time. There are a lot of chances to

enhance human resource operations using AI technology. Additional information about the usefulness and credibility of AI in HR is provided in this article.

In this research, Faqihi and Miah (2023) has explained The transformational potential of AI in personnel investigation into management in this research. The goal is to come up with a creative AI-centric solution that addresses important personnel management issues, especially in career management. Using a design science approach, the study investigates machine learning techniques within an all-encompassing artificial intelligence framework. Drawing on the theories of Technology, Organisation, Environment (TOE) and Diffusion of Innovation (DOI), the framework provides a strategic perspective on the obstacles associated with implementing AI. The study offers useful guidance for academics matching technology to particular organisational talent development goals in addition to making contributions to AI-driven talent management solutions.

Hewage (2023) has detailed how in the framework of human resource management (HRM), this research looks at how AI may be used to the hiring and selection procedures (RS). A conceptual paradigm for understanding how to effectively apply AI in selection and recruiting procedures is offered as a theoretical contribution in this paper. In contrast to other studies, this one looks at the recruiting phase from the critical viewpoint of recruitment experts and examines its undervalued significance. By incorporating HRM literature it expands and improves upon technology adoption theory as it pertains to information systems. According to this qualitative research, AI might enhance applicant interaction, pre-screening/pre-selection, and sourcing, among other parts of the hiring process. Still, some people are against employing AI, while recruiters are doing preliminary research and doing interviews. If your company is interested in

using AI into your recruiting processes, this report has valuable insights for human resource management experts and companies.

Javed and Brishti (2020) examines how technology developments, in particular Artificial Intelligence (AI), are affecting the hiring process in HRM. In order to increase efficacy, the goal is to investigate where and how artificial intelligence might be incorporated into conventional hiring procedures. Eight multinational organisations participated in semi-structured interviews for the qualitative research. The findings show that AI is still relatively new and has not been widely used in recruiting. The areas that have been determined to be appropriate for using AI include candidate communication, pre-selection, and result delivery. Gains include higher output and speed; drawbacks centre on how prepared businesses are to adopt new technology.

This research by Chilunjika, Intauno and Chilunjika (2022) explained that With an efficacy rate of barely 16%, the recruiting business is primed for artificial intelligence change. Bullhorn (2018) asserts that AI will have a significant influence on the first phases of hiring, enhancing the sourcing and screening of applicants. Two experiments were carried out to assess the possible influence of AI on recruiting procedures. Five experts participated in semi-structured interviews to investigate a range of viewpoints, while professionals in HRM and AI were observed during a roundtable discussion. The research suggests a unique hiring procedure that incorporates significant structural and technical modifications, enabling HR departments to maximise the efficacy and efficiency of talent acquisition.

This study of Budhwar et al. (2022) explained that AI integration in HRM is becoming more & more popular in businesses, changing how resources are used, how decisions are made, and how work is organised. Though expanding, research on AI's effects on HRM is still dispersed. This systematic study fills the knowledge vacuum by

shedding light on the function of AI in HRM tasks and the interactions between humans and AI in global corporations. The study presents a thorough grasp of the body of information now in presence and opens the door for further research on the changing field of AI applications in HRM by providing a conceptual framework and testable hypotheses.

This study of Ore and Sposato (2022) explained that The present research explores the perspectives of hiring managers operating in a multiethnic international company about the potential benefits and drawbacks of using artificial intelligence (AI) in the recruiting and choosing procedure. Based on 10 recruiters' semi-structured, face-to-face, qualitative interviews, the results show that AI improves recruiting methods by streamlining repetitive processes. On the other hand, doubt is bred by worries about robots taking jobs. Participants still stress the ongoing need for human recruiters. This research provides important understanding of the dynamic landscape of AI adoption in HRM, shedding light on both the benefits and reservations within the recruitment and selection domain.

More and more businesses are using AI-powered hiring and selection systems because of the smarter methods in which these processes may be executed. But occasionally, this adoption has been slow (Sposato, 2021). The development of technology has brought up both new opportunities and challenges. Strohmeier (2014), For example, it mentioned how technology and talent analytics affect talent artificial intelligence management. The potential organisational effects of this issue are yet unclear since it is in its early phases. Research like this deepens our understanding of the pros and cons of using AI in recruiting and selecting an important HRM function by concentrating on an MNC. It has practical applications as well. According to the resource-based view, a business can gain an edge in the market by attracting and retaining exceptional workers.

Lastly, the findings can be useful for deciding how to implement AI into company procedures and accomplish company goals (Arthur et al., 2003).

In many intellectual, social, and industrial contexts, artificial intelligence (AI) presents the same revolutionary promise for augmenting and even replacing human actions and responsibilities. Advances in algorithmic machine learning and autonomous decision-making have ushered in a new era of fast technical advancement in AI, creating exciting new opportunities for future research. Numerous fields might be significantly impacted by the use of AI technology. These include manufacturing, consumer finance, supply chain, healthcare, retail, and utilities. The research carried out by Dwivedi et al. (2021) brings together the wisdom of many prominent experts to shed light on the promising prospects, practical evaluation of effects, obstacles, and prospective research agenda presented by the burst of AI across several fields, including public administration, science and technology, and business and management (Dwivedi et al., 2019).

Another study by Chilunjika, Intauno and Chilunjika (2022) investigated the potential benefits, obstacles, and future outlook of merging AI with HR administration for South Africa's public sector. The study found that AI can help increase the efficiency of South Africa's government services by automating HRM staff's mundane but necessary tasks, freeing them up to concentrate on strategic management, and reducing bias in public service hiring. However, studies looking at possible problems have shown that white-collar jobs could be the ones to take a hit if AI is used for public sector HRM.

Humans Society Theory

Based on the Human Society Theory, the study "Potential of AI in Simplifying Talent Acquisition in the IT Sector in India" claims that an organisational and social paradigm change in talent acquisition is represented by the use of AI. This theory, which draws inspiration from technological advancements, contends that the use of artificial

intelligence (AI) in India's IT sector reflects a common recognition that advanced technological tools have the capacity to revolutionise the hiring, management, and talent identification processes. This study investigates the impact of digital age-influenced societal expectations on the adoption of artificial intelligence (AI) as a valuable resource for tackling intricate talent acquisition issues. The theory places significant emphasis on the interdependence of technology, organisations, and individuals. It underscores the reciprocal impact that organisational behaviours, societal aspirations, and the ubiquitous nature of AI will have on the future of talent acquisition within the IT sector of India.

Summary

The article "Potential of AI in Simplifying Talent Acquisition in the IT Sector in India" uses the Human Society Theory to argue that incorporating AI into talent acquisition might lead to a paradigm shift in organisational and social norms. This theory provides clarification on how the extensive implementation of AI tools within the IT industry signifies a shared recognition of the transformative potential of technology in talent identification, recruitment, and management procedures. Amidst the complex talent procurement challenges that India is currently experiencing in its digital age, the adoption of AI as a valuable asset is primarily motivated by societal expectations. The theory places significant emphasis on the complex network of interconnections that exist among individuals, organisations, and technology. It underscores the mutually beneficial impact that organisational behaviours, societal aspirations, and the ubiquitous nature of AI will have on the future of talent acquisition in the IT sector of India. In essence, this framework acknowledges AI as a driving force behind organisational and societal transformation, thereby establishing an unprecedented standard for the procurement and administration of talent within the ever-changing Indian IT sector.

CHAPTER III:

METHODOLOGY

Overview of the Research Problem

Significant inefficiencies in the Indian IT sector's talent acquisition processes have been caused by labor-intensive manual processes like resume screening, administrative work, and protracted onboarding. These inefficiencies result in higher operating expenses, a slower response time from the organization to market needs for

qualified personnel, and delays in filling critical roles. Furthermore, there is increasing pressure on the industry to adjust to the quick advances in technology while maintaining the importance of human factors in the hiring process. Because of the dynamic nature of the IT business and the intense rivalry for top talent, traditional recruitment methods frequently cannot keep up (Ko, 2020). For example, manual resume screening procedures create biases that may unintentionally disqualify competent candidates in addition to consuming important HR resources. Administrative snags make things even less efficient, increasing the time it takes to hire someone new and maybe costing you commercial prospects.

Paralinguistic cues, on the one hand, and the lack of feedback and an interlocutor's presence, on the other, comprise potential solutions involving the use of artificial intelligence and digital tools. Jobs like resume sorting and initial shortlisting of candidates can be easily handled by AI based algorithms and this significantly saves time and effort in relation to such tasks. Mass amount of applicant data can be given to a computer to process for trends and patterns that can predict a candidate's pass, thereby making employment decisions more equal and accurate. There are, however, some challenges that come with using AI in talent acquisition. Again, the issues of ethics are not left out, especially when it comes to ensuring that procedures involving decision making via AI are clear and fairest. In the process of recruitment an employer has to adhere to some standards of ethical practice and also technical practice while at the same time reducing all biases that are evident in the process and ensuring that the rights of all candidates are protected. Osasona *et al.* (2024) The significance of a comprehensive technique that coordinates AI while keeping up human oversight and sympathy in candidate intuitive is highlighted by stresses approximately work relocation and the misfortune of the human component in enlisting choices.

Finding out how AI might be used to expedite and simplify the hiring process for talent in the Indian IT sector is the aim of this study. This study primarily addresses the ineffective and time-consuming traditional talent acquisition approaches used in the Indian IT sector. The existing IT recruitment practices such as display of resumes, administrative work, and lengthy on boarding process act as a roadblock, increase costs and hamper flexibility. The industry desperately has to maintain the human touch in the employment process as technology advances at lightning speed. To this end, this study seeks to employ AI and digital technology in talent acquisition by accelerating the process and improving efficiency, while at the same time still adhering to the best practices in hiring and meeting the ethical issues that come with AI application (Nechytailo, 2023).

Operationalization of Theoretical Constructs

Since this study aims at exploring how AI is being applied in the context of talent acquisition in India's IT industry, there are some sets of theoretical constructs that should be measured are defined to fit the quantitative research framework. The major constructs are Adoption of AI, Candidate Quality, Recruitment Efficiency, HR Roles and Responsibilities, Administrative Efficiency and Ethical Consideration.

Frequency and coverage of AI tools in hiring procedures demonstrates the level of AI implementation. Recruitment performance is evaluated with two particular objectives: cost per hire and time spent on the hiring process. Candidate Quality is assessed by comparing the results of recently hired people and other metrics with present high performers' outputs and stay rates.

Thus, it is possible to define responsibilities and tasks HR professionals have at the operational level as the adjustments to tasks and recruitment obligations in the presence of AI are identified. To sum it up, the reduction of human work, accuracy of

updating records and the functionality of tracking systems are the three measures of administrative effectiveness.

Equity, being seen, and biases must be considered when deploying artificial intelligence-based selection processes. Closed-ended questions will be used through surveys and questionnaires which will have Likert scales of 1-5 to measure the quantitative data.

This operationalization helps to bring them to a real, tangible level, which makes analysis more solid and allows providing practical recommendations regarding the effects of AI on talent acquisition in the Indian IT industry.

Research Purpose and Questions

Establishing and discussing AI's revolutionary potential to optimise and maintain talent management processes in India's IT sector is the aim of this study. Determining how AI will alter the hiring process in terms of candidate evaluation, HR duties, administrative effectiveness, and the role of people is the aim of this study. In particular, the following research questions are part of the study:

1. How can AI be effectively utilised to evaluate job-seeking candidates against the performance of existing top performers in similar roles within Indian IT organizations, and what impact does this have on the quality of hires?
2. How do AI-driven recruitment processes impact the roles and responsibilities of HR professionals and recruiters within Indian IT organisations?
3. What is the influence of AI on the IT sector’s recruitment process of human resource management?
4. How can AI automation be applied to reduce administrative tasks in the talent acquisition process, including tracking document compliance, capturing electronic

signatures, and updating records, and what are the resulting benefits and potential drawbacks?

5. What are the challenges and opportunities associated with integrating AI automation into the talent acquisition process while preserving the human element in the Indian IT sector?

This research will be valuable to the Indian IT sector practitioners as well as the various talent and resource management departments in the IT sector in leveraging the AI potential to effectively acquire the talents and resources in their organizations.

Research Design

For the identification of pattern and relationship between the variables, systematic accumulation, as well as analysis of numerical data forms a part of this design. Quantitative research entails the collection and analysis of numerical data in a bid to reveal trends, compute averages and commonalities, determine relationship and arrive at common conclusions (Watson, 2015). It is applied in many disciplines: social and scientific ones. Quantitative data analysis involves the use of numerical data and evaluation with the help of methods that are statistical in nature. Employing a quantitative approach to the research effort intended to mindful an important part of the methodologies, that is, to study the effects AI brings to the hiring process impartially with a minimum of liberating interpretations (Jung, 2019).

Hence, the metric measurement approach was employed because of its ability to deliver precise and consistent quantitative results that will give rise to exploitable new knowledge that would extend to the wider Indian IT business sector. The study seeks to establish significant relationships and make sound recommendations anchored on statistically proven correlation and this research design assist in achieving the objectives.

Population and Sample

The main players in India's various technology hotspots constitute the study's population of IT companies. It is the targeted participants in these organisations consists of the hiring managers, the human resource professionals, and the Information Technology executives who are directly involved in the decisions of hiring. These individuals are important because they know about the problem, existent opinions regarding the integration of AI technology, and hiring currently.

- **Sample Quantity and Selection:** A simple random sampling strategy would be used to ensure representation across various IT specializations (software development, cybersecurity, data science), and geographic regions, given the heterogeneous nature of the Indian IT sector (Walters *et al.*, 2017). The study aims to achieve a sample size of roughly 300 participants (Ho and Rai, 2017).

Participant Selection

The participants of this study were selected based on the following inclusion and exclusion criteria.

Table 3.1 Inclusion and Exclusion Criteria

Criteria	**Inclusion**	**Exclusion**
Industry	Companies and experts within the IT sector	Companies and experts outside the IT sector
Role	HR professionals, recruiters, IT managers, and AI specialists	Non-HR roles, non-recruiting roles, and non-IT managers
Experience	Minimum of 2 years of skill in talent gaining or HR within the IT sector	Less than 2 years of skill in talent gaining or HR
Size of Organization	Companies with more than 50 employees	Companies with 50 or fewer employees

Language	Skill in English or Hindi	Lack of skill in English or Hindi
Willingness to Participate	Individuals or organizations ready to provide data and pay for interviews or surveys	Individuals or organizations unwilling to provide data or pay in interviews or surveys

Sources: Author

Instrumentation

The following scale and variables were evaluated based on the given survey instrument**:**

1. **AI Technology**

	1	**2**	**3**	**4**	**5**
The adoption of AI technologies has positively impacted job opportunities in the IT sector.					
AI technology poses ethical concerns in terms of job displacement in the IT industry.					
Organizations in the IT sector are investing adequately in AI education and training for their workforce.					
AI has improved the accuracy and precision of decision-making processes within IT companies.					
The implementation of AI in IT has led to an increase in overall cybersecurity.					
IT professionals feel adequately prepared to work with AI technologies.					
The use of AI has led to a more competitive edge for IT companies in the market.					
AI technologies are effectively integrated into current IT systems.					

2. Quality of Hires by Comparing Job Seekers with Top Performers

	1	2	3	4	5
The recruitment process in our organization effectively identifies the skills and abilities of candidates required for their roles.					
Candidates hired in our organization generally have the technical expertise required for their positions.					
The onboarding process in our organization adequately prepares new employees for their roles in the Indian IT context.					
Our organization's hiring processes consider technical skills as well as cultural fit when evaluating potential candidates.					
Our organization invests in ongoing training and development opportunities to enhance the skills of new employees.					
The feedback loop between hiring managers and HR helps in refining the hiring criteria based on the performance of new hires.					
Our organization actively seeks feedback from top performers to improve the hiring process.					
The retention rate of recruits in our organization is satisfactory, which reflects the success of our recruitment process.					

3. Roles and Responsibilities of HR Professionals and Recruiters

	1	2	3	4	5
HR professionals play a crucial role in talent acquisition and recruitment processes.					
Recruiters should possess excellent interpersonal skills to					

effectively communicate with both candidates and hiring managers.					
The primary responsibility of HR professionals is to ensure compliance with labour laws and regulations.					
HR professionals should actively participate in employee onboarding and orientation programs.					
Employee relations, conflict resolution, and performance management are integral aspects of HR professionals' responsibilities.					
HR professionals play a vital role in developing and implementing diversity and inclusion initiatives within the organization.					
Recruiters should provide constructive feedback to candidates, whether they are selected or not.					
HR professionals should be involved in succession planning to ensure a smooth transition in leadership positions.					

4. Recruitment Process in Human Resource Management

	1	**2**	**3**	**4**	**5**
The recruitment process in our organization is well-defined and documented.					
The job descriptions provided during the recruitment process accurately reflect the requirements of the positions.					
The recruitment team effectively communicates with candidates throughout the hiring process.					
The use of technology in the recruitment process streamlines					

and enhances the overall experience.					
Feedback is provided to candidates after the interview process, regardless of the outcome.					
The onboarding process for new hires is effective in integrating them into the organization.					
The recruitment team is responsive to the changing needs of the organization and adapts the process accordingly.					
The organization actively seeks and considers feedback from candidates about the recruitment process.					

5. Administrative work under talent acquisition process (Including Document Tracking, Electronic Signature Capture, And Record Updates.)

	1	**2**	**3**	**4**	**5**
The current document tracking system in our talent acquisition process is efficient.					
Electronic signature capture simplifies and expedites the hiring process.					
The record updates in our talent acquisition system are accurate and timely.					
I feel confident in the security and confidentiality of the document tracking system.					
Electronic signature capture reduces paperwork and manual errors.					
The training provided for using document tracking tools is effective.					
The electronic signature capture process aligns well with our					

organization's goals.					
Record updates are easily accessible to relevant stakeholders.					
Document tracking tools enhance communication among team members.					
The electronic signature capture system complies with legal and regulatory requirements.					
Document tracking tools contribute to a more organized talent acquisition process.					
I received adequate support and training for using the document tracking system.					

Data Collection Procedures

When comparing AI application potentials in the procedures inside IT talent acquisition in India, sound practices of data collection are indispensable. The procedures normally entitle structured methodology for eliciting information from the key stakeholders, while at the same time promoting exhaustiveness in the process. Here's a detailed outline of the data collection procedures: Here's a detailed outline of the data collection procedures:

- **Identification of Stakeholders:** The first task is to determine the respondents who occupy critical positions in the companies' talent acquisition processes within the IT industry. These are human resource professionals, recruitment staff, information technology managers, and artificial intelligence experts from organizations of all types and in all industries (Hawrysz and Maj, 2017).
- **Selection of Participants:** Subsequently, respondents were identified based on the inclusion and exclusion criteria that have been ensured previously (Stuart and Ialongo, 2010). This helps to achieve the study objectives and acquire datasets

from various organizations and regions of operation and at the different levels of implementation and incorporation of AI tools and technologies in recruitment and hiring processes.

- **Questionnaire survey:** After the final selection of participants, online questionnaire survey was employed to collect the dataset for this study. Various social media platforms such as LinkedIn, Instagram, Facebook etc. were used to make a contact with respondents for survey.
- **Ethical Considerations:** Several major issues are raised in the process of getting participants' consent, protection of parts of participants' identity and the relevance of data protection legislation (Guan *et al.*, 2024).

Data Analysis

The descriptive analysis of the data was done using the SPSS software. About statistical analysis of the most detailed information, various branches of scholars applied the software programme SPSS of statistical calculation for the social sciences. Algebraic problems, arithmetic problems or trigonometric problems are also solvable by the use of SPSS software. The Report Generator tool that is available in SPSS enables one to write investigative reports with ease while at the same time having appealing graphics. Thus, all the text, tables, graphs, and statistical findings of the report are accommodated in a single file. Furthermore, it can produce data documentation secured and managed by SPSS. It is notable that the software used for analyzing the described dataset is equipped with the following statistical tests.

- **Descriptive statistics:** Cronbach's alpha coefficients were used to assess the levels of reliability of the samples, while descriptive statistics for the identification of the sample characteristics, including the size of the organizations, and jobs of the respondents (HR specialists, IT executives, and hiring managers)

(Chukwuemeka, 2019). In this context, the descriptive statistics involving the use of the Mean, Median and Standard Deviation and the Range were used in fitting the most frequent and the outliers of the results in the Samples in this study.

- **Correlation analysis:** Predictive analysis of how different variables are related was the focus of this statistic. Therefore, the objective of correlation analysis, as well as, the identification of this type of analysis as bivariate analysis is to identify if the analyzed variables are related and, if the answer is positive, determine the degree of relationship and its statistical significance. The specific details of Spearman's rho correlation coefficient can be used for the quantification of these issues and further for the definition of the sign of these relations. Trends and patterns of demographic parameters with the level of AI adoption were compared and contrasted as well (Vallabh, 2015).
- **Ordinal regression:** The correlation between these independent dependent variables and one or more independent variable(s) for instance satisfaction levels and perceived ease of integrating AI was captured by the ordinal regression (Tutz, 2022). analysing the odds ratios obtained from the regression analysis, a one unit increase in the predictor variable will reveal the probability of moving to a different category in the ordinal dependent variable.

Research Design Limitations

However, it should be said that this research is not without limitations, whereas the purposes of this study are to provide beneficial information on ways in which AI may impact IT talent acquisition in India.

- **Sample size constraints:** Although 300 participants are a suitable sample size for statistical analysis, the conclusions may not be as broadly applicable as they may be (Boddy, 2016).

- **Self-Reported Data:** The survey is based on self-reported information from IT executives, hiring managers, and HR specialists. Self-reported measurements are prone to response, recollection, and social desirability biases, among other biases that may compromise the validity and consistency of the information gathered (Rosenman, Tennekoon and Hill, 2011).
- **Cross Sectional Design:** Another drawback of the study is its cross-sectional design, which only collects data at one particular moment in time. This limits the capacity to evaluate the long-term effects of integrating AI and track trends or modifications over time (Taris, Kessler and Kelloway, 2021).
- **Ethical Consideration:** The complexity of ethical considerations surrounding AI, such as bias and transparency, poses challenges in measurement and interpretation. While the study attempts to operationalize these constructs, capturing the full scope of ethical implications remains difficult.

Conclusion

In brief, Chapter 3 reveals what kind of study has been applied for identifying what is happening on integration of AI into talent acquisition in the IT industry of India. In the first chapter, the research problem is described with presenting the goals and the objectives of the study which goal is to determine the efficiency of AI usage to enhance the recruitment process in line with showing the problems of the traditional approach to this issue. The process of operation makes certain that theory-derived variables of disguise are made quantitative and realizable by measuring existing phenomena, bringing about a strong analysis of the impact of AI on efficiency in recruitment as well as quality of candidates, the changing roles of HR, significance of administrative efficiency, and ethical concerns that show up when applying AI.

To develop the study, focus and direction, research purpose and questions aim at identifying the capability of AI to revolutionize recruitment. Structured research activities that can attain a high level of reliability underpin the study, and the population and, sample part of the study enables the generalization of the study results at various specialization fields of IT and different geographical regions. Tasks and activities for study, participants, and operationalization of data collection guarantee their exhaustiveness and minimise the risks of bias. Coded qualitative data is accompanied by quantitative metrics analysed by SPSS which includes descriptive statistics, correlation analysis, and ordinal regression. However, the cross-sectional methodology, limited sample size, and self-reported data are some of the study's shortcomings. However, this methodology offers a solid foundation for investigating the application of AI to enhance talent acquisition in the Indian IT industry.

CHAPTER IV:

RESULTS

Reliability Statistics

Table 4.1 Reliability Statistics

Cronbach's Alpha	N of Items
.971	44

The above table 4.1 a Cronbach's Alpha of .971 for 44 items indicates excellent internal consistency, meaning the scale is highly reliable and its items consistently measure the same underlying construct.

Demographic Details

Table 4.2 Demographic Details

		Frequency	Percent
Gender	Male	169	56.3
	Female	126	42
	Other	5	1.7
Age	18 to 25 years	164	54.7
	26 to 35 years	70	23.3
	36 to 45 years	29	9.7
	46 to 55 years	24	8
	56 years and above	13	4.3
Educational Background	High Sec. School	14	4.7
	Bachelor's Degree	149	49.7
	Master's Degree	102	34
	PhD	29	9.7
	Other	6	2

Years of Experience in the IT Industry	Less than 1 year	124	41.3
	1-3 years	70	23.3
	4-7 years	44	14.7
	8-10 years	22	7.3
	More than 10 years	40	13.3
Number of Employees in your company	Less than 100 employees	125	41.7
	100 to 150 employees	84	28
	150 to 250 employees	37	12.3
	More than 250 employees	54	18

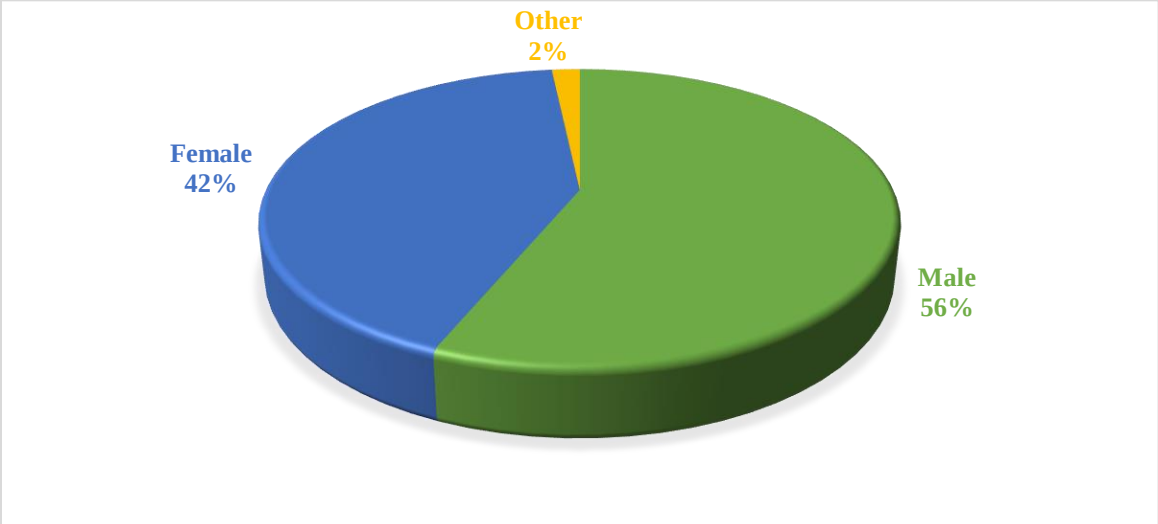

Figure 4.1 Gender

The above figure 4.1 illustrates the gender distribution of the sample population, with 56.3% identifying as male (169 individuals), 42% identifying as female (126 individuals), and 1.7% identifying as other (5 individuals). This designates a predominantly male sample, with a significant proportion of females and a small representation of individuals identifying as other.

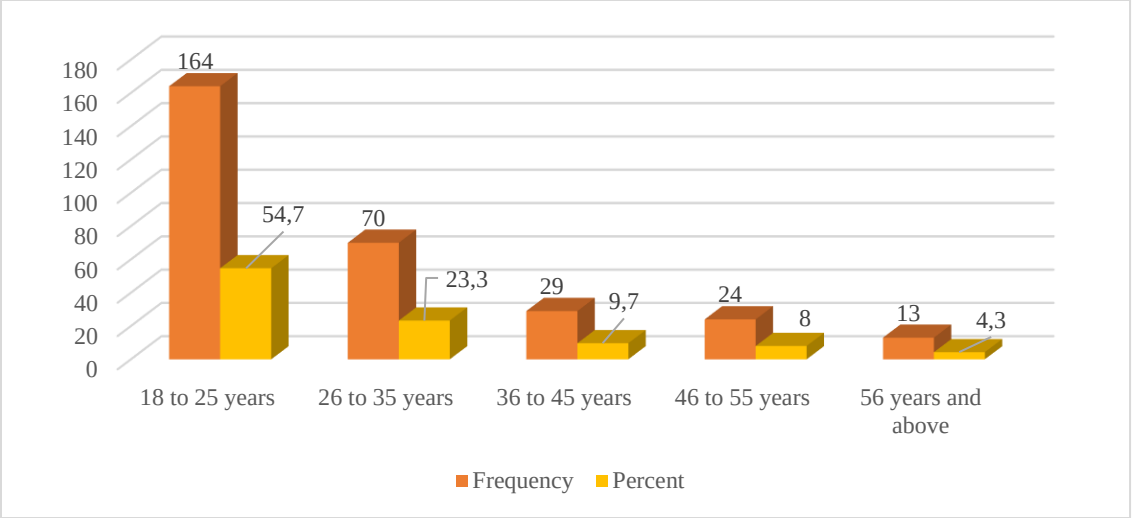

Figure 4.2 Age

The above figure 4.2 age distribution data reveals that the majority of the sample population is aged 18 to 25 years, including 54.7% (164 individuals). This is followed by 23.3% (70 individuals) in the 26 to 35 years age group, 9.7% (29 individuals) in the 36 to 45 years group, 8% (24 individuals) in the 46 to 55 years group, and 4.3% (13 individuals) aged 56 years and above. This specifies that the sample is predominantly young, with over half under the age of 26.

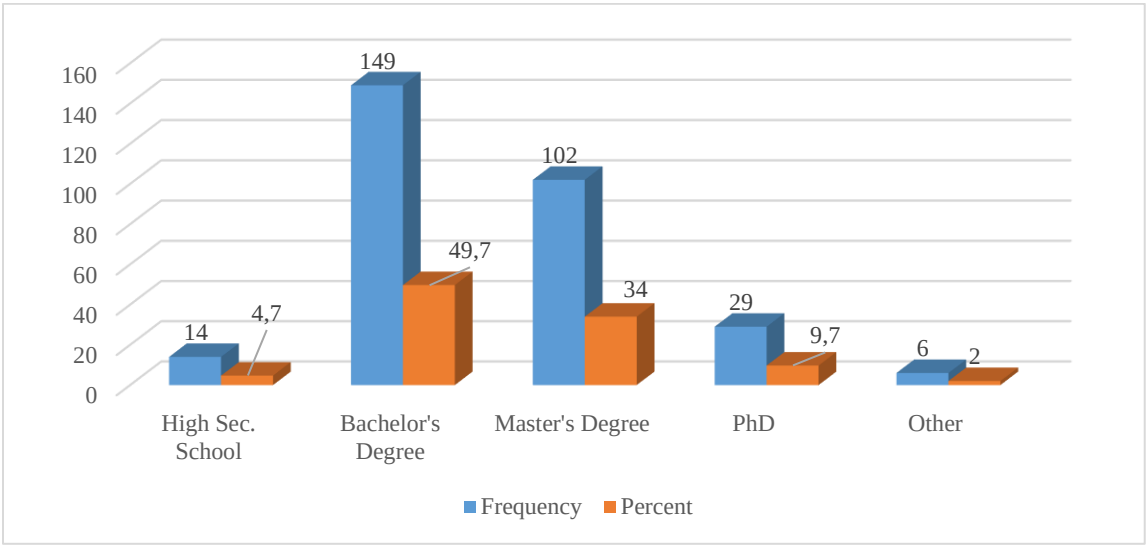

Figure 4.3 Educational Background

The above figure 4.3 educational background data specifies that approximately half of the sample population holds a Bachelor's degree (49.7%, 149 individuals). A significant portion also holds a Master's degree (34%, 102 individuals), followed by those with a PhD (9.7%, 29 individuals). A smaller segment completed high secondary school (4.7%, 14 individuals), and a minimal number fall into the 'Other' category (2%, 6 individuals). This suggests that the sample is highly educated, with the majority owning at least a Bachelor's degree.

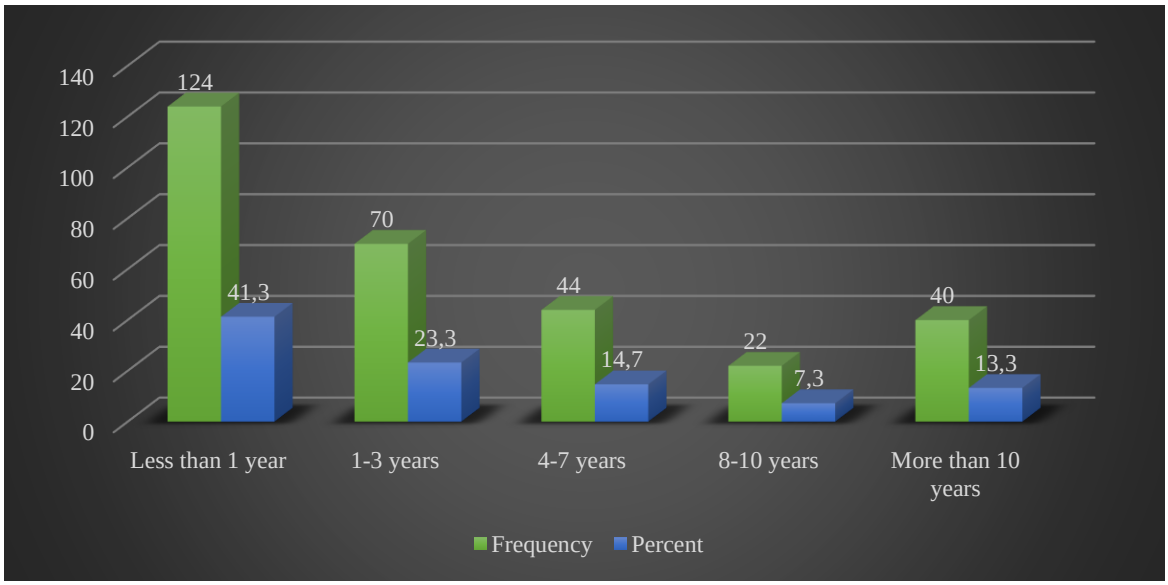

Figure 4.4 Years of Experience in the IT Industry

The above figure 4.4 illustrates years of experience in the IT industry which shows that a substantial portion of the sample, 41.3% (124 individuals), has less than 1 year of experience. This is followed by 23.3% (70 individuals) with 1-3 years of experience, 14.7% (44 individuals) with 4-7 years, 7.3% (22 individuals) with 8-10 years, and 13.3% (40 individuals) with more than 10 years of experience. This shows that the sample comprises a significant number of newcomers to the IT industry, with a smaller proportion of more experienced professionals.

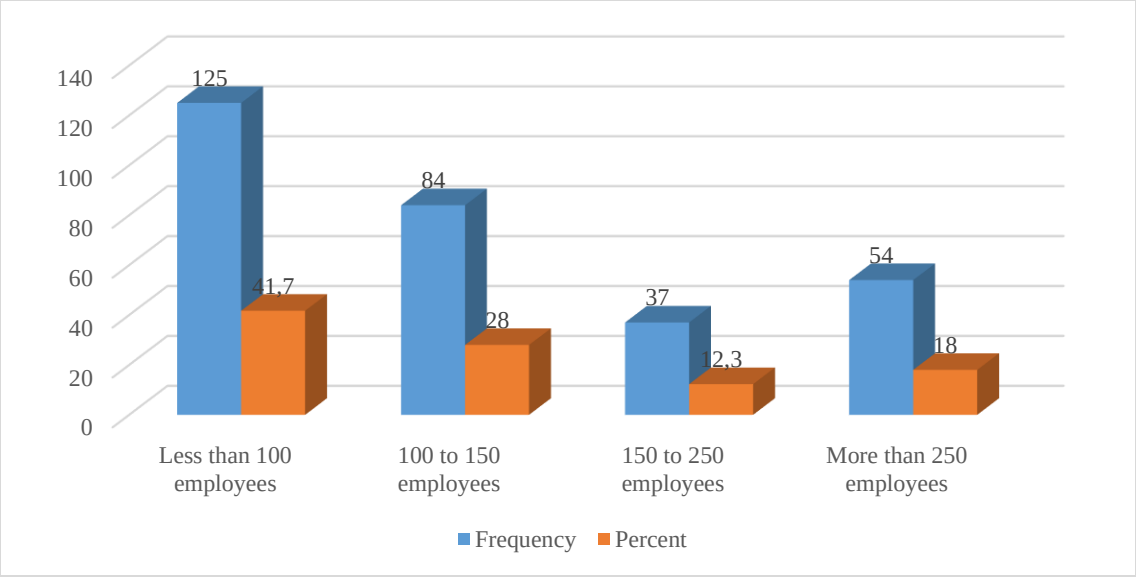

Figure 4.5 Number of Employees in your company

The above figure 4.5 illustrates company size of the respondents which reveals that 41.7% (125 individuals) of the sample work in companies with less than 100 employees. This is followed by 28% (84 individuals) working in companies with 100 to 150 employees, 12.3% (37 individuals) in companies with 150 to 250 employees, and 18% (54 individuals) in companies with more than 250 employees. This specifies that a significant portion of the sample is employed in smaller companies, with fewer working in medium to large-sized organizations.

AI Technology

Table 4.3 AI Technology

		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The adoption of AI technologies has positively impacted job opportunities in the IT sector.	**Frequency**	23	45	86	81	65
	Percent	7.7	15	28.7	27	21.7
AI technology poses ethical	**Frequency**	10	56	84	92	58

concerns in terms of job displacement in the IT industry.	**Percent**	3.3	18.7	28	30.7	19.3
Organizations in the IT sector are investing adequately in AI education and training for their workforce.	**Frequency**	18	35	84	104	59
	Percent	6	11.7	28	34.7	19.7
AI has improved the accuracy and precision of decision-making processes within IT companies.	**Frequency**	11	42	78	103	66
	Percent	3.7	14	26	34.3	22
The implementation of AI in IT has led to an increase in overall cybersecurity.	**Frequency**	14	43	84	87	72
	Percent	4.7	14.3	28	29	24
IT professionals feel adequately prepared to work with AI technologies.	**Frequency**	21	44	91	94	50
	Percent	7	14.7	30.3	31.3	16.7
The use of AI has led to a more competitive edge for IT companies in the market.	**Frequency**	17	37	93	95	58
	Percent	5.7	12.3	31	31.7	19.3
AI technologies are effectively integrated into current IT systems.	**Frequency**	17	54	68	108	53
	Percent	5.7	18	22.7	36	17.7

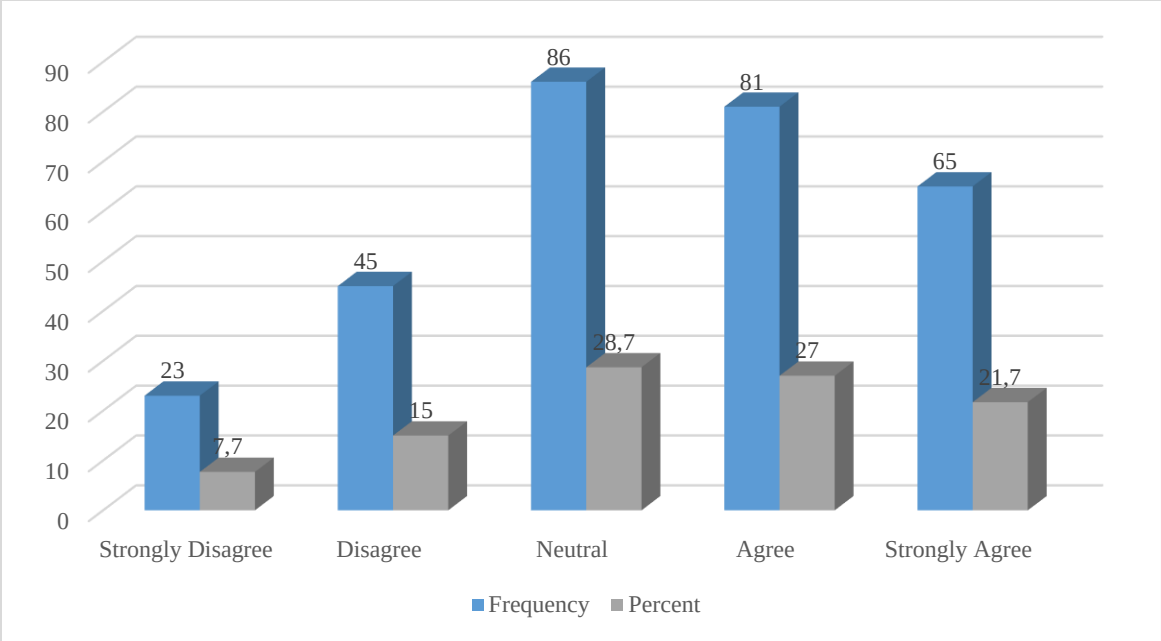

Figure 4.6 The adoption of AI technologies has positively impacted job opportunities in the IT sector.

The above figure 4.6 illustrates the response of the participants upon being asked about the impact of AI technologies on job opportunities in the IT sector which displays a variety of perspectives. A minority of respondents (7.7%, 23 individuals) strongly disagree that AI has positively impacted job opportunities, while 15% (45 individuals) disagree. Conversely, 28.7% (86 individuals) agree, and 27% (81 individuals) strongly agree with the positive influence of AI. Additionally, 21.7% (65 individuals) are neutral. This distribution proposes that while there is a significant proportion of agreement on the positive impact of AI on job opportunities, there is also notable dissent and neutrality, representative varied opinions on this issue.

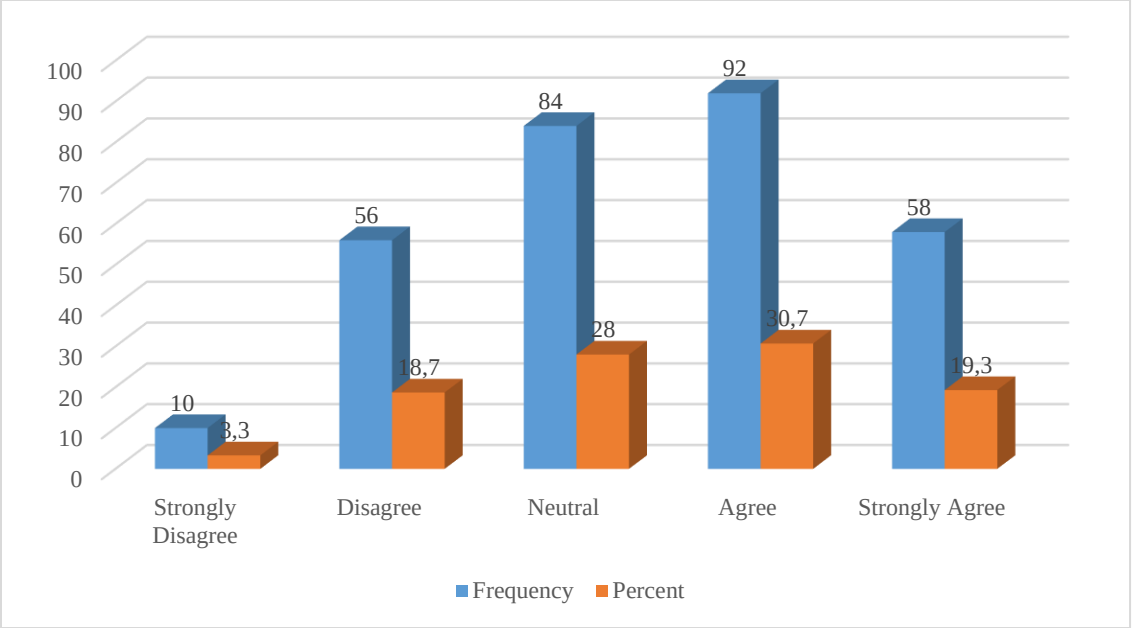

Figure 4.7 AI technology poses ethical concerns in terms of job displacement in the IT industry.

The above figure 4.7 shows the array of responses of the study participants upon being asked of AI technology on job displacement within the IT industry. While a minority (3.3%, 10 individuals) firmly reject the notion that AI poses ethical concerns in this context, a significant number (18.7%, 56 individuals) also hold this view. In contrast, a substantial segment (30.7%, 92 individuals) strongly believe that AI does indeed raise ethical issues surrounding job movement, with an additional 28% (84 individuals) expressing agreement. Furthermore, nearly one-fifth of accused (19.3%, 58 individuals) remain undecided or neutral on the matter. These findings underscore the diverse perspectives and ongoing discourse nearby the ethical suggestions of AI in the workplace.

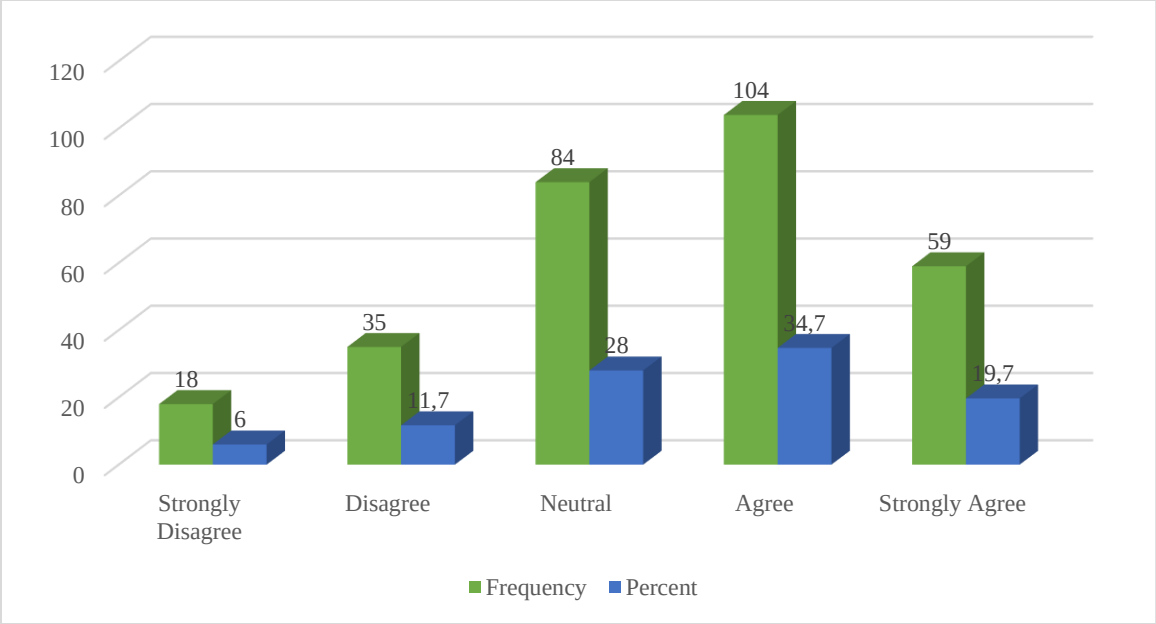

Figure 4.8 Organizations in the IT sector are investing adequately in AI education and training for their workforce.

The above figure 4.8 displays varying opinions about whether organizations in the IT sector are sufficiently investing in AI education and training for their workforce. A small minority (6%, 18 individuals) strongly disagree with the notion that such reserves are adequate, while 11.7% (35 individuals) disagree. On the other hand, a significant proportion (34.7%, 104 individuals) strongly agree that organizations are investing adequately, with an additional 28% (84 individuals) agreeing. Furthermore, 19.7% (59 individuals) of respondents are neutral on this issue. These results highlight a mixed sentiment among participants regarding the adequacy of AI education and training reserves by IT organizations.

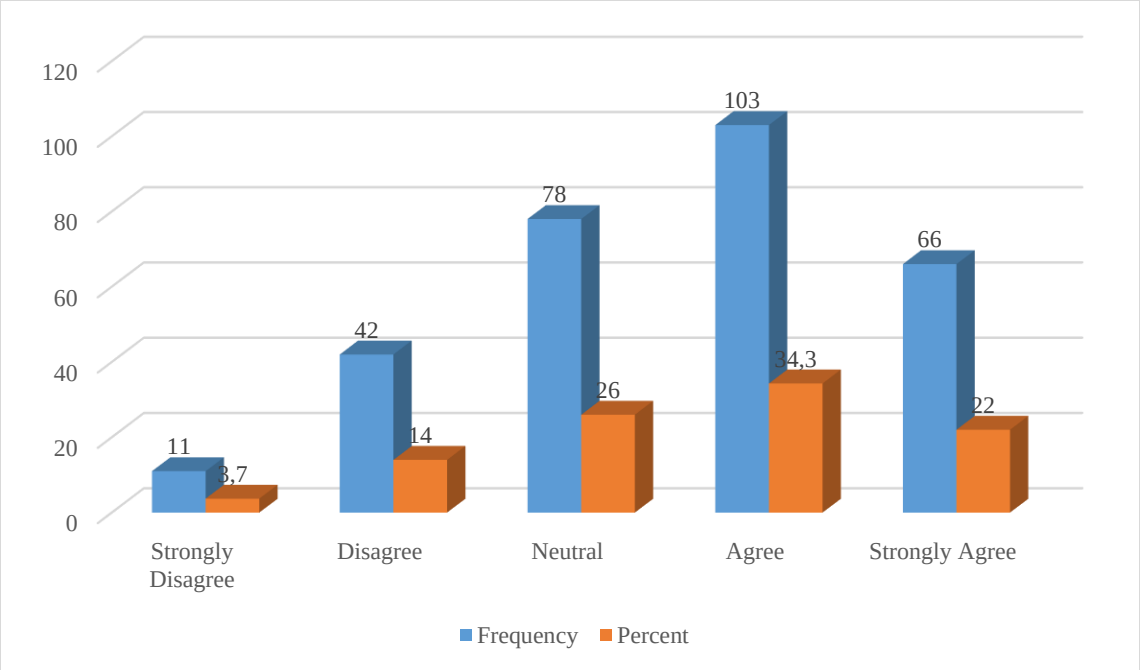

Figure 4.9 AI has improved the accuracy and precision of decision-making processes within IT companies.

The above figure 4.9 shows a range of AI has improved the precision and accuracy of IT companies' decision-making processes. There is a small minority that strongly disagrees (3.7%, 11 people), while 14% (42 people) think that AI has enhanced decision-making accuracy and precision. On the other hand, a significant proportion of respondents (34.3%, 103 persons) strongly concur that artificial intelligence has improved these procedures, while another 26% (78 individuals) disagree. In addition, twenty-two percent (66 people) have no opinion. These results highlight divergent views on how AI affects the caliber of decision-making in the IT industry.

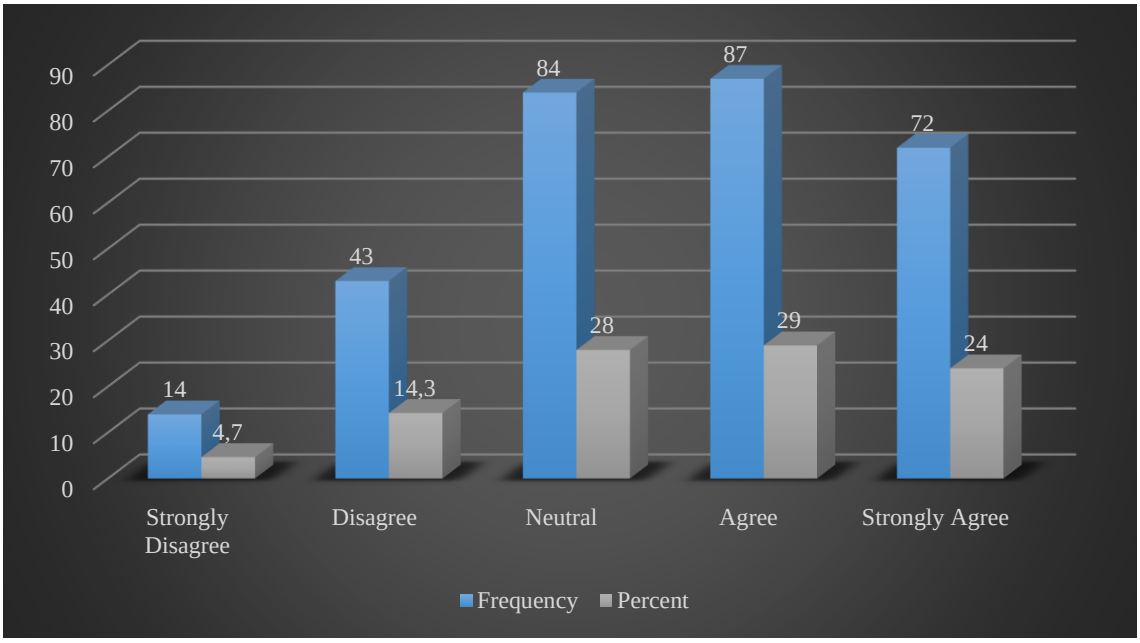

Figure 4.10 The implementation of AI in IT has led to an increase in overall cybersecurity.

The above figure 4.10 shows differing views on whether cybersecurity has increased overall as a result of AI being implemented in IT. The notion that AI has improved cybersecurity is vehemently disputed by a little percentage (4.7%, 14 people), while 14.3% (43 people) also disagree. Quite the reverse, however, with 29% (87 people) strongly agreeing and 28% (84 people) agreeing that AI has increased cybersecurity. Furthermore, 72 respondents, or 24% of the total, expressed no opinion on the matter. These results demonstrate the diversity of viewpoints among participants about how the deployment of AI would affect cybersecurity in the IT industry.

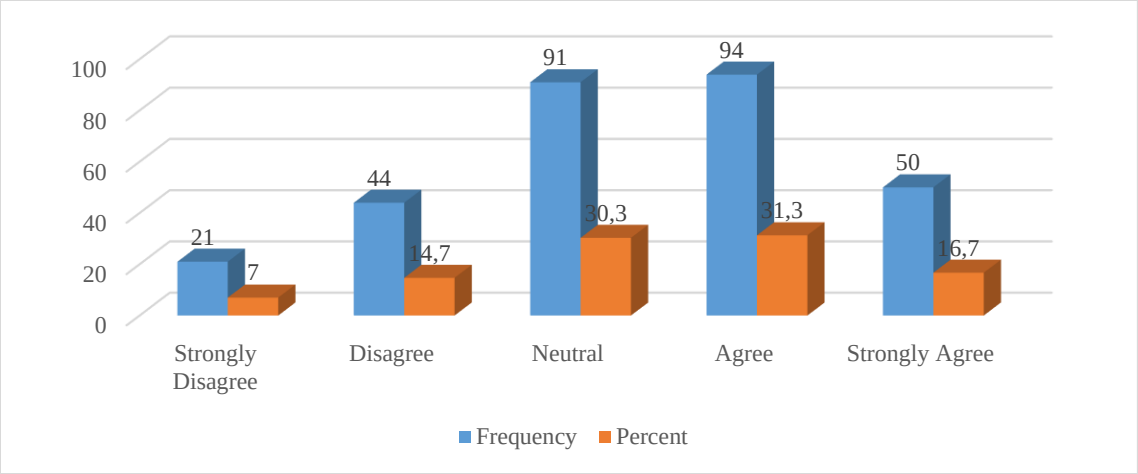

Figure 4.11 IT professionals feel adequately prepared to work with AI technologies.

The above figure 4.11 views amongst IT professionals regarding their preparedness to work with AI technologies. A minority (7%, 21 individuals) strongly disagree that they feel adequately prepared, while 14.7% (44 individuals) express disagreement. Conversely, a significant number (31.3%, 94 individuals) strongly agree that they feel adequately prepared, with an additional 30.3% (91 individuals) agreeing. 16.7% (50 individuals) of accused remain neutral on this issue. These findings underscore varying levels of confidence and readiness among IT professionals in adapting to and utilizing AI technologies in their work.

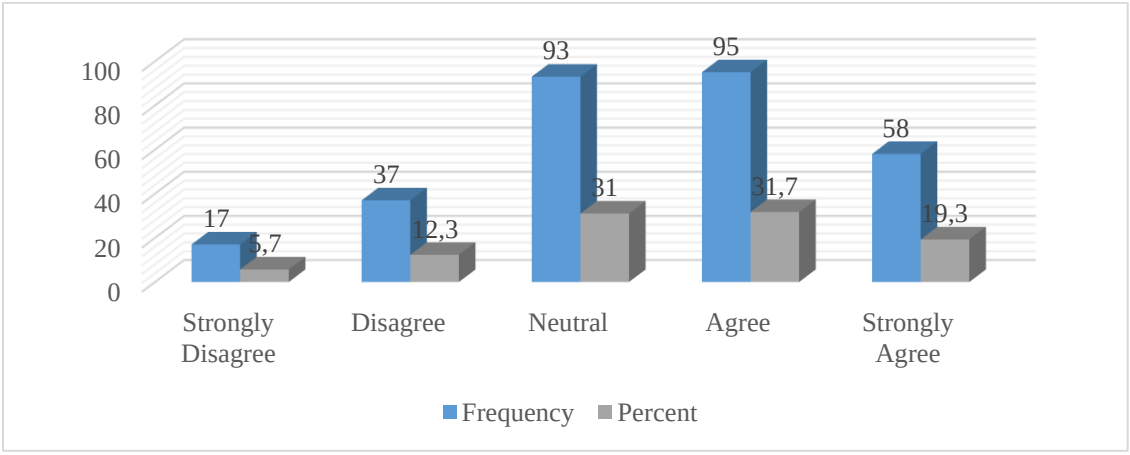

Figure 4.12 The use of AI has led to a more competitive edge for IT companies in the market.

The above figure 4.12 shows that there is disagreement on whether the application of AI has given IT companies a greater competitive advantage in the market. 12.3% of respondents (37 people) disagree, while a miniature minority (5.7%, 17 people) strongly reject that AI has contributed to this competitive edge. However, a sizable majority (31.7%, 95 people) strongly concur that AI has improved competition, with another 31% (93 people) also in agreement. Moreover, 58 respondents, or 19.3% of the total, expressed no opinion.

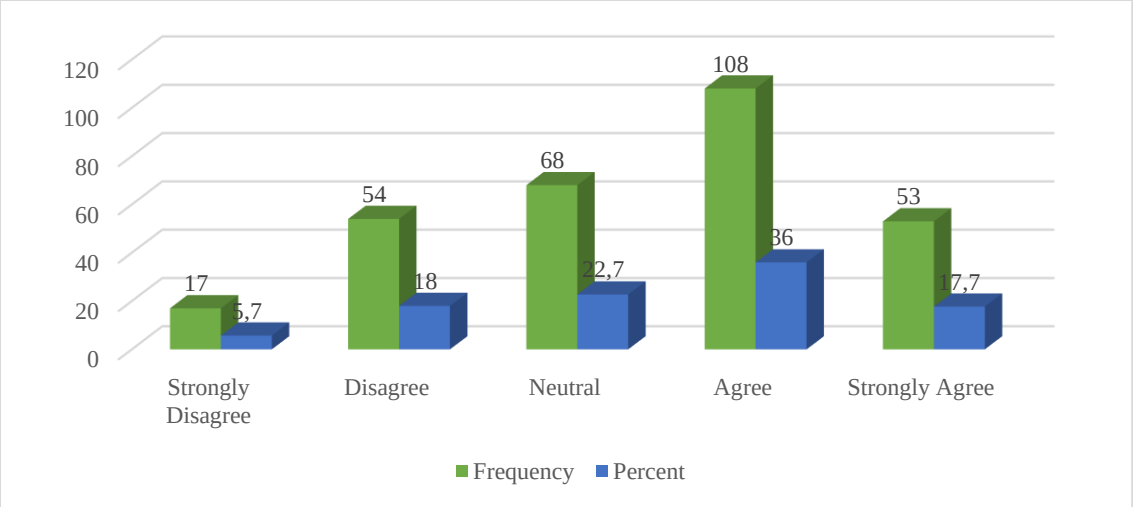

Figure 4.13 AI technologies are effectively integrated into current IT systems.

The above figure 4.13 data discloses mixed perceptions concerning the effective integration of AI technologies into current IT systems. A small percentage (5.7%, 17 individuals) strongly disagree that AI technologies are successfully integrated, while 18% (54 individuals) disagree. Conversely, a notable proportion (36%, 108 individuals) strongly agree that AI is effectively integrated into current IT systems, with an additional 22.7% (68 individuals) agreeing. Additionally, 17.7% (53 individuals) of respondents are neutral on this matter. These findings highlight varied viewpoints among participants regarding the extent to which AI technologies have been successfully incorporated into existing IT infrastructures.

Quality of Hires by Comparing Job Seekers with Top Performers

Table 4.4 Quality of Hires by Comparing Job Seekers with Top Performers

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The recruitment process in our organization effectively identifies the skills and abilities of candidates required for their roles.	**Frequency**	35	53	74	83	55
	Percent	11.7	17.7	24.7	27.7	18.3
Candidates hired in our organization generally have the technical expertise required for their positions.	**Frequency**	8	49	88	101	54
	Percent	2.7	16.3	29.3	33.7	18
The onboarding process in our organization adequately prepares new employees for their roles in the Indian IT context.	**Frequency**	14	43	85	103	55
	Percent	4.7	14.3	28.3	34.3	18.3
Our organization's hiring processes consider technical skills as well as cultural fit when evaluating potential candidates.	**Frequency**	8	41	74	102	75
	Percent	2.7	13.7	24.7	34	25
Our organization invests in ongoing training and	**Frequency**	14	40	71	104	71
	Percent	4.7	13.3	23.7	34.7	23.7

development opportunities to enhance the skills of new employees.						
The feedback loop between hiring managers and HR helps in refining the hiring criteria based on the performance of new hires.	**Frequency**	8	39	86	108	59
	Percent	2.7	13	28.7	36	19.7
Our organization actively seeks feedback from top performers to improve the hiring process.	**Frequency**	15	41	97	100	47
	Percent	5	13.7	32.3	33.3	15.7
The retention rate of recruits in our organization is satisfactory, which reflects the success of our recruitment process.	**Frequency**	11	48	96	87	58
	Percent	3.7	16	32	29	19.3

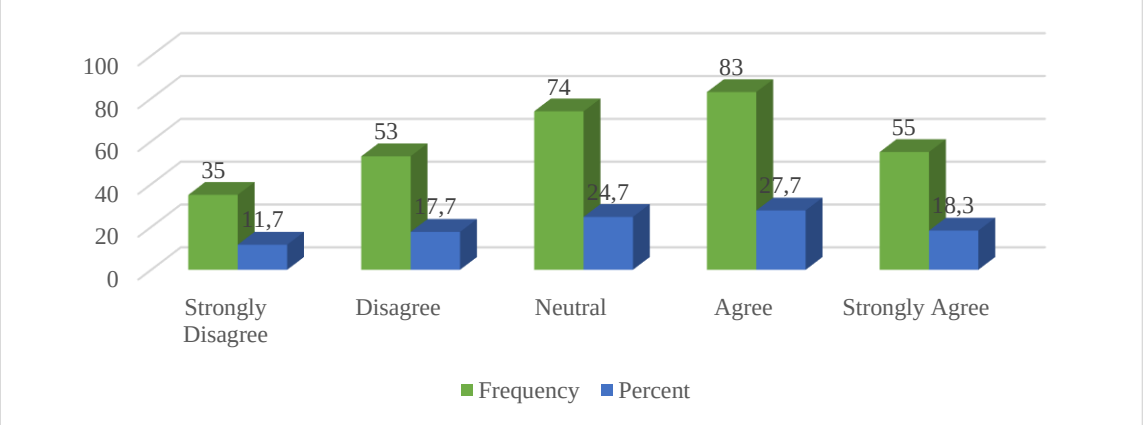

Figure 4.14 The recruitment process in our organization effectively identifies the skills and abilities of candidates required for their roles.

The above figure 4.14 represent the responses of study participants of the following enquiry-The recruitment process in our organization effectively identifies the skills and

abilities of candidates required for their roles. A large number of participants (11.7% or 35 participants) totally disagree that the discussed recruitment process helps identify such skills, and 17.7% or 53 participants disagree. At the same time, 27.7% of the respondents or 83 participants strongly approve that the recruitment process does identify required skills, while the 24.7% of the participants or 74 of them approve the statement. Additionally, 18.3 percent or 55 of the respondents are in the middle of this pole in the sense that they are neutral or they haven't made up their mind as to whether they favour this or not.

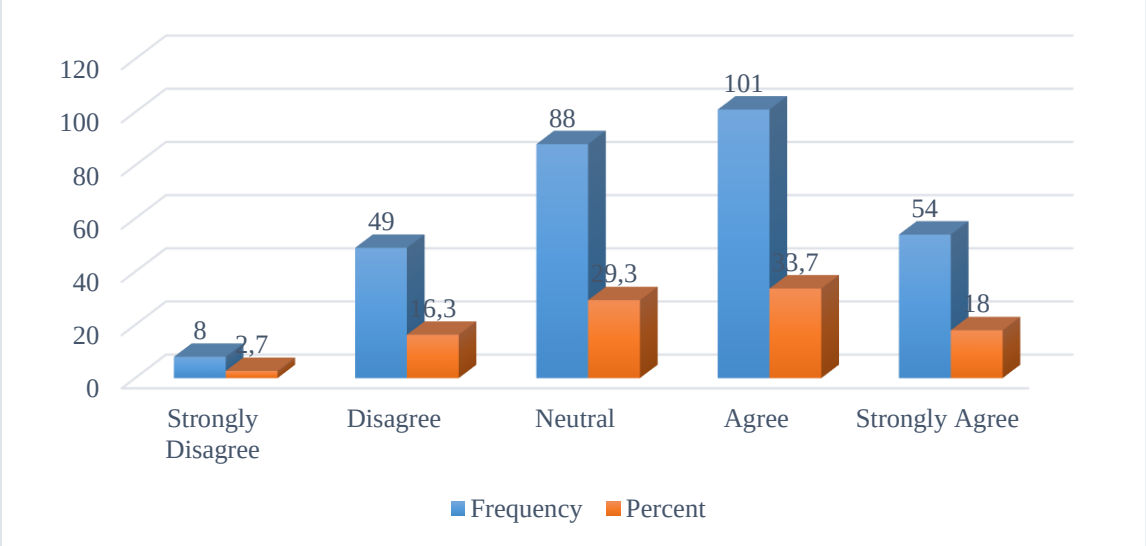

Figure 4.15 Candidates hired in our organization generally have the technical expertise required for their positions.

The above figure 4.15 shows the responses of study participants of the following enquiry-Candidates hired in our organization generally have the technical expertise required for their positions. Of the respondents, 16.3% (49 people) disagree, and a minority (2.7%, 8 people) strongly disagree that candidates typically have the necessary technical skills for their roles. On the other hand, a sizable majority (33.7%, 101 people) strongly concur that hired candidates indeed possess the requisite technical expertise, and another 29.3% (88 people) concur. 18% of respondents, or 54 people, have no opinion on the subject. These

findings demonstrate a range of opinions among participants about the suitability of technical abilities among applicants hired by businesses.

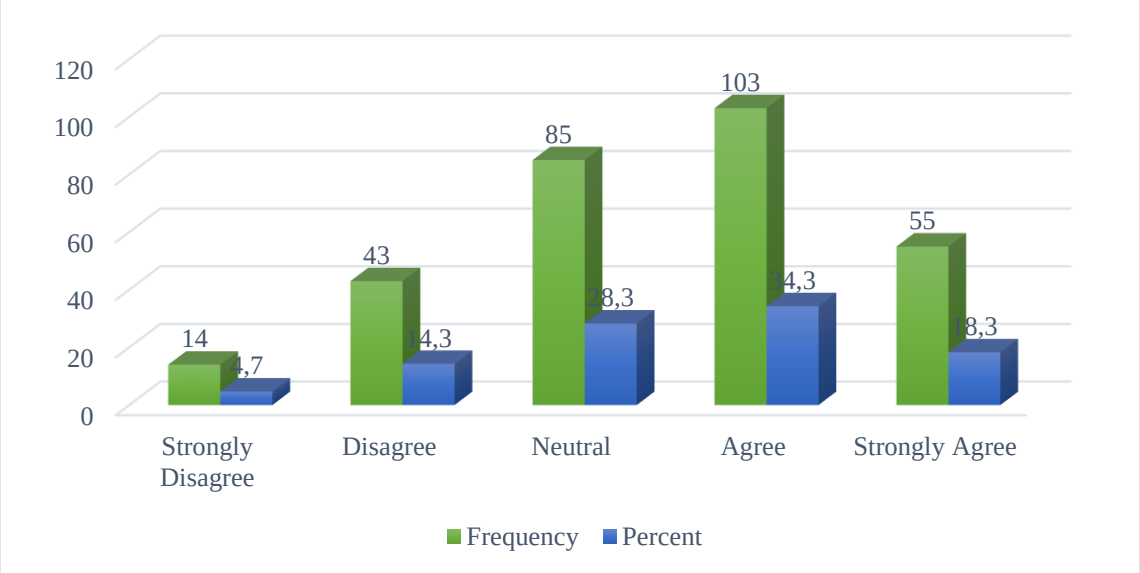

Figure 4.16 The onboarding process in our organization adequately prepares new employees for their roles in the Indian IT context.

The above figure 4.16 shows the opinions of participants which vary about the effectiveness of the onboarding process in adequately preparing new employees for their roles within the Indian IT context. A small percentage (4.7%, 14 individuals) strongly disagree that the onboarding process sufficiently prepares new hires, while 14.3% (43 individuals) disagree. Conversely, a significant number (34.3%, 103 individuals) strongly agree that the onboarding process does prepare new employees well, with an additional 28.3% (85 individuals) agreeing. Furthermore, 18.3% (55 individuals) of respondents are neutral on this issue.

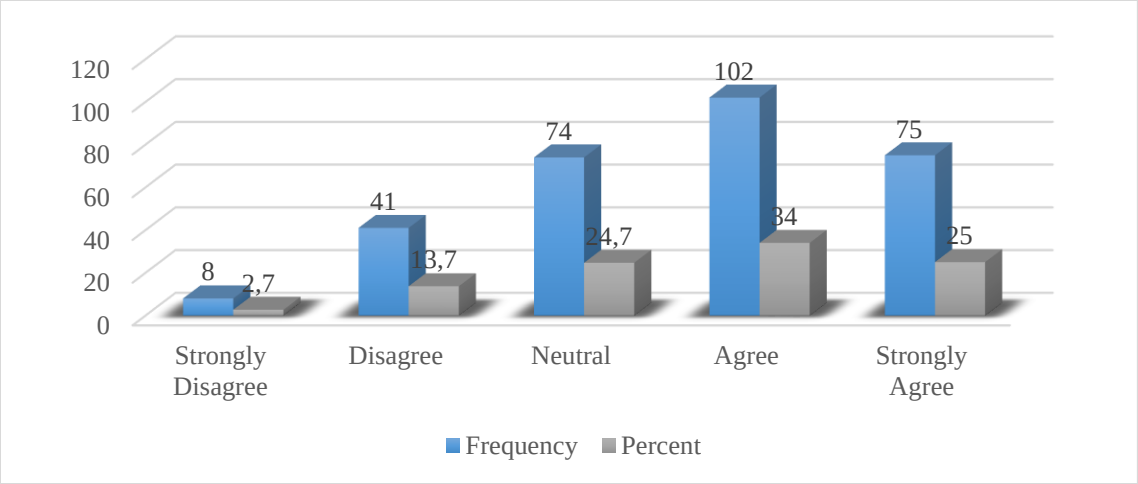

Figure 4.17 Our organization's hiring processes consider technical skills as well as cultural fit when evaluating potential candidates.

The above figure 4.17 data indicates varied perceptions regarding the extent to which organizational hiring processes consider both technical skills and cultural fit when evaluating potential candidates. A small minority (2.7%, 8 individuals) strongly disagree that these processes adequately consider both aspects, while 13.7% (41 individuals) disagree. In contrast, a significant portion (34%, 102 individuals) strongly agree that technical skills and cultural fit are effectively evaluated during hiring, with an additional 24.7% (74 individuals) agreeing. Moreover, 25% (75 individuals) of respondents are neutral on this matter.

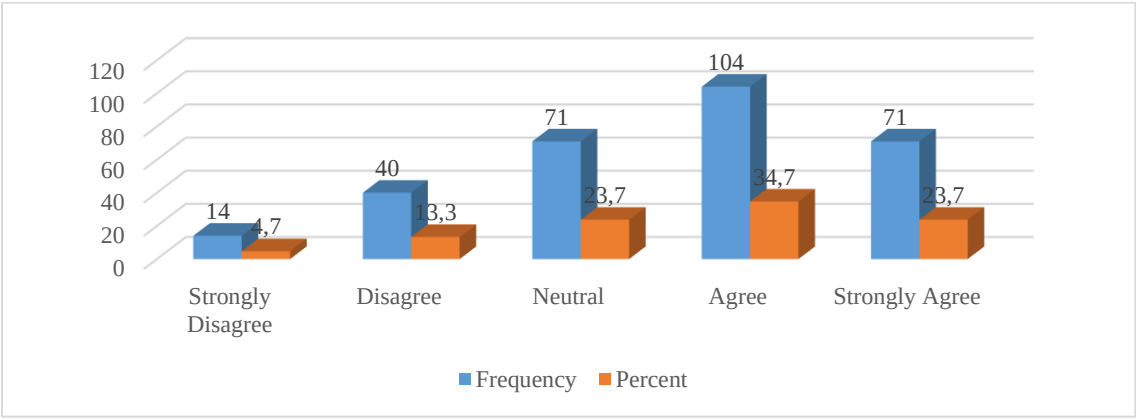

Figure 4.18 Our organization invests in ongoing training and development opportunities to enhance the skills of new employees.

The above figure 4.18 results show differing opinions about whether our company places a high priority on continuing education and training to improve the abilities of newly hired staff members. Thirteen percent (40) disagree, and a minority of four percent (14) strongly reject that such investments are made. By comparison, a sizable fraction (34%, 104 people) strongly feel that the organization does give priority to these chances, and another 23.7% (71 people) concur. These findings reveal different opinions among respondents about the organization's dedication to improving new hires' skills through ongoing training and development programs.

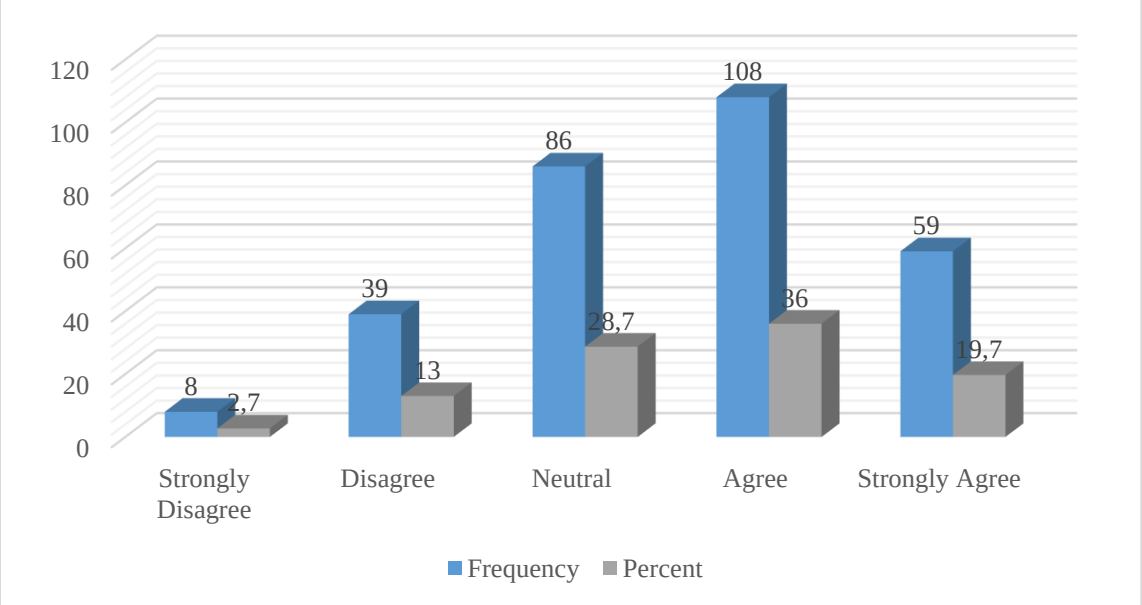

Figure 4.19 The feedback loop between hiring managers and HR helps in refining the hiring criteria based on the performance of new hires.

The above figure 4.19 illustrates the participants opinion that perspectives on whether the recruiting managers' and HR's feedback loop effectively refines hiring criteria based on new hire performance are divided. A tiny minority (2.7%, 8 people) strongly disagree, while 13% (39 people) believe that this feedback loop helps to improve recruiting criteria. On the other hand, a sizable portion (36%, 108 people) strongly concur that the feedback loop is useful for improving recruiting criteria, and another 28.7% (86 people)

concur. Furthermore, 59 respondents, or 19.7% of the total, expressed no opinion on this matter. These results show that participants had differing opinions about how well HR procedures' feedback loops work to improve hiring standards depending on new hires' performance.

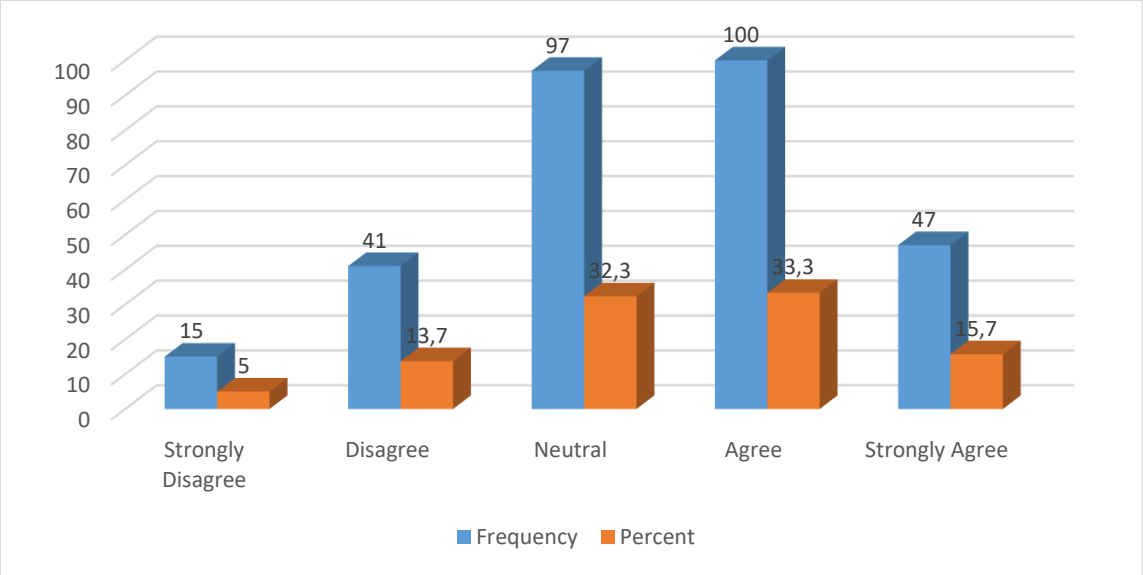

Figure 4.20 Our organization actively seeks feedback from top performers to improve the hiring process.

The above figure 4.20 shows varying opinions on whether our organization actively seeks feedback from top performers to enhance the hiring process. A small percentage (5%, 15 individuals) strongly disagree that such efforts are made, while 13.7% (41 individuals) express disagreement. Conversely, a significant number (33.3%, 100 individuals) strongly agree that the organization actively seeks feedback from top performers for improvement, with an additional 32.3% (97 individuals) agreeing. Moreover, 15.7% (47 individuals) of respondents are neutral on this issue. These results highlight diverse perspectives among participants regarding the extent to which the organization solicits feedback from top performers to refine and enhance its hiring practices.

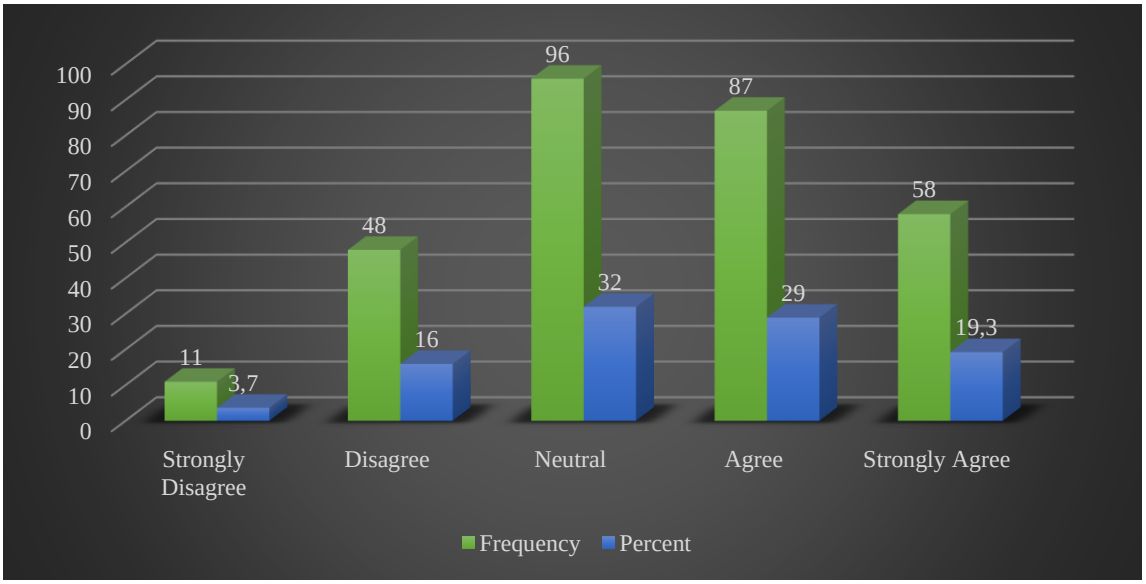

Figure 4.21 The retention rate of recruits in our organization is satisfactory, which reflects the success of our recruitment process.

The above figure 4.21 shows that opinions vary on whether the retention rate of recruits in our organization is satisfactory, indicating the success of our recruitment process. A minority (3.7%, 11 individuals) strongly disagree that the retention rate is satisfactory, while 16% (48 individuals) disagree. Conversely, a significant number (29%, 87 individuals) strongly agree that the retention rate reflects success, with an additional 32% (96 individuals) agreeing. Additionally, 19.3% (58 individuals) of respondents are neutral on this matter. These findings highlight diverse viewpoints among participants regarding the perceived effectiveness of the organization's recruitment process based on the retention rates of recruited employees.

Roles and Responsibilities of HR Professionals and Recruiters

Table 4.5 Roles and Responsibilities of HR Professionals and Recruiters

		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
HR professionals play a crucial role in talent acquisition and	**Frequency**	29	54	73	85	59
	Percent	9.7	18	24.3	28.3	19.7

recruitment processes.						
Recruiters should possess excellent interpersonal skills to effectively communicate with both candidates and hiring managers.	**Frequency**	10	40	82	105	63
	Percent	3.3	13.3	27.3	35	21
The primary responsibility of HR professionals is to ensure compliance with labor laws and regulations.	**Frequency**	11	31	105	93	60
	Percent	3.7	10.3	35	31	20
HR professionals should actively participate in employee onboarding and orientation programs.	**Frequency**	8	38	82	94	78
	Percent	2.7	12.7	27.3	31.3	26
Employee relations, conflict resolution, and performance management are integral aspects of HR professionals' responsibilities.	**Frequency**	14	37	84	95	70
	Percent	4.7	12.3	28	31.7	23.3
HR professionals play a vital role in developing and implementing diversity and inclusion initiatives within the organization.	**Frequency**	11	39	86	107	57
	Percent	3.7	13	28.7	35.7	19
Recruiters should provide	**Frequency**	13	31	93	94	69

constructive feedback to candidates, whether they are selected or not.	**Percent**	4.3	10.3	31	31.3	23
HR professionals should be involved in succession planning to ensure a smooth transition in leadership positions.	**Frequency**	22	41	82	92	63
	Percent	7.3	13.7	27.3	30.7	21

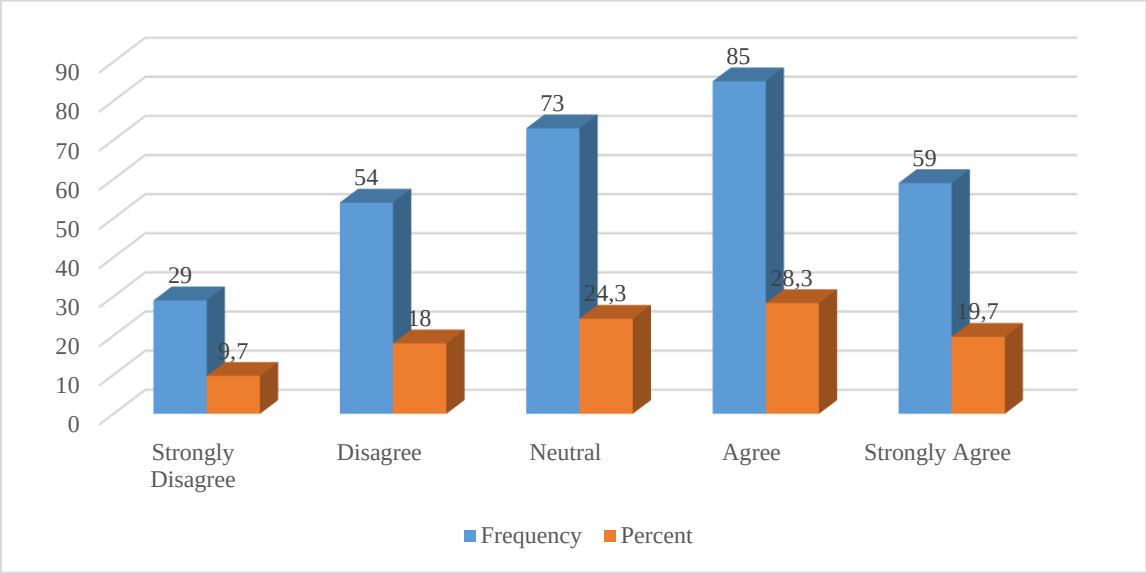

Figure 4.22 HR professionals play a crucial role in talent acquisition and recruitment processes.

The above Figure 4.22 data reveals differing opinions regarding the role that HR specialists play in the hiring and talent acquisition processes. Just 9.7% of respondents, or 29 people, strongly disagree that HR experts are essential, and 18% of respondents, or 54 people, disagree. On the other hand, a sizable percentage (28.3%, 85 people) strongly concur that HR specialists are essential to these procedures, and another 24.3% (73 people) concur. In addition, 59 respondents, or 19.7% of the total, expressed no opinion.

These findings demonstrate a variety of viewpoints regarding the importance of HR specialists in recruiting and talent acquisition processes.

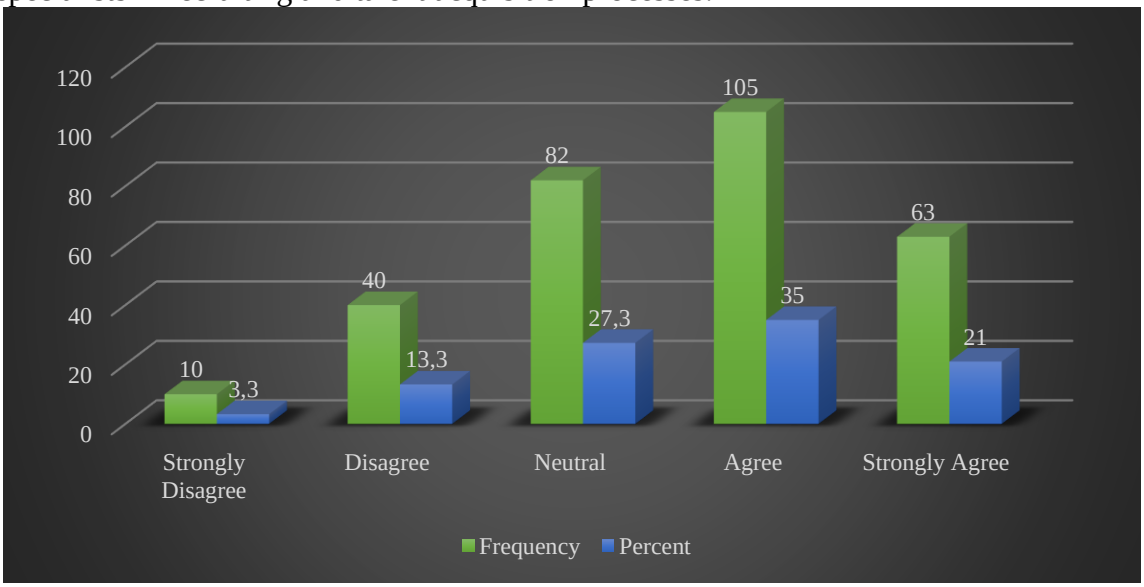

Figure 4.23 Recruiters should possess excellent interpersonal skills to effectively communicate with both candidates and hiring managers.

The above Figure 4.23 statistics specify differing views on the importance of recruiters having excellent interpersonal skills for effective communication with candidates and hiring managers. A small minority (3.3%, 10 individuals) strongly disagree with this need, and 13.3% (40 individuals) also disagree. In contrast, a significant amount (35%, 105 individuals) strongly believe that strong relational skills are essential for recruiters, and another 27.3% (82 individuals) agree. Additionally, 21% (63 individuals) are neutral on this matter. These results propose that while most accused recognize the importance of interpersonal skills for recruiters, some hold differing opinions.

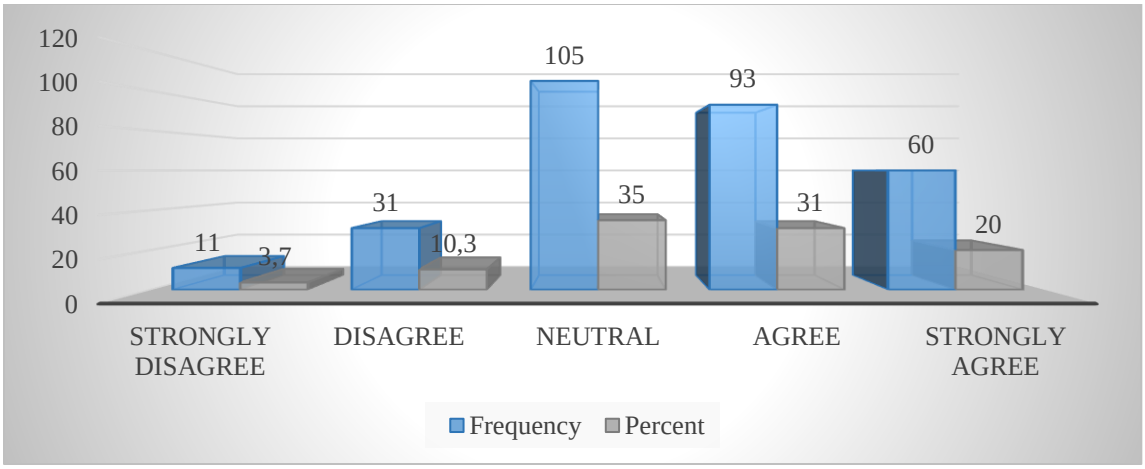

Figure 4.24 The primary responsibility of HR professionals is to ensure compliance with labour laws and regulations.

The above Figure 4.24 range of perspectives in the survey data on whether or not HR professionals' main duty is to make sure that labour rules and regulations are followed. 10.3% (31 people) and 3.7% (11 people) strongly disagree with this assertion. On the other hand, a significant portion (31%, 93 people) strongly concur that compliance should be the primary duty of HR professionals, with another 35% (105 people) concurring. In addition, 20% of respondents (60 people) have no opinion. Although some respondents had different opinions, these results show that HR professionals generally agree on the significance of compliance.

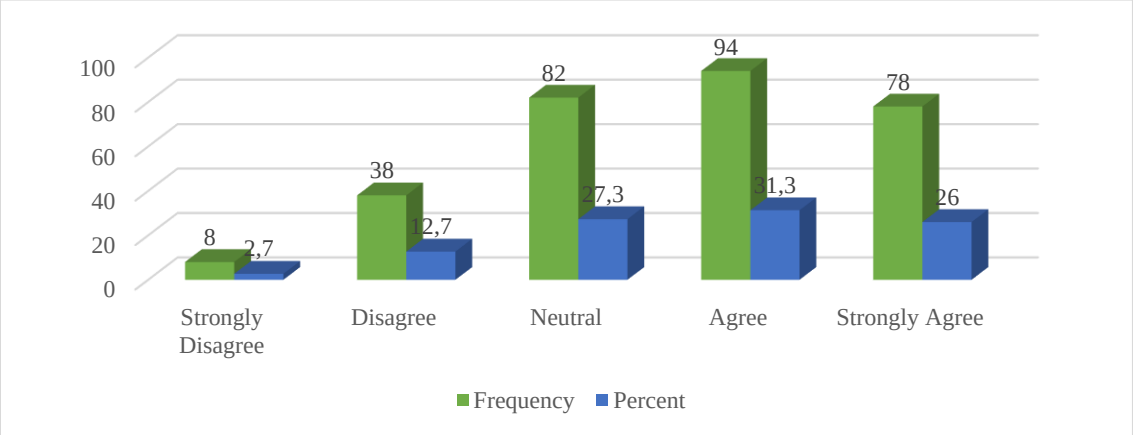

Figure 4.25 HR professionals should actively participate in employee onboarding and orientation programs.

The above figure 4.25 data shows that opinions on the function of HR specialists in orientation and onboarding processes differ. HR should actively participate in these activities, according to a small fraction (2.7%, 8 people), and a larger percentage (12.7%, 38 people) disagree. But a sizable percentage (31.3%, 94 people) strongly concur that HR involvement is essential, and another 27.3% (82 people) concur. Furthermore, 78 people, or 26% of the respondents, have no opinion on the matter. These findings indicate that, despite some disagreements, there is a widespread consensus regarding the significance of HR involvement in onboarding and orientation.

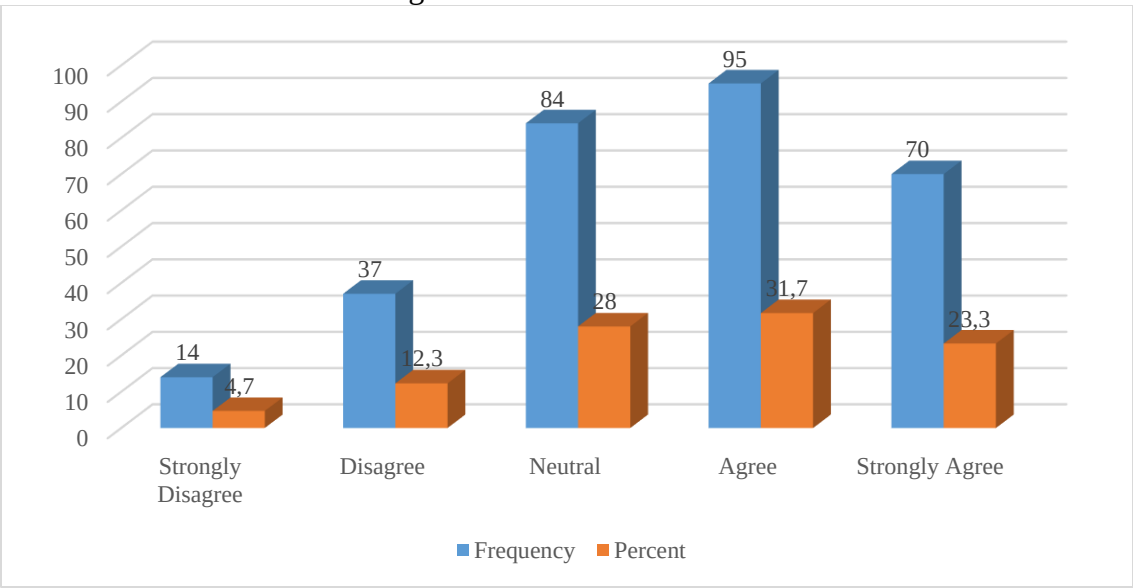

Figure 4.26 Employee relations, conflict resolution, and performance management are integral aspects of HR professionals' responsibilities.

The above figure 4.26 data reveals varied opinions on whether employee relations, conflict resolution, and performance management are integral aspects of HR professionals' responsibilities. A small minority (4.7%, 14 individuals) strongly disagree with this statement, and 12.3% (37 individuals) also disagree. On the other hand, a substantial portion (31.7%, 95 individuals) strongly agree that these responsibilities are crucial for HR professionals, with an additional 28% (84 individuals) agreeing.

Additionally, 23.3% (70 individuals) are neutral on this matter. These findings highlight a general recognition of the importance of these HR responsibilities, though some respondents have differing views.

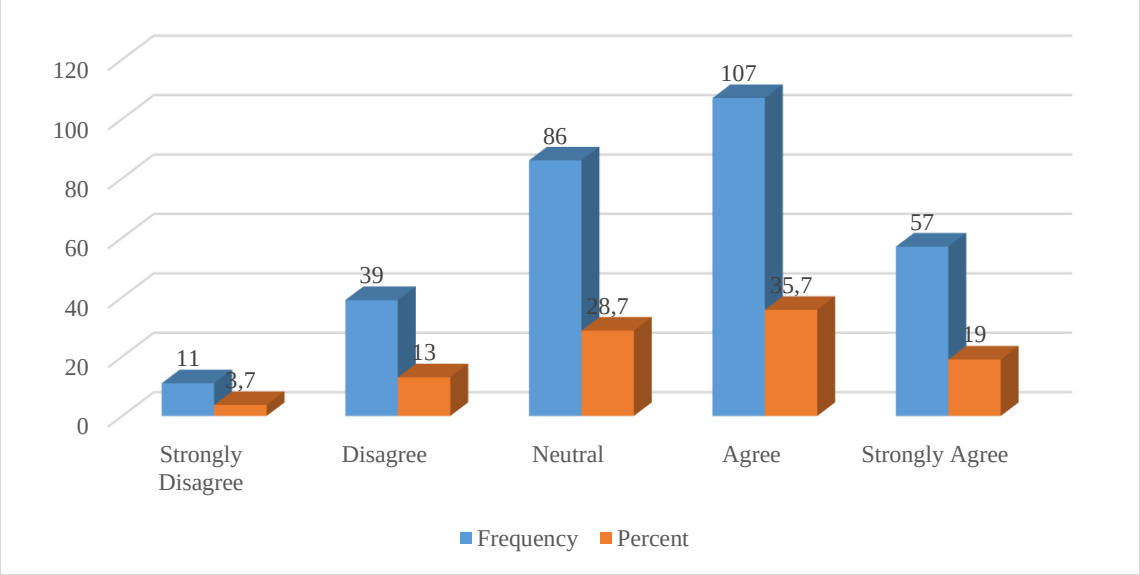

Figure 4.27 HR professionals play a vital role in developing and implementing diversity and inclusion initiatives within the organization.

The above Figure 4.27 data reveals varying viewpoints regarding the function of HR specialists in formulating and carrying out diversity and inclusion programs in businesses. A little percentage (3.7%, 11 people) strongly disagree with the statement, and 13% (39 people) disagree as well. On the other hand, a sizable portion (35.7%, 107 people) strongly concur that HR is essential to these efforts, and another 28.7% (86 people) concur. Moreover, 19% (57 people) had no opinion. Though there are significant differences in opinion, these results show that HR's involvement in diversity and inclusion initiatives is important.

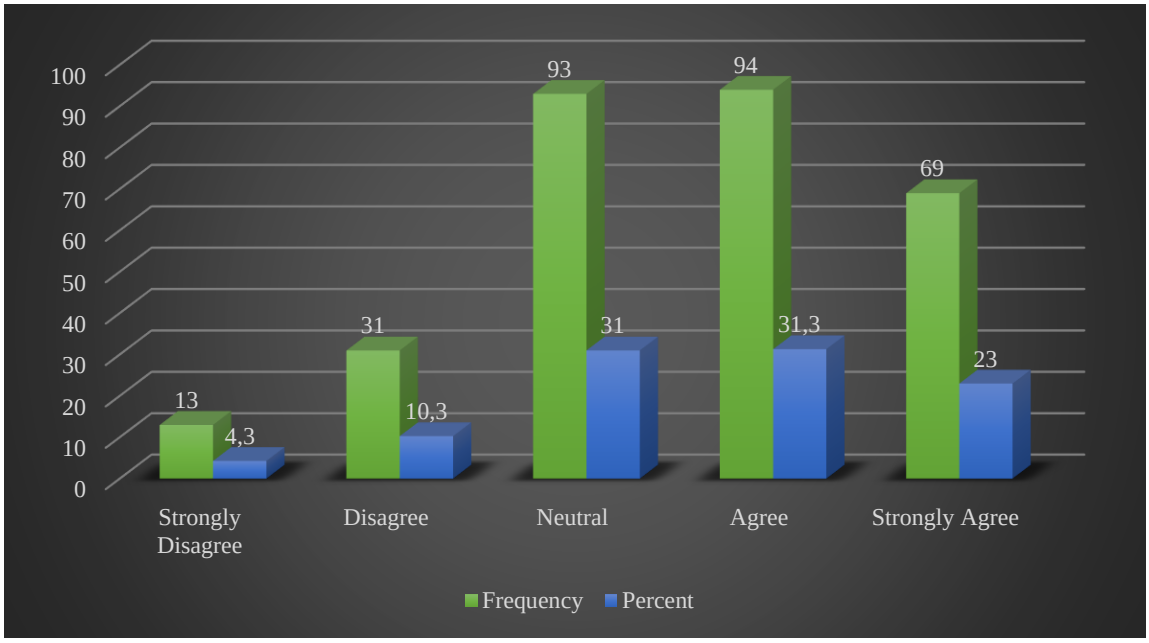

Figure 4.28 Recruiters should provide constructive feedback to candidates, whether they are selected or not.

The above Figure 4.28 data reveals a range of perspectives on the question of whether recruiters ought to provide candidates constructive criticism regardless of their outcome. Just 4.3% of respondents, or 13 people, strongly disagree with this approach, but 10.3% of respondents, or 31 people, disagree as well. On the other hand, a significant percentage (31.3%, 94 people) firmly feels that recruiters ought to provide feedback to every candidate, and another 31% (93 people) concur. Moreover, 23% of respondents (69 people) have no opinion. These results demonstrate that, despite some respondents' conflicting opinions, there is a widespread consensus regarding the significance of offering candidates feedback.

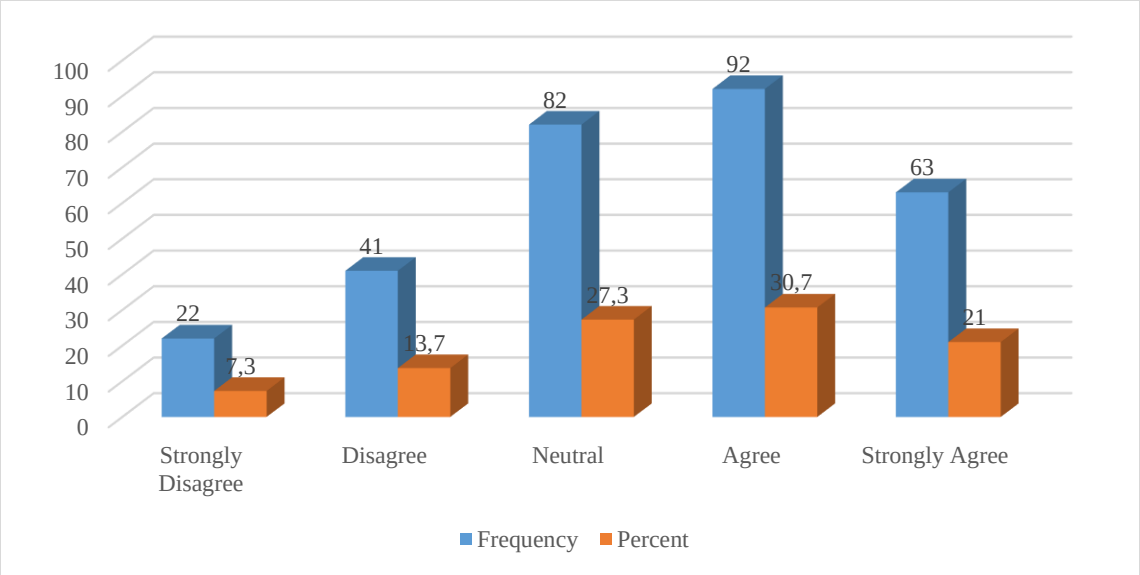

Figure 4.29 HR professionals should be involved in succession planning to ensure a smooth transition in leadership positions.

The above Figure 4.29 statistics indicate varying perspectives on whether HR professionals should be involved in succession planning to facilitate smooth transitions in leadership positions. A minority (7.3%, 22 individuals) strongly disagrees with this notion, while 13.7% (41 individuals) also disagree. In contrast, a significant proportion (30.7%, 92 individuals) strongly agrees that HR involvement is essential for effective succession planning, with an additional 27.3% (82 individuals) agreeing. Moreover, 21% (63 individuals) of the accused are neutral on this issue. These results suggest a general consensus on the importance of HR's role in succession planning, although there are some differing viewpoints among participants.

Recruitment Process in The Human Resource Management

Table 4.6 Recruitment Process in The Human Resource Management

		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The recruitment process in our	**Frequency**	37	31	78	82	72

organization is well-defined and documented.	**Percent**	12.3	10.3	26	27.3	24
The job descriptions provided during the recruitment process accurately reflect the requirements of the positions.	**Frequency**	11	40	80	114	55
	Percent	3.7	13.3	26.7	38	18.3
The recruitment team effectively communicates with candidates throughout the hiring process.	**Frequency**	12	46	91	98	53
	Percent	4	15.3	30.3	32.7	17.7
The use of technology in the recruitment process streamlines and enhances the overall experience.	**Frequency**	5	32	85	106	72
	Percent	1.7	10.7	28.3	35.3	24
Feedback is provided to candidates after the interview process, regardless of the outcome.	**Frequency**	26	37	82	94	61
	Percent	8.7	12.3	27.3	31.3	20.3
The onboarding process for new hires is effective in integrating them into the organization.	**Frequency**	17	31	81	103	68
	Percent	5.7	10.3	27	34.3	22.7
The recruitment team is responsive to the changing needs of the organization and	**Frequency**	21	26	99	99	55
	Percent	7	8.7	33	33	18.3

adapts the process accordingly.						
The organization actively seeks and considers feedback from candidates about the recruitment process.	**Frequency**	15	42	79	105	59
	Percent	5	14	26.3	35	19.7

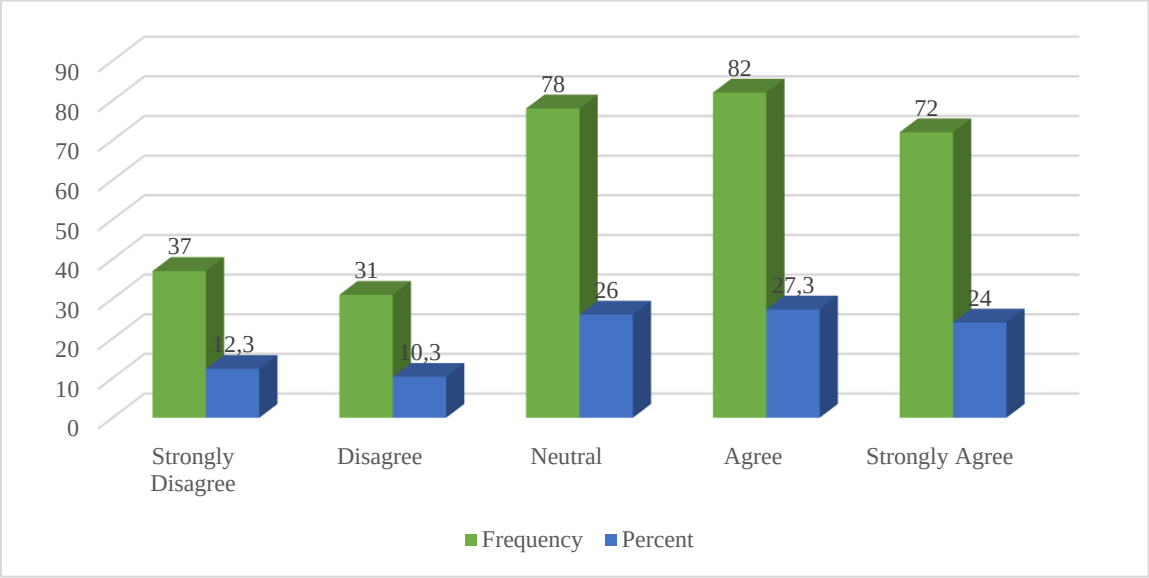

Figure 4.30 The recruitment process in our organization is well-defined and documented

The above figure illustrates the results survey responses which show differing perspectives regarding how well-defined and documented their company's hiring procedure is. Regarding the procedure being well-defined and documented, a sizable portion (12.3%, 37 people) strongly agree, and another 26% (78 people) agree. In contrast, 27.3% (82 people) strongly disagree with this assertion, while a smaller percentage (10.3%, 31 people) disagrees. Furthermore, twenty-four percent (seventy-two) of the respondents had no opinion. According to these results, participants' opinions about how well-documented and transparent the organization's hiring procedure is vary widely.

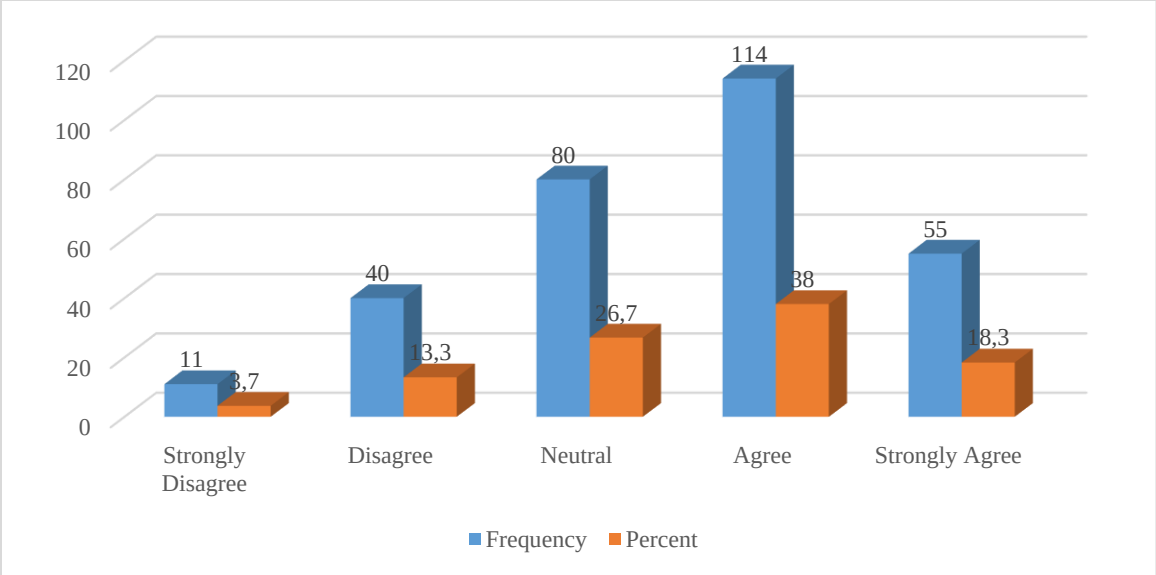

Figure 4.31 The job descriptions provided during the recruitment process accurately reflect the requirements of the positions.

The above Figure 4.31 data presents varied perspectives on whether the job descriptions provided during the recruitment process accurately reflect the supplies of the positions. A small minority (3.7%, 11 individuals) strongly disagrees that the job descriptions are accurate, while 13.3% (40 individuals) also disagree. In contrast, a significant number (38%, 114 individuals) strongly agree that the job descriptions are accurate, with an additional 26.7% (80 individuals) agreeing. Furthermore, 18.3% (55 individuals) of respondents are neutral on this issue. These results suggest a mixed perception among participants regarding the alignment of job descriptions with actual position requirements during the recruitment process.

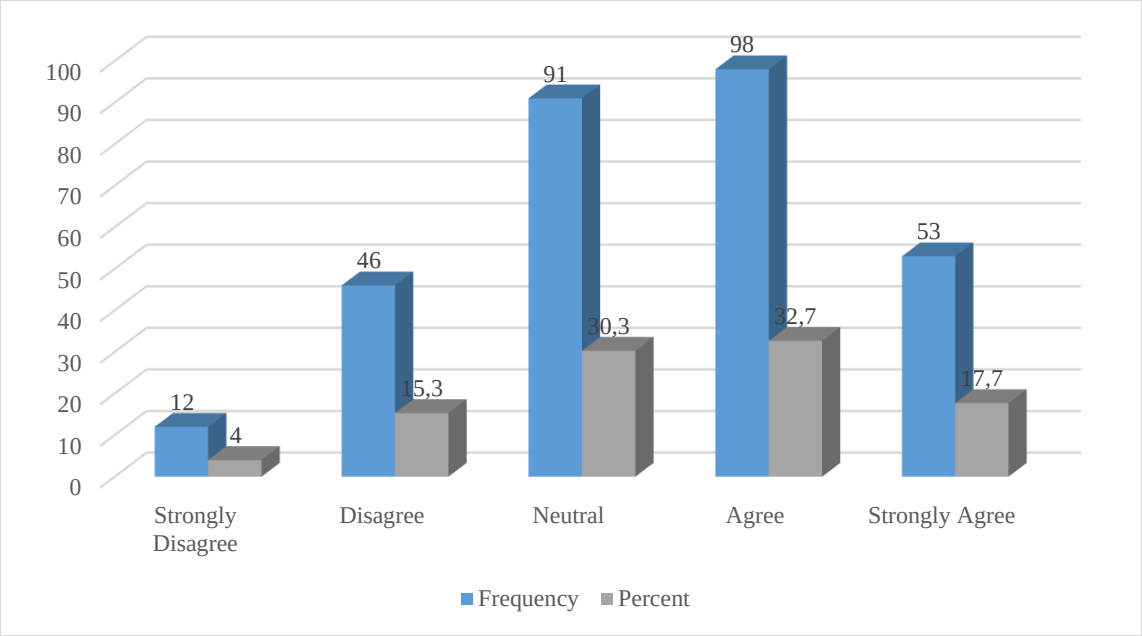

Figure 4.32 The recruitment team effectively communicates with candidates throughout the hiring process.

The above figure 4.32 data shows varied opinions on whether the recruitment team effectively communicates with candidates throughout the hiring process. A small percentage (4%, 12 individuals) strongly disagrees with this statement, while 15.3% (46 individuals) also disagree. In contrast, a significant number (32.7%, 98 individuals) strongly agree that the recruitment team communicates effectively, with an additional 30.3% (91 individuals) agreeing. Additionally, 17.7% (53 individuals) of respondents are neutral on this matter. These findings highlight mixed perceptions among participants regarding the effectiveness of communication between the recruitment team and candidates during the hiring process.

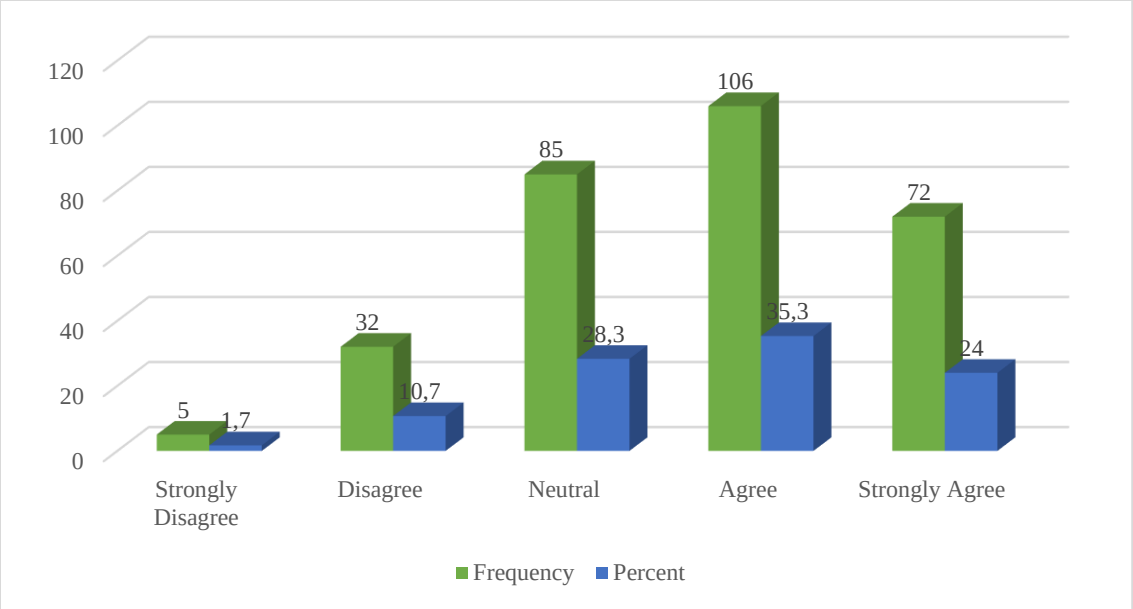

Figure 4.33 The use of technology in the recruitment process streamlines and enhances the overall experience.

The above Figure 4.33 information reveals varying opinions on whether the use of technology in the recruitment process streamlines and enhances the overall experience. A small minority (1.7%, 5 individuals) strongly disagrees with this statement, while 10.7% (32 individuals) also disagree. In contrast, a significant number (35.3%, 106 individuals) strongly agrees that technology enhances the recruitment experience, with an additional 28.3% (85 individuals) agreeing. Additionally, 24% (72 individuals) of the accused are neutral on this issue. These results indicate mixed perceptions among participants regarding the impact of technology on improving the efficiency and experience of the recruitment process.

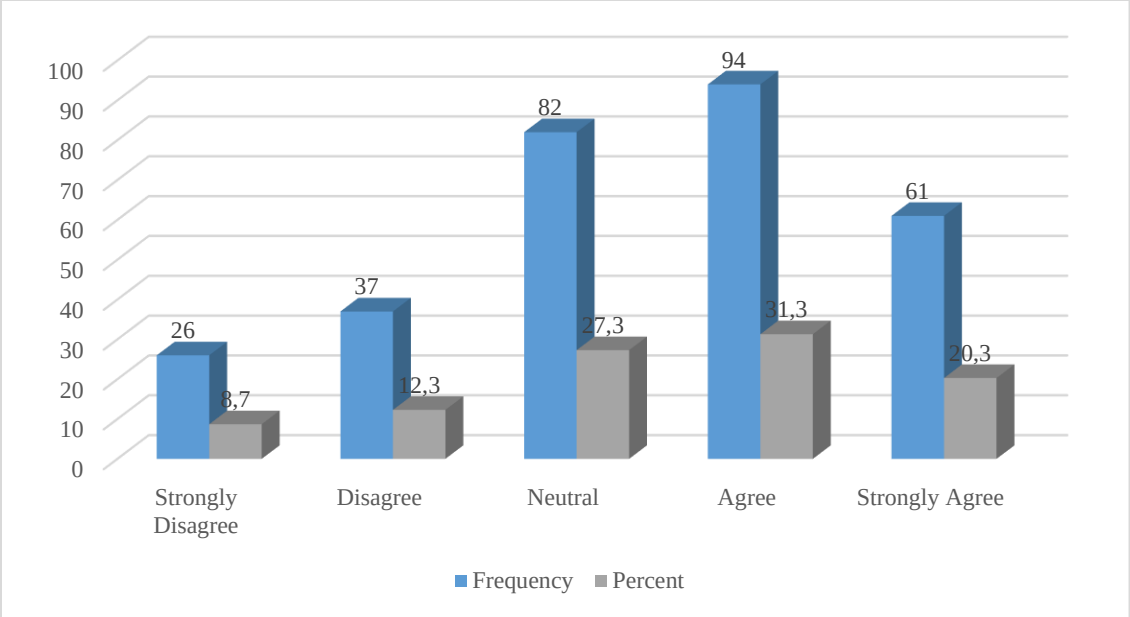

Figure 4.34 Feedback is provided to candidates after the interview process, regardless of the outcome.

The above figure 4.34 data presents varied perspectives on whether feedback is provided to candidates after the interview process, regardless of the outcome. A significant percentage (8.7%, 26 individuals) strongly agrees that feedback is consistently given, with an additional 27.3% (82 individuals) agreeing. Conversely, a smaller portion (12.3%, 37 individuals) disagrees with this practice, while 31.3% (94 individuals) strongly disagrees. Additionally, 20.3% (61 individuals) of respondents are neutral on this matter. These findings indicate diverse opinions among participants regarding the consistency of feedback provision to candidates after interviews, regardless of whether they are selected.

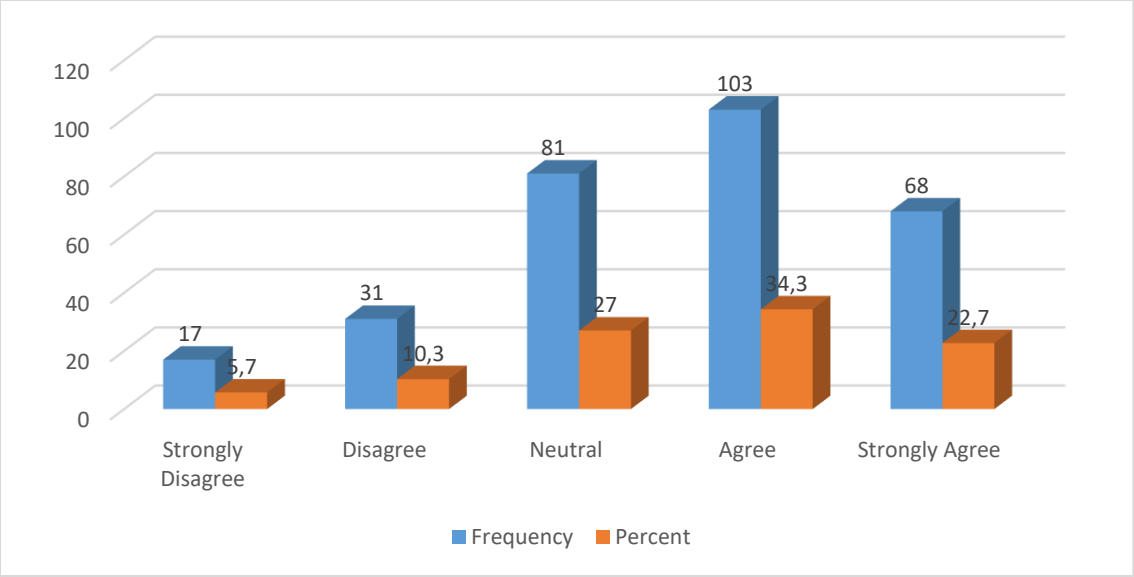

Figure 4.35 The onboarding process for new hires is effective in integrating them into the organization.

The above Figure 4.35 data discloses varied opinions on the effectiveness of the onboarding process for integrating new hires into the organization. A small percentage (5.7%, 17 individuals) strongly disagrees that the onboarding process is effective, while 10.3% (31 individuals) also hold this view. In contrast, a significant number (34.3%, 103 individuals) strongly believe that the onboarding process is successful in integrating new hires, with an additional 27% (81 individuals) agreeing. Additionally, 22.7% (68 individuals) of respondents are neutral on this issue. These findings indicate mixed perceptions among participants regarding the effectiveness of the organization's onboarding practices in facilitating new hires' integration into the workplace.

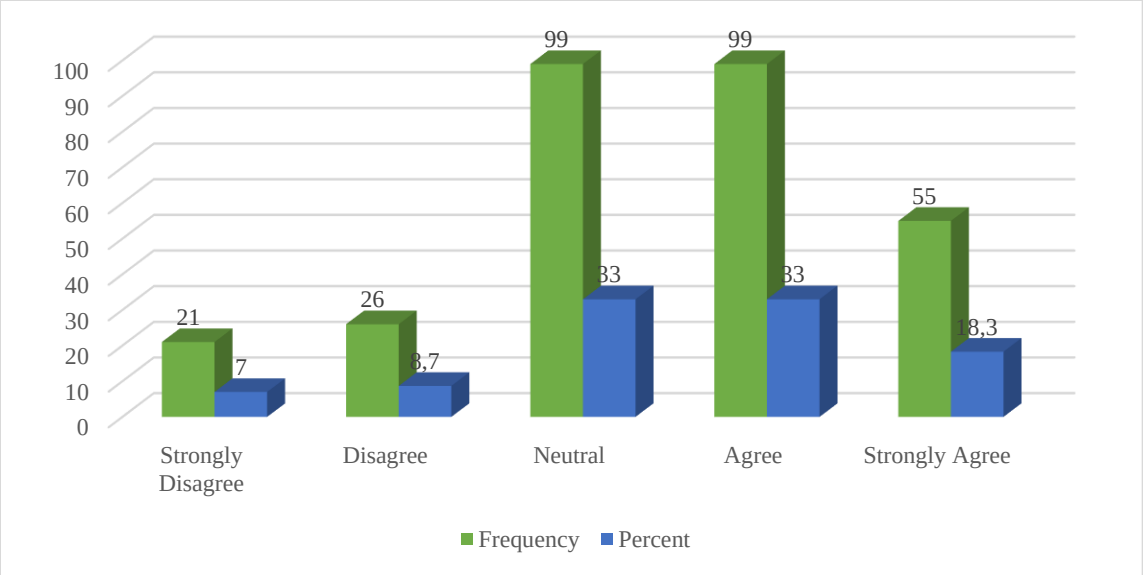

Figure 4.36 The recruitment team is responsive to the organization's changing needs and adapts the process accordingly.

The above Figure 4.36 data shows varied perspectives on whether the recruitment team adjusts its processes in response to the organization's evolving needs. A notable percentage (7%, 21 individuals) strongly agrees that the recruitment team is responsive and adaptive, with an additional 33% (99 individuals) agreeing to some extent. Conversely, a smaller proportion (8.7%, 26 individuals) disagrees with this notion, while another 33% (99 individuals) strongly disagrees. Additionally, 18.3% (55 individuals) of respondents are neutral on this matter. These findings highlight diverse opinions among participants regarding the recruitment team's agility in aligning processes with the organization's changing requirements.

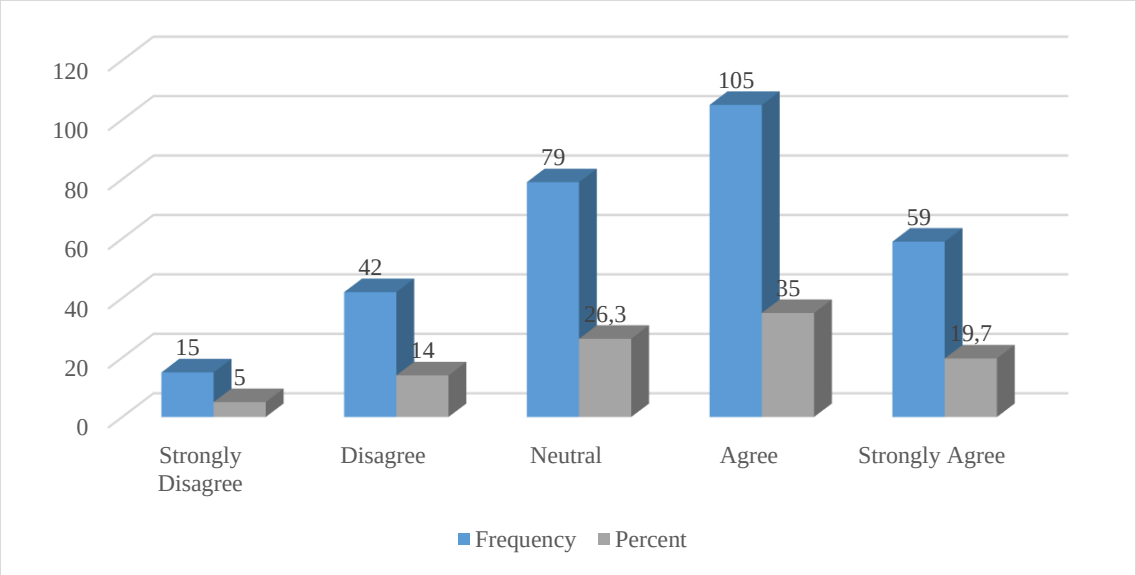

Figure 4.37 The organization actively seeks and considers feedback from candidates about the recruitment process.

The above Figure 4.37 data specifies varying perspectives on whether the organization actively seeks and incorporates feedback from candidates regarding the recruitment process. A small percentage (5%, 15 individuals) strongly disagrees that the organization actively seeks feedback, while 14% (42 individuals) also hold this view. In contrast, a significant number (35%, 105 individuals) strongly agrees that the organization actively seeks and considers candidate feedback, with an additional 26.3% (79 individuals) agreeing. Additionally, 19.7% (59 individuals) of respondents are neutral on this issue. These results suggest mixed perceptions among participants regarding the organization's efforts to solicit and integrate candidate feedback into its recruitment practices.

Administrative Work Under Talent Acquisition Process

Table 4.7 Administrative Work Under Talent Acquisition Process

		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The current document tracking system in our talent acquisition	**Frequency**	32	51	66	85	66
	Percent	10.7	17	22	28.3	22

process is efficient.						
Electronic signature capture simplifies and expedites the hiring process.	**Frequency**	18	46	73	105	58
	Percent	6	15.3	24.3	35	19.3
The record updates in our talent acquisition system are accurate and timely.	**Frequency**	18	33	97	100	52
	Percent	6	11	32.3	33.3	17.3
I feel confident in the security and confidentiality of the document tracking system.	**Frequency**	11	41	92	96	60
	Percent	3.7	13.7	30.7	32	20
Electronic signature capture reduces paperwork and manual errors.	**Frequency**	14	32	95	90	69
	Percent	4.7	10.7	31.7	30	23
The training provided for using document tracking tools is effective.	**Frequency**	11	43	84	106	56
	Percent	3.7	14.3	28	35.3	18.7
The electronic signature capture process aligns well with our organization's goals.	**Frequency**	13	40	90	97	60
	Percent	4.3	13.3	30	32.3	20
Record updates are easily accessible to relevant stakeholders.	**Frequency**	13	41	97	91	58
	Percent	4.3	13.7	32.3	30.3	19.3
Document tracking tools enhance communication among team members.	**Frequency**	25	39	83	89	64
	Percent	8.3	13	27.7	29.7	21.3

The electronic signature capture system complies with legal and regulatory requirements.	**Frequency**	12	49	88	77	74
	Percent	4	16.3	29.3	25.7	24.7
Document tracking tools contribute to a more organized talent acquisition process.	**Frequency**	13	35	84	117	51
	Percent	4.3	11.7	28	39	17
I received adequate support and training for using the document tracking system.	**Frequency**	16	38	85	105	56
	Percent	5.3	12.7	28.3	35	18.7

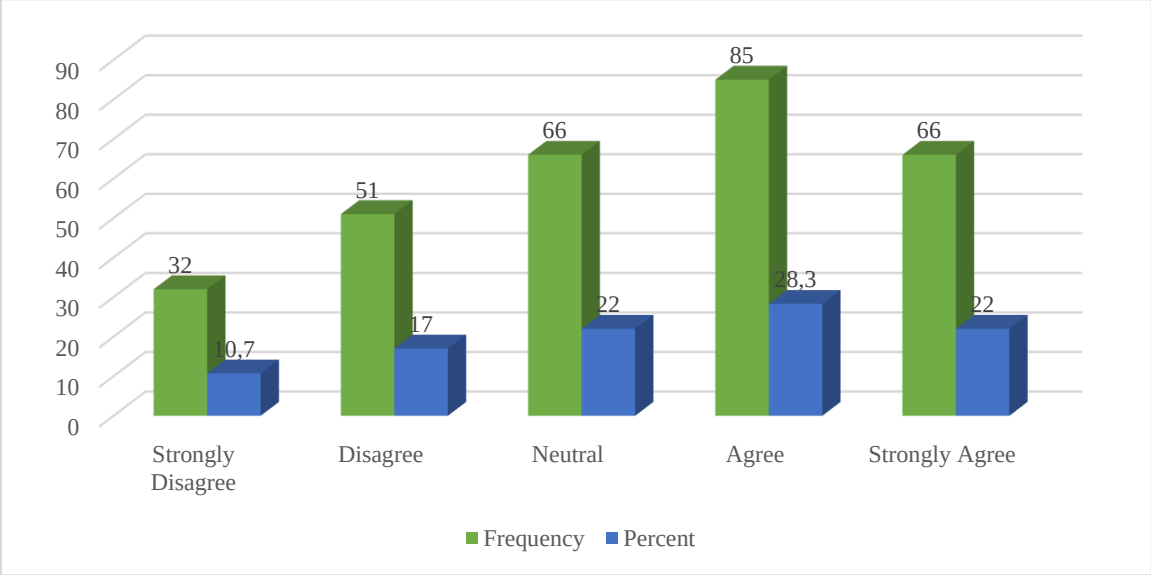

Figure 4.38 The current document tracking system in our talent acquisition process is efficient.

The above figure 4.38 discloses diverse views on the efficiency of the current document tracking system in the organization's talent acquisition process. A notable percentage (10.7%, 32 individuals) strongly agrees that the system is efficient, with an additional 28.3% (85 individuals) agreeing. Conversely, a smaller proportion (17%, 51 individuals)

disagrees with this statement, while another 22% (66 individuals) strongly disagrees. Additionally, 22% (66 individuals) of respondents are neutral on this matter. These conclusions highlight diverse perspectives among participants regarding the effectiveness of the document tracking system in the organization's talent acquisition operations.

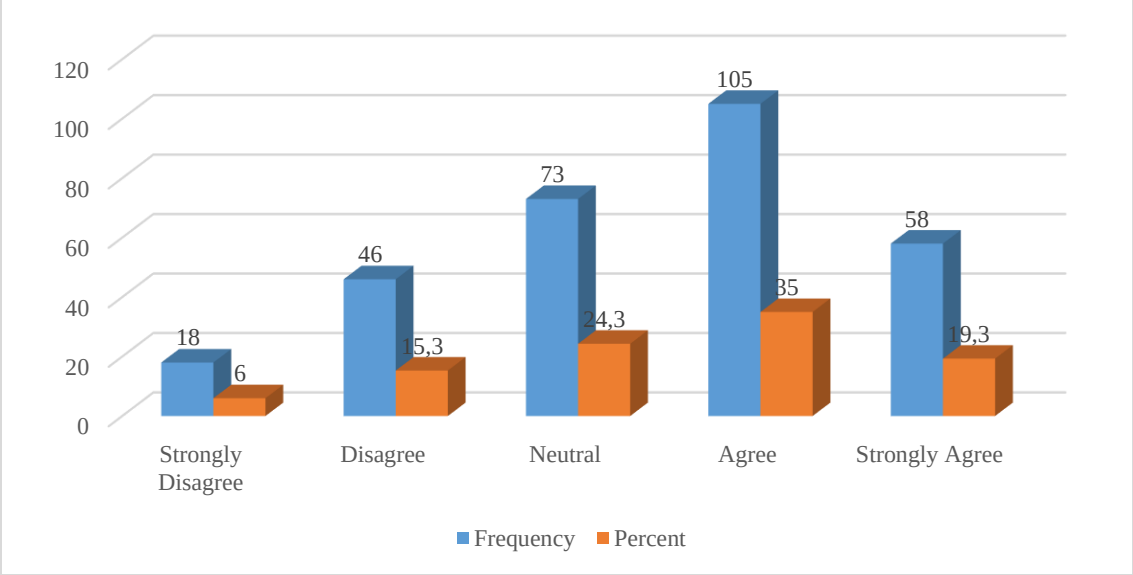

Figure 4.39 Electronic signature capture simplifies and expedites the hiring process.

The above figure 4.39 data reflects varying perspectives on whether electronic signature capture simplifies and speeds up the hiring process. A minority (6%, 18 individuals) strongly disagrees that electronic signature capture has this effect, while 15.3% (46 individuals) also disagree. In contrast, a significant number (35%, 105 individuals) strongly agrees that electronic signature capture simplifies and expedites hiring, with an additional 24.3% (73 individuals) agreeing. Moreover, 19.3% (58 individuals) of respondents are neutral on this issue. These results indicate a range of opinions among participants regarding the impact of electronic signature capture on streamlining the hiring process.

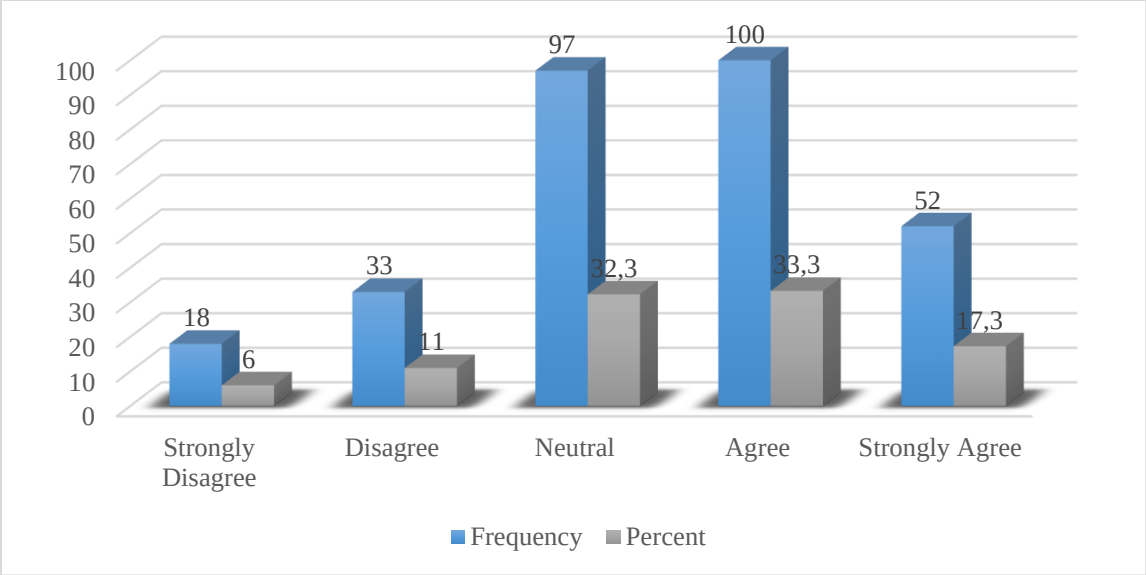

Figure 4.40 The record updates in our talent acquisition system are accurate and timely.

The answers to the question concerning the timeliness and correctness of record updates in a talent acquisition system are displayed in figure 4.40 above. According to a breakdown of replies, there are 52 people who strongly agree, 100 who agree, 97 who are neutral, and 18 who strongly disagree. Regarding frequency, the majority of respondents are classified as agreeing or strongly agreeing, whereas a smaller percentage are classified as disagreeing or strongly disagreeing. About 6% disagree strongly, 11% disagree, 32.3% are neutral, 33.3% agree, and 17.3% strongly agree, according to the percentages. This indicates that respondents' opinions are divided, with a sizable percentage neither endorsing nor disputing the timeliness and accuracy of the updates.

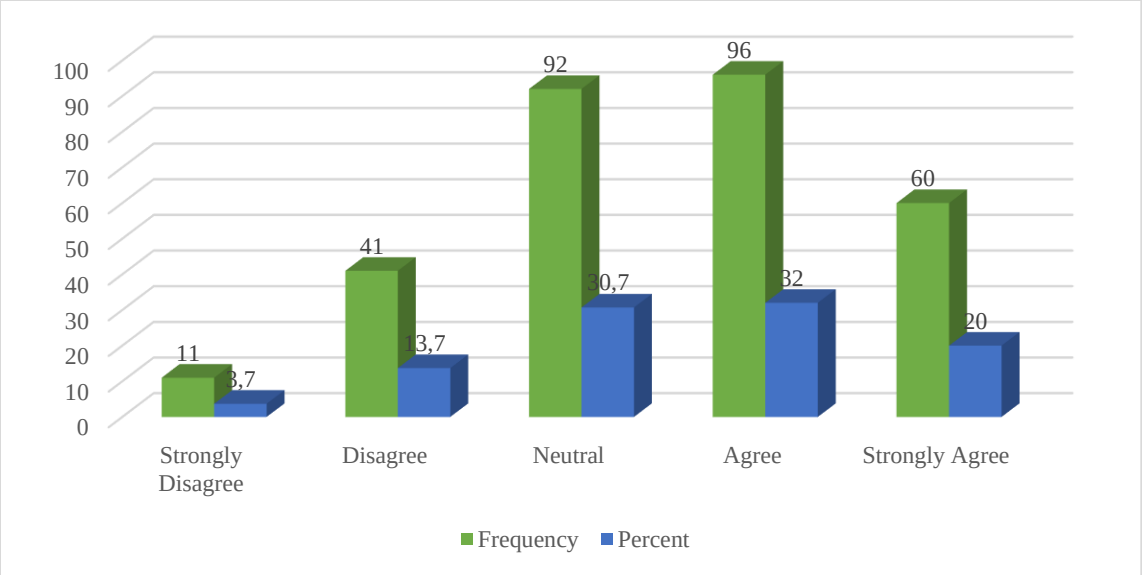

Figure 4.41 I feel confident in the security and confidentiality of the document tracking system.

The above figure 4.41 shows responses to a declaration about sureness in the security and confidentiality of a document tracking system. Among the respondents, a significant portion (32%) agree, while 30.7% are neutral. A smaller percentage (20%) strongly agree, indicating a substantial level of confidence in the system's security. Conversely, 13.7% disagree, and 3.7% strongly disagree, suggesting some concerns or reservations among a minority of respondents regarding the system's security and confidentiality. Overall, the majority of respondents appear to be either neutral or positive about the security measures of the document tracking system, with a notable minority expressing varying degrees of scepticism or uncertainty.

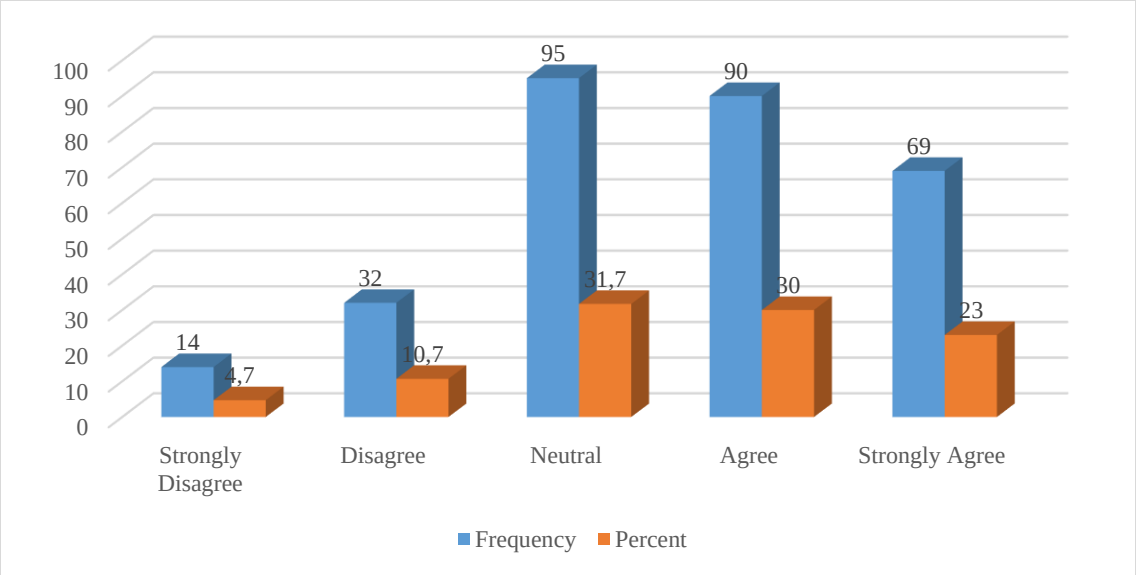

Figure 4.42 Electronic signature capture reduces paperwork and manual errors.

The above figure 4.42 shows responses to a statement about electronic signature capture's impact on reducing paperwork and manual errors. Amongst the respondents, 14 individuals strongly disagreed, while 32 disagreed moderately. A majority, comprising 95 respondents, expressed a neutral stance. Conversely, 90 individuals agreed with the statement, and 69 strongly agreed, indicating significant support for the idea that electronic signature capture reduces paperwork and minimizes manual errors. This distribution suggests varying levels of confidence in the technology's effectiveness across the surveyed population, with a notable proportion acknowledging its potential benefits while others remain uncertain or sceptical.

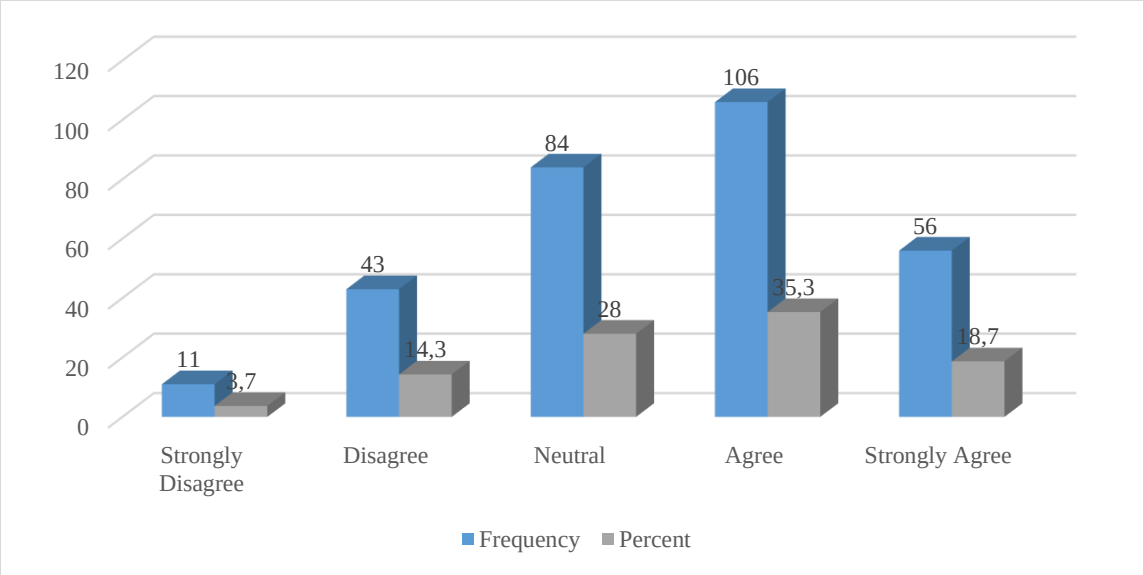

Figure 4.43 The training provided for using document tracking tools is effective.

The above figure 4.43 reflects responses from participants regarding the effectiveness of training for using document tracking tools. A majority, comprising 53.7% (Agree and Strongly Agree combined), find the training effective. Specifically, 35.3% agree (106 responses) and 18.7% strongly agree (56 responses). On the other hand, 17.7% (Strongly Disagree and Disagree combined) expressed dissatisfaction, with 3.7% strongly disagreeing (11 responses) and 14.3% disagreeing (43 responses). The remaining 28% are neutral, indicating neither strong approval nor disapproval of the training's effectiveness. These findings suggest a generally positive reception to the training, though there is room for improvement to address neutral and negative sentiments.

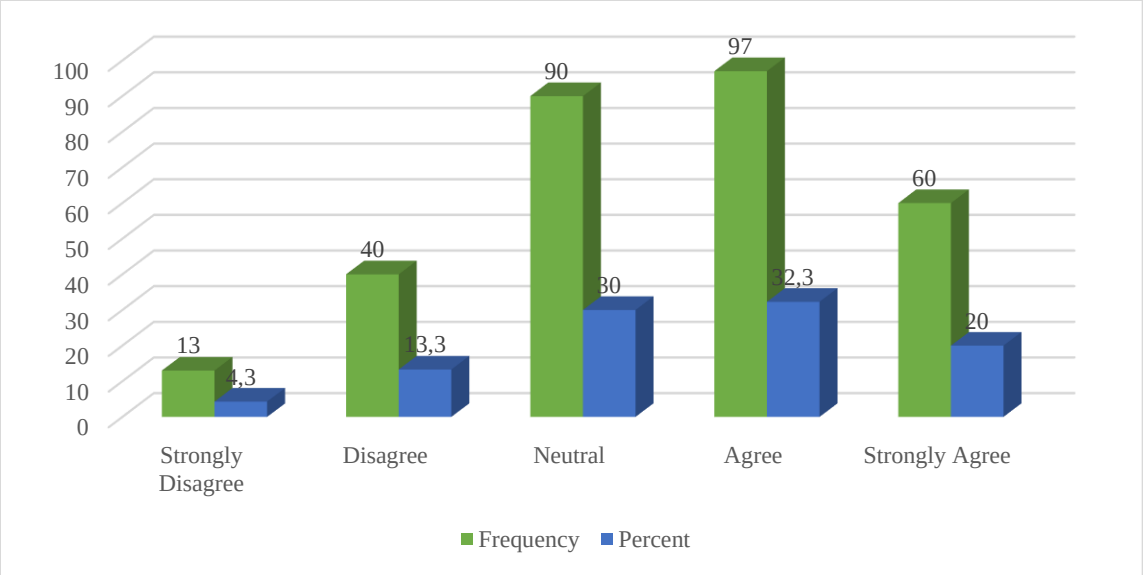

Figure 4.44 The electronic signature capture process aligns well with our organization's goals.

The data presented indicates varying levels of agreement among respondents regarding the electronic signature capture process with organizational goals. A majority, comprising 32.3% of respondents, agreed that the process aligns well with these goals, while 30% remained neutral. Disagreement was less common, with 13.3% expressing disagreement and 4.3% strongly disagreeing. The findings suggest a significant proportion see alignment, though a notable minority has reservations or sees no clear alignment. Thus, there appears to be a range of perspectives on the effectiveness of the electronic signature capture process in meeting organizational objectives.

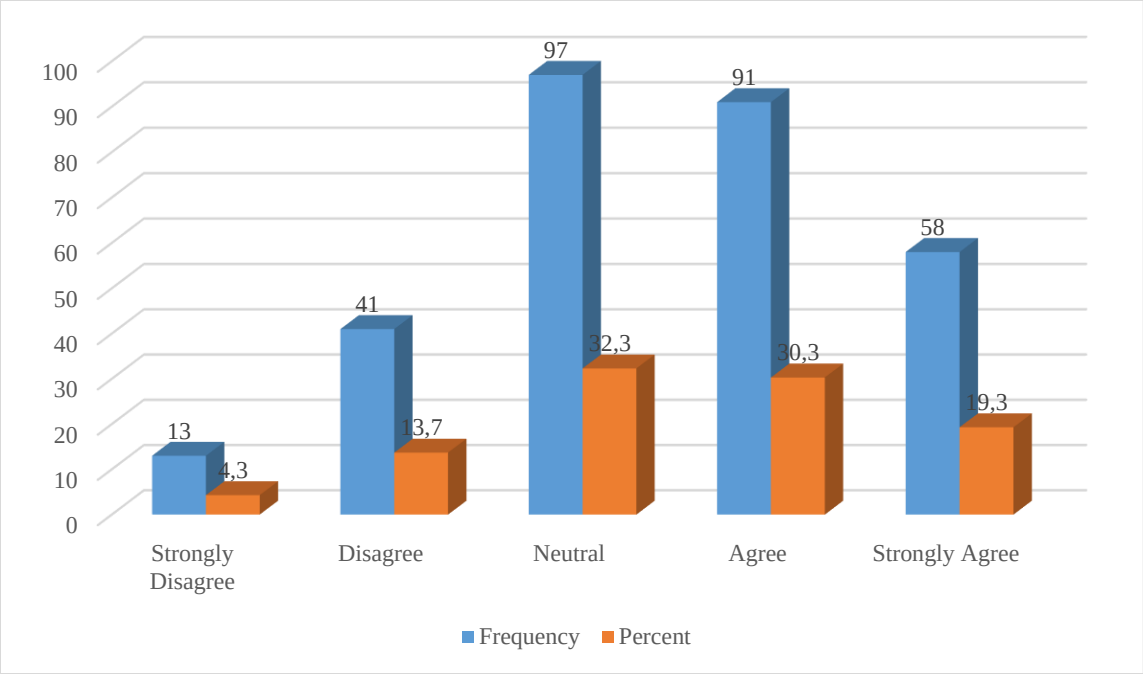

Figure 4.45 Record updates are easily accessible to relevant stakeholders.

The above figure 4.45 provided suggests varying levels of agreement among stakeholders regarding the accessibility of record updates. Notably, a significant portion, 30.3%, "Agree" that updates are easily accessible, while 32.3% are "Neutral." However, there are also notable proportions of stakeholders who either "Disagree" (13.7%) or "Strongly Disagree" (4.3%) with this accessibility. This distribution indicates a mixed perception among stakeholders, with a considerable number expressing indecision or dissatisfaction with the convenience of record updates.

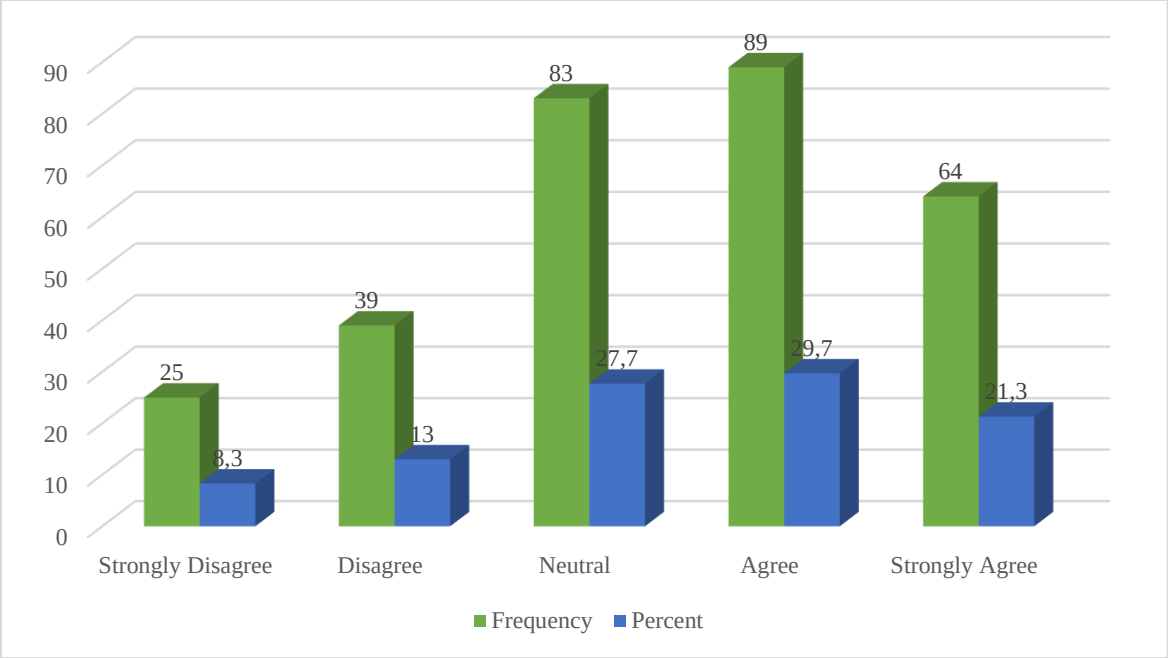

Figure 4.46 Document tracking tools enhance communication among team members.

The above figure 4.46 shows that opinions vary among team members regarding whether document tracking tools enhance communication. A significant proportion, 29.7%, agree that these tools have a positive impact, while 21.3% strongly agree. On the other hand, 13% disagree and 8.3% strongly disagree with this notion. The largest segment, constituting 27.7%, remains neutral on the subject. Overall, while a notable percentage perceive document tracking tools as beneficial for communication, a substantial number either hold reservations or are undecided about their effectiveness in enhancing team communication.

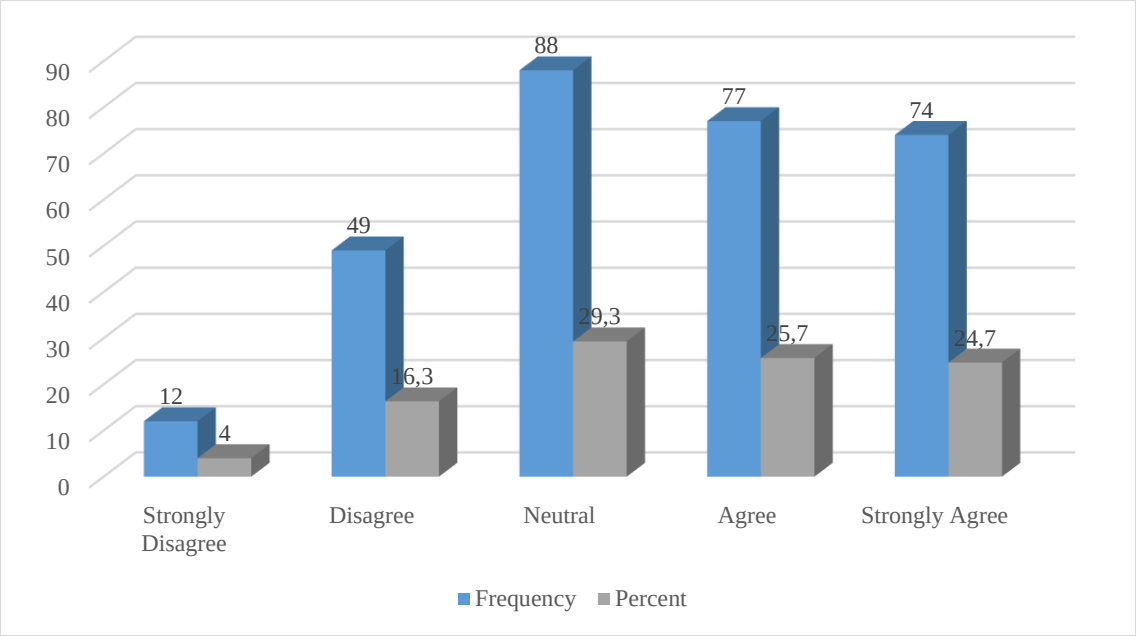

Figure 4.47 The electronic signature capture system complies with legal and regulatory requirements.

Answers to a query about whether an electronic signature capture system complies with legal and regulatory standards are displayed in figure 4.47 above. Three hundred people in all were polled. Of these, 74 highly agree with the proposition, 77 agree, 88 are indifferent, 12 strongly disagree, and 49 disagree. This suggests that respondents' opinions on how closely the system adheres to legal and regulatory requirements differ. In particular, 29.3% are indifferent, 16.3% disagree, 4% strongly disagree, 25.7% agree, and 24.7% strongly agree. These findings indicate that while a sizable percentage of respondents expressed doubt or anxiety, a sizable majority also expressed confidence in the system's compliance.

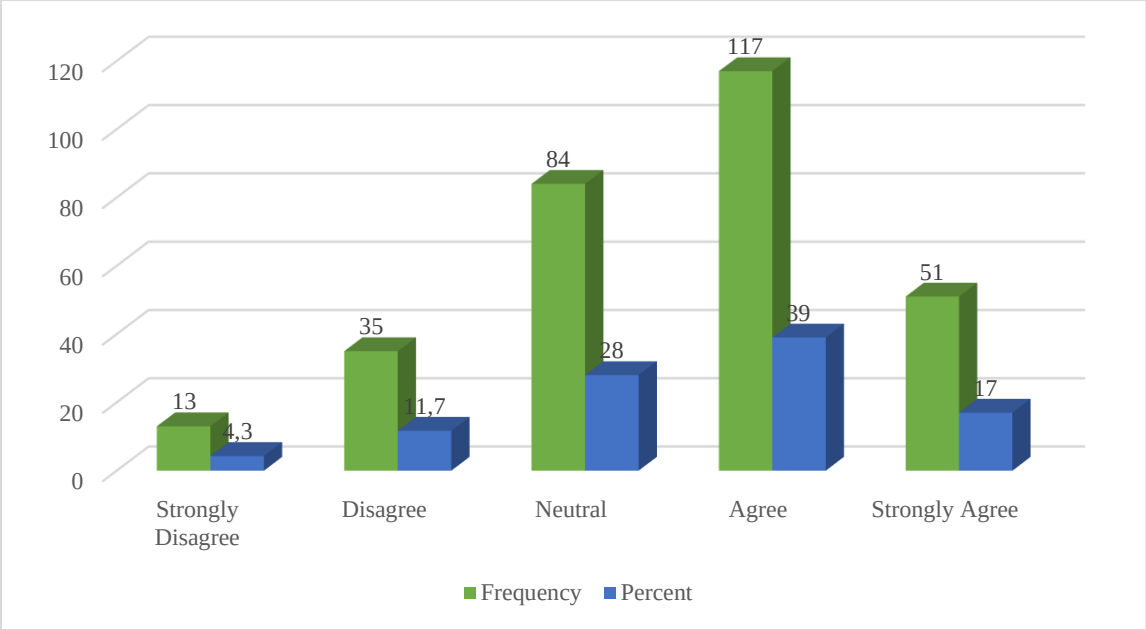

Figure 4.48 Document tracking tools contribute to a more organized talent acquisition process.

Answers to a question on how document tracking systems help create a more structured talent acquisition process are displayed in figure 4.48 above. This remark is agreed upon by 39% of respondents, highly agreed upon by 17%, disagreed by 11.7% of respondents, and 28% of respondents are neutral. This distribution indicates a varied perspective, with a notable proportion agreeing that document tracking tools enhance organizational efficiency in talent acquisition, while a significant minority remains neutral or disagrees with this assertion.

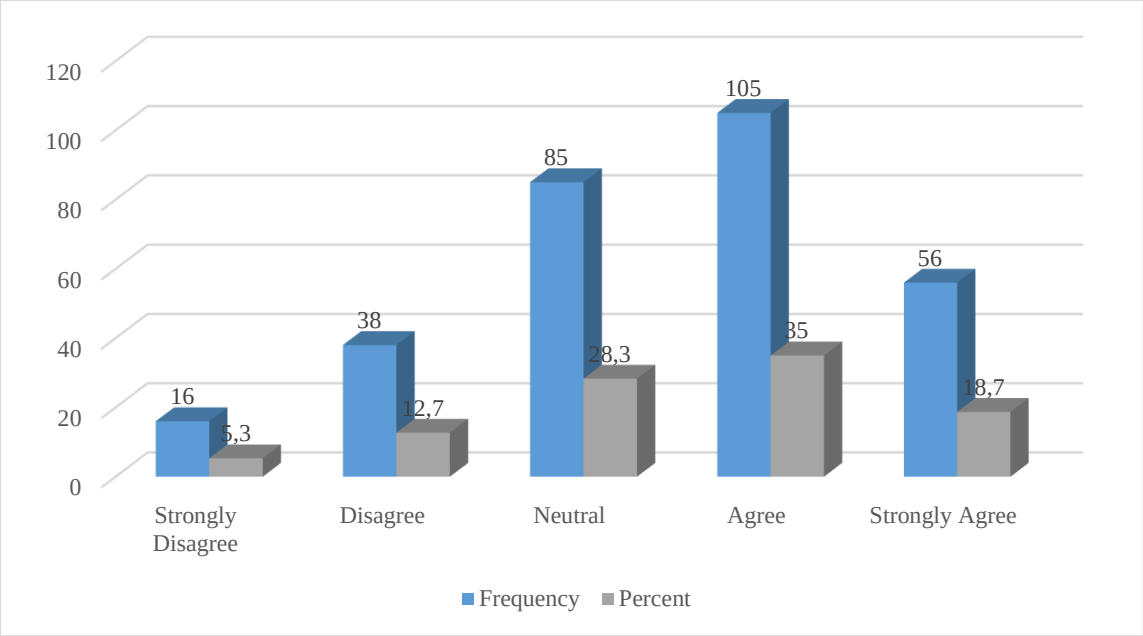

Figure 4.49 I received adequate support and training for using the document tracking system.

The above figure 4.49 suggests that opinions on the adequacy of support and training for using the document tracking system vary among respondents. A significant portion, approximately 53%, strongly disagreed or disagreed that they received adequate support and training. About 12.7% were neutral on the matter. On the other hand, 35% agreed or strongly agreed that the support and training provided was adequate. This indicates a mixed perception among respondents, with a notable proportion feeling that more support and training could be beneficial for effectively using the document tracking system.

Descriptive Statistics

Table 4.8 Descriptive Statistics

	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
AI Technology	300	3.8000	.04839	.83806	.702
Quality of Hires by Comparing Job Seekers	300	3.7967	.04799	.83124	.691

with Top Performers					
Roles and Responsibilities of HR Professionals and Recruiters	300	3.8667	.05049	.87451	.765
Recruitment Process in The Human Resource Management	300	3.8467	.04895	.84787	.719
Administrative Work Under Talent Acquisition Process	300	3.8533	.04856	.84114	.708
Valid N (listwise)	300				

The above table 4.8 presents descriptive statistics for various aspects related to human resource management practices based on a sample size of 300 respondents. On average, the accused rated "AI Technology" at 3.80, representing a moderately positive perception. Similarly, "Quality of Hires by Comparing Job Seekers with Top Performers" received a slightly lower average rating of 3.80. "Roles and Responsibilities of HR Professionals and Recruiters" had the highest average rating among the categories at 3.87, signifying a generally favourable view. The "Recruitment Process in Human Resource Management" and "Administrative Work Under Talent Acquisition Process" were rated at 3.85 and 3.85 respectively, representing consistent perceptions across these areas. Standard deviations ranging from 0.048 to 0.051 propose moderately low variability around the mean scores, implying a degree of arrangement among respondents regarding these human resource management topics.

Hypothesis

Hypothesis 1

- **H0:** The integration of AI technology does not have a positive impact on the quality of hires by comparing job seekers with top performers in similar roles with Indian IT organizations.
- **H1:** The integration of AI technology a positive impact on the quality of hires by comparing job seekers with top performers in similar roles with Indian IT organizations.

Table 4.9 Model Fitting Information

Model	**-2 Log Likelihood**	**Chi-Square**	**df**	**Sig.**
Intercept Only	306.710			
Final	64.958	241.752	1	.000
Link function: Logit.				

The above Table 4.9 model comparison designates a substantial development from an intercept-only baseline, with a significant chi-square value (241.752, df=1, $p < .000$) and a much lower -2 Log Likelihood (64.958 vs 306.710). This suggests that the final logistic regression model, using the Logit link function, provides a significantly better fit for predicting the outcome variable than the baseline model.

Table 4.10 Goodness of Fit

	Chi-Square	**df**	**Sig.**
Pearson	219.517	15	.000
Deviance	33.671	15	.004
Link function: Logit.			

The above figure 4.10 model shows a strong overall fit with significant Pearson (219.517, df=15, $p < .000$) and Deviance (33.671, df=15, $p = .004$) chi-square tests, confirming its effectiveness in predicting the outcome variable under the Logit link function.

Table 4.11 Pseudo R-Square

Cox and Snell	.553

Nagelkerke	.607
McFadden	.333
Link function: Logit.	

The goodness-of-fit metrics for the model outlined in Table 4.11 above are: There are three different pseudo-R-squared values: 0.553 for Cox and Snell, 0.607 for Nagelkerke, and 0.333 for McFadden. Model's moderate to strong explanatory ability in predicting the outcome variable is shown by these metrics, which are based on the Logit link function.

Table 4.12 Parameter Estimates

		Estimate	**Std. Error**	**Wald**	**df**	**Sig.**	**95% Confidence Interval**	
							Lower Bound	**Upper Bound**
Threshold	[TP = 1.00]	2.116	1.062	3.969	1	.046	.034	4.198
	[TP = 2.00]	5.614	.672	69.816	1	.000	4.297	6.931
	[TP = 3.00]	9.313	.752	153.574	1	.000	7.840	10.786
	[TP = 4.00]	12.794	.927	190.571	1	.000	10.977	14.610
Location	AI_T	2.734	.208	173.147	1	.000	2.327	3.141
Link function: Logit.								

The above table 4.12 shows the statistical significance of the model's coefficients under the Logit link function. For the "Threshold" mutable, the estimates for TP = 1.00 to 4.00 range from 2.116 to 12.794, all being statistically significant with p-values below .05. The Wald statistics for these thresholds range from 3.969 to 190.571, representative of strong effects. The 95% confidence intervals for these estimations are all positive, reinforcing their significance. For the "Location" variable, specifically AI_T, the estimate

is 2.734 with a Wald statistic of 173.147 and a highly significant p-value of .000. The 95% confidence interval for AI_T ranges from 2.327 to 3.141, further highlighting its substantial and significant impact on the model's predictions.

This table demonstrates that the alternative hypothesis, which states that "The integration of AI technology has a positive impact on the quality of hires by comparing job seekers with top performers in similar roles with Indian IT organizations" is accepted.

Hypothesis 2

- **H0:** The AI recruitment process has no an impact on the roles and responsibilities of HR professionals and recruiters in Indian IT organizations.
- **H1:** The AI recruitment process has an impact on the roles and responsibilities of HR professionals and recruiters in Indian IT organizations.

Table 4.13 Model Fitting Information

Model	**-2 Log Likelihood**	**Chi-Square**	**df**	**Sig.**
Intercept Only	270.938			
Final	60.209	210.729	1	.000
Link function: Logit.				

The -2 Log Likelihood dropped from 270.938 in the intercept-only model to 60.209 in the final model, indicating a considerable improvement in the model fit seen in table 4.13 above. With one degree of freedom and a p-value of less than.000, the chi-square test yields a result of 210.729, indicating that the final model's predictors significantly increase its accuracy. Using a logistic link function, this analysis takes a logistic relapse method.

Table 4.14 Goodness of Fit

	Chi-Square	**df**	**Sig.**
Pearson	2846.841	15	.000
Deviance	25.297	15	.046

Link function: Logit.

The above table 4.14 The efficacy of the model is demonstrated by the substantial results of the chi-square tests. A excellent overall fit is indicated by the Pearson chi-square, which is 2846.841 with 15 degrees of freedom and a p-value of less than.000. The model fits the individual statements well, as evidenced by the Deviance chi-square of 25.297 with 15 degrees of freedom and a p-value of.046, which is good. These findings verify that the model is adequate in capturing the relationships between the data using the Logit link function.

Table 4.15 Pseudo R-Square

Cox and Snell	.505
Nagelkerke	.552
McFadden	.286
Link function: Logit.	

The model's goodness-of-fit metrics show a reasonable level of explanatory power. Cox and Snell, Nagelkerke, and McFadden have pseudo-R-squared values of 0.505, 0.552, and 0.286, respectively. The model, which is based on the logit link function, may account for a significant amount of the variability in the result variable.

Table 4.16 Parameter Estimates

		Estimate	**Std. Error**	**Wald**	**df**	**Sig.**	**95% Confidence Interval**	
							Lower Bound	**Upper Bound**
Threshold	[HR_P = 1.00]	2.413	.849	8.075	1	.004	.749	4.078
	[HR_P = 2.00]	4.614	.644	51.248	1	.000	3.350	5.877

	[HR_P = 3.00]	8.503	.721	139.270	1	.000	7.091	9.915
	[HR_P = 4.00]	11.118	.835	177.175	1	.000	9.481	12.755
Location	AI_T	2.474	.196	159.148	1	.000	2.090	2.859
Link function: Logit.								

The above table 4.16 Significant coefficients for the model utilizing the Logit link function are provided in the table. The estimations for the "Threshold" variable exhibit substantial significance at various HR_P levels. The estimate is 2.413 with a 95% confidence interval of [0.749, 4.078] at HR_P = 1.00, and 4.614 with a confidence interval of [3.350, 5.877] at HR_P = 2.00. The estimate is 8.503 with a confidence interval of [7.091, 9.915] for HR_P = 3.00, while it is 11.118 with a confidence interval of [9.481, 12.755] for HR_P = 4.00. With p-values far below 0.05, each of these coefficients is statistically significant. With an estimate of 2.474, a 95% confidence range of [2.090, 2.859], and a Wald statistic of 159.148, the "Location" variable (AI_T) likewise demonstrates a significant impact, suggesting.

These data illustrate the alternate hypothesis, which says, “The AI recruitment process has an impact on the roles and responsibilities of HR professionals and recruiters in Indian IT organizations”, would be accepted

Hypothesis 3

- **H0:** There is no significant impact of AI on recruitment process in the human resource management of the IT sector.
- **H1:** There is a significant impact of AI on recruitment process in the human resource management of the IT sector.

Table 4.17 Model Fitting Information

Model	**-2 Log Likelihood**	**Chi-Square**	**df**	**Sig.**

Intercept Only	271.465			
Final	60.425	211.040	1	.000
Link function: Logit.				

The above table 4.17 provides the model to the intercept-only model; the model fit improves dramatically. There is a drop in the -2 Log Likelihood from 271.465 to 60.425. The final model containing predictors offers a significantly better fit, as evidenced by the highly significant (p <.000) chi-square statistic of 211.040 with 1 degree of freedom. The utility of the Logit link function in this research validates the efficacy of the logistic regression methodology.

Table 4.18 Goodness of Fit

	Chi-Square	**df**	**Sig.**
Pearson	463.528	15	.000
Deviance	26.370	15	.034
Link function: Logit.			

The chi-square tests indicate the efficacy and fit of the model in table 4.18 above. The Pearson chi-square is 463.528, with 15 degrees of freedom and a p-value of less than 000, suggesting a very good overall fit. The Deviance chi-square of 26.370 indicates that the model also satisfactorily fits individual data, with 15 degrees of freedom and a p-value of.034. These results confirm that the model, which used the Logit link function to capture the relationships between the data, is appropriate.

Table 4.19 Pseudo R-Square

Cox and Snell	.505
Nagelkerke	.553
McFadden	.288
Link function: Logit.	

A respectable degree of explanatory power is demonstrated by the model's goodness-of-fit measures, as seen in table 4.19 above. The pseudo R-squared values for Cox and Snell, Nagelkerke, and McFadden are 0.505, 0.553, and 0.288, respectively. These measurements, which are based on the Logit link function, show how effectively the model explains the relationships between the data by showing that a significant portion of the variability in the result variable can be explained by it.

Table 4.20 Parameter Estimates

		Estimate	**Std. Error**	**Wald**	**df**	**Sig.**	**95% Confidence Interval**	
							Lower Bound	**Upper Bound**
Threshold	[RP_HRM = 1.00]	2.370	.850	7.779	1	.005	.704	4.035
	[RP_HRM = 2.00]	4.832	.640	57.023	1	.000	3.578	6.087
	[RP_HRM = 3.00]	8.111	.697	135.606	1	.000	6.746	9.476
	[RP_HRM = 4.00]	11.342	.851	177.495	1	.000	9.673	13.010
Location	AI_T	2.458	.195	158.459	1	.000	2.075	2.841
Link function: Logit.								

The above table 4.20 provides comprehensive statistical results for the model coefficients. Wald statistics for the "Threshold" variable (RP_HRM) range from 7.779 to 177.495 and the associated p-values demonstrate high significance. Each level of the

variable, which ranges from 1.00 to 4.00, displays significant estimates. For example, the estimate is 2.370 with a 95% confidence interval ranging from 0.704 to 4.035 with RP_HRM = 1.00. Similarly, the estimate rises to 11.342 with a confidence interval of 9.673 to 13.010 for higher levels, such as RP_HRM = 4.00. These findings highlight how significantly RP_HRM affects the model's conclusions. Furthermore, with a tight confidence interval ranging from 2.075 to 2.841, the "Location" variable (AI_T) demonstrates a significant estimate of 2.458, indicating its major influence on the model's predictions. Taken together, these results demonstrate how well the model captures the associations between the predictors and the dependent variable.

The alternative hypothesis, which contends that "AI has a significant impact on the recruitment process in the human resource management of the IT sector," is supported by these facts and ought to be accepted.

Hypothesis 4

- **H0:** There is no significant impact of AI automation in reducing administrative tasks within the talent acquisition process, including document tracking, electronic signature capture, and record updates.
- **H1:** There is a significant impact of AI automation in reducing administrative tasks within the talent acquisition process, including document tracking, electronic signature capture, and record updates.

Table 4.21 Model Fitting Information

Model	**-2 Log Likelihood**	**Chi-Square**	**df**	**Sig.**
Intercept Only	269.171			
Final	43.741	225.431	1	.000
Link function: Logit.				

Model comparison indicates that the model in above table 4.21 performs much better than the intercept-only model. The final model appears to match the data better, as evidenced by the significant drop in the -2 Log Likelihood from 269.171 to 43.741. The final model's predictors have a significant influence on the model's increased predictive power, as seen by the highly significant (p <.000) chi-square value of 225.431 with one degree of freedom.

Table 4.22 Goodness of Fit

	Chi-Square	**df**	**Sig.**
Pearson	8.955	15	.880
Deviance	8.959	15	.880
Link function: Logit.			

The above table 4.22 shows that the model's chi-square tests show no discernible difference between the observed and predicted values. The Deviance chi-square (8.959, df=15, p =.880) and Pearson chi-square (8.955, df=15, p =.880) display non-significant p-values, indicating that the model appropriately fits the data.

Table 4.23 Pseudo R-Square

Cox and Snell	.528
Nagelkerke	.580
McFadden	.311
Link function: Logit.	

According to the above table 4.23 model, it explains a significant amount of the variation in the outcome variable. A substantial portion of the data variability is captured by the model using the Logit link function, as seen by the pseudo-R-squared values of Cox and Snell at 0.528, Nagelkerke at 0.580, and McFadden at 0.311.

Table 4.24 Parameter Estimates

	Estima	**Std.**	**Wald**	**df**	**Sig.**	**95% Confidence**

		te	Error				Interval	
							Lower Bound	Upper Bound
Threshold	[AWU = 1.00]	3.034	.788	14.824	1	.000	1.490	4.579
	[AWU = 2.00]	4.751	.655	52.589	1	.000	3.467	6.035
	[AWU = 3.00]	8.388	.713	138.595	1	.000	6.992	9.785
	[AWU = 4.00]	11.798	.881	179.237	1	.000	10.071	13.525
Location	AI_T	2.547	.201	160.941	1	.000	2.154	2.941
Link function: Logit.								

The above table 4.24 presents important statistical information about the model coefficients. It shows that there is a considerable increase in the expected outcome with every increase in the "Threshold" variable (AWU). For example, estimates increase from 3.034 to 11.798, respectively, when AWU = 1.00 to AWU = 4.00 is used. All estimates have narrow confidence ranges and extremely significant p-values ($p < 0.001$). This suggests that AWU has a significant and steady influence on the model's predictions. Furthermore, the variable denoting "Location" (AI_T) exhibits a substantial estimate of 2.547, highlighting its noteworthy function in forecasting results inside the model framework.

These statistics show that the alternate hypothesis, which says, “There is a significant impact of AI automation in reducing administrative tasks within the talent acquisition process, including document tracking, electronic signature capture, and record updates”, should be accepted.

CHAPTER V:

DISCUSSION

AI Technology

This research unveils a range of perceptions from the IT professionals concerning the impact of AI. These considerations illustrate AI as both a fluid and a force that influences opportunities, ethical dilemmas, learning, conditioning of cognition, security, and integration.

These differences in outlooks for the prospect of more jobs given by AI are just a reflection of the existing discussion in the literature. Certain works like (Kadve, 2023)

focused on the effect of AI on Employability in India and discussed several issues. They also pointed out new positions being created and new industries born out of the use of AI, the need for work applicants, and further education opportunities. While some people are worried about the possibility to lose the jobs to the existing robotic technologies, as it has been stated in (Tiwari, 2023), Over the last few years, more and more industries have applied AI and ML. Therefore, the question of how identified opportunities of new technologies, and employment of newer advances affect employment packages, and the level of unemployment is emerging frequently.The model's goodness-of-fit metrics show a reasonable level of explanatory power. Cox and Snell, Nagelkerke, and McFadden have pseudo-R-squared values of 0.505, 0.552, and 0.286, respectively. The model, which is based on the logit link function, may account for a significant amount of the variability in the result variable.

AI's ethical implications in terms of job displacement highlight ongoing societal concerns. People tend to worry about impartiality and responsibility, and, in connection with (AI) technology, there is an array of ethical issues; many of them are, nevertheless, being deliberated upon with diligent consideration of stakeholders starting from community groups and ending with big companies and governments (Green, 2018). But it raises ethical questions that are not being very much discussed at the moment. The survey with the specified questions also showed relatively high percentages of participants who mentioned ethical problems, which proves the necessity to establish ethical norms for the use of artificial intelligence at work.

Concerning AI education and training, perceived attitudes specify that there is a perceived deficiency in the current practice while there are perceived adequate levels of investment. This finding aligns with another study by Morandini et al. (2023) who claims that in organisation, integrating of AI helps to execute several organisational strategies at

once. First of all, it is necessary to identify the transversal competencies required from the workers faced in the present day and match them to the competencies gap that exist in the enterprise at the present. Second, the organisations can also assist the workers to determine the skills needed for the application of artificial intelligence, enhance the existing skills, and acquire new ones.

Views on AI's impact on decision-making and cybersecurity illustrate both optimism and caution. Furthermore, machine learning, evolutionary algorithms and other methods from the field of AI are capable to deliver more accurate, faster and on the large scale results in big data analysis. These findings suggest a dual focus on leveraging AI for strategic advantages while mitigating associated risks. Rahmani et al. (2021) Perform a Systematic Literature Review (SLR) to find similar research papers. These mechanisms are believed to be addressed by four families: search matter and optimal theory, knowledge and reasoning, machine learning, and decision-making. In each category, a number of articles are analysed.

The varied opinions on AI's integration into IT systems highlight implementation challenges and successes. Therefore, the promotion of AI usage should help improve the possibilities for the utilization of innovations in organizations and modify the Tenets of innovation in organizations (Füller et al., 2022). The survey results reflect ongoing efforts to balance technological advancement with operational integration challenges.

In conclusion, the analysis of survey results suggests that the IT sphere still has twofold attitude towards AI. This paper underscores the significance of exploring ethical issues, developing and training human capital, navigating workforce transformation, strengthening the cybersecurity, and integrating systems to fully leverage on AI systems strongly.

Quality of Hires by Comparing Job Seekers with Top Performers

In light of this, the survey data concerning the overall quality of hires and the specific recruitment procedures show that the respondents' outlooks differ. Such findings help paint an overall picture of the outcomes associated with present-day recruiting strategies, new employee orientation programs, and LS&D initiatives in organizations.

The correction feedbacks show a fairly reasonable level of acceptance and disagreement with the results of the effectiveness of the recruitment process to determine the required skills and qualities of the candidates. This implies that while some feel it's effective, there's still desire to enhance on the accurateness of the assessment of the candidate capacity. Businesses are gradually awaking from the present self-recognition of the fact that the value of an organization is now much more linked to the process of successful attraction and identification of the talent stock. Therefore, it is necessary to review the process of employment and selection procedures and the impact of job analysis, interviews, hiring policy and testing on organizational performance (Oyadiran, Ishaq and KOLA, 2023).

A significant proportion of respondents agree that candidates generally possess the required technical expertise, reflecting confidence in the recruitment process's ability to assess technical skills. However, a notable portion remains neutral or disagrees, indicating potential gaps in ensuring technical proficiency. This aligns with the ongoing debate in HR practices regarding the balance between technical skills and other competencies (Huselid, 1995b).

Opinions on the adequacy of the onboarding process are generally positive, with many agreeing that it prepares new employees well. However, Onboarding offers a chance for an organization to get the return on investment on certain hiring procedures and guarantee that new staff members are given the greatest chance of achieving their potential (Becker and Bish, 2019).

There is a strong agreement that hiring processes take into account both technical skills and cultural fit. This aligns with (Sanjana Kushwah, 2023) which emphasised that hiring is a complicated, multidimensional process that involves much more than just looking at a resume's qualifications and skills. Companies are giving cultural fit—the congruence of a candidate's values, behaviours, and personality with the organization's fundamental ideas and principles—more weight in today's competitive employment market. A company's culture is shaped and maintained in large part by human resources (HR), which makes it a crucial factor in determining whether or not the hiring process is culturally appropriate.

The data indicates a positive perception of investment in ongoing training and development opportunities. Where training or skill development of employees was provided or offered, the intention of the subject employee to look for another job in the same organisation was minimised, the intention of the subject employee to search for another job with another organization was reduced, the turnover intention of the employee was reduced, employee decided against changing his or her job or accepting early retirement and faster return to work (Shiri et al., 2023).

However, concerning a possible overhaul of the feedback mechanism that allows gathering ideas for the enhancement of the hiring process from top performers, the consensus appears to be rather ambiguous: Various literature review on the subject has clearly stressed the significance of recruiting and selecting for the enhancement of organizational performance (Abbas, Shah and Othman, 2021).

Onboarding is a learning process which serves to inform the employee of an organization’s culture and practices for the purpose of increasing retention It is a way through which organizational leaders adopt measures of securing the organization’s

human resource by ensuring that the recruitment process compounds strategic goals (Becker and Bish, 2019).

Therefore, the survey data offers a factual outlook of the nature of recruitment and hiring within organizations. However, there are matters that could be enhanced, including the efficiency of skill identification as well as the on-boarding processes with concern to organisational culture. These ideas synchronize with previous theories highlighting that there must be improvement on the process of selection and training of employees for corporate effectiveness.

Roles and Responsibilities of HR Professionals and Recruiters

The analysis of the survey results of HR professionals and recruiters involves consideration of the following features of their activities within organisations. In is interesting to see how many and varied tasks and skills are encompassed by HR functions and how critical is talent management for all organizations.

As has been postured in the survey, a clear majority of the respondents agree to the idea that HR professionals play an extremely proactive role in the selection of talents into organizations and recruitment. Why it is necessary to recruit and manage talents by embracing innovation in talent sourcing to reduce competitive advantage (Robert, 2024). However, the presence of some neutral and negative responses suggests that there is variability in how effectively HR functions in this capacity across different organizations.

The data indicates strong agreement on the necessity for recruiters to possess excellent interpersonal skills. Effective communication with candidates and hiring managers is vital for successful recruitment outcomes. Stephanie Alston (2023) Effective communication with candidates is not merely a procedural step; it's a strategic investment in relationship-building from the very beginning. By prioritizing transparency, responsiveness, and personalization in communication, organizations not only enhance

the candidate experience but also lay the foundation for a positive and enduring employee-employer relationship.

Many respondents view ensuring compliance with labour laws and regulations as a primary responsibility of HR professionals. HR compliance can simply be explained as how an organisation manages to remain legal and within the legal requirement when it comes to handling people in an organisation to achieve the intended organizational goals and objectives. It enables the organization to be aware of the legal responsibilities concerning the policies and practices of the HR sub function. This role is critical in maintaining organizational integrity and protecting employee rights.

The survey results show that HR professionals are expected to actively participate in onboarding and orientation programs. Onboarding refers to helping new employees learn behaviours, knowledge, and skills required while in their new organizations (Bauer and Erdogan, 2010). Active HR involvement in this process is essential for the seamless integration of new hires.

Respondents acknowledge the vital role of HR professionals in developing and implementing diversity and inclusion initiatives. Last of all, it was revealed in this paper that organizations should acquire skills to foster diversity and equality in working places (Sharma, 2016). HR's involvement in these initiatives is key to driving cultural change and supporting diverse talent.

All sources agree that it is beneficial for recruiters to offer feedback to candidates and or applicants, this could be in resume or interview, whether or not the candidate received a job offer. Giving feedback greatly improves the situation and the experience of the candidate. Constructive feedback enables the candidates to know which aspects they need to work on while on the other hand, it makes them feel comfortable with the organization.

The involvement of HR professionals in succession planning is viewed positively by respondents. Bano, Omar and Ismail (2022) yielded positive correlation between succession planning practices and employees' turnover that is positive. Finally, it will be advisable to note that this paper has offered new knowledge and valuable insights concerning the approaches to employee retention and succession planning. HR's role in identifying and developing potential leaders is crucial for long-term organizational success.

In summary, the survey findings highlight the diverse responsibilities of HR professionals and recruiters, ranging from compliance and performance management to diversity initiatives and succession planning. These roles are integral to organizational success and require a combination of strategic thinking, interpersonal skills, and a commitment to continuous improvement. The data aligns with existing research, emphasizing the evolving and multifaceted nature of HR functions.

Recruitment Process in The Human Resource Management

The findings from the survey and recommendation on the recruitment practices for Human Resource Management reveal information on specific facets of the hiring process throughout organizations. Therefore, these findings identify key success factors and potential directions for optimising the match of the recruitment practices to the standards and expectations.

The responses indicate that a significant proportion of respondents agree that their recruitment processes are well-defined and documented. This is crucial for maintaining consistency and ensuring all stakeholders understand the procedures. Well-documented processes are associated with better recruitment outcomes, as they provide clear guidelines and reduce ambiguity (Breaugh and Starke, 2000).

Many respondents agree that job descriptions accurately reflect the requirements of the positions. Nevertheless, it should be pointed out, that job descriptions are among some of the most important factors in hiring. The essence of the topic cannot be overemphasized as relational to job description, which must be clear and easily understood (Rodney Hess, 2024).The presence of some neutral and negative responses suggests that improvements could still be made in ensuring that job descriptions fully capture the nuances of the roles.

The effectiveness of communication between the recruitment team and candidates received mixed reviews. It is directly infused with the notion that the quality of the actual hiring process is contingent on the choice of the communication mode when implementing the process (Gajdosikova, 2021). Organizations need to focus on improving communication strategies to keep candidates informed and engaged.

There is general agreement that technology streamlines and enhances the recruitment process. AI integrated into the recruiting process can benefit in enhancing organisational candidate experience in high volume hires (Balasundaram, Venkatagiri and Sathiyaseelan, 2022). However, organizations must balance technology use with a personal touch to maintain a human-centric approach.

The provision of feedback to candidates after the interview process shows a range of opinions. Organizations should strive to implement structured feedback mechanisms to ensure that all candidates receive constructive feedback. The effectiveness of the onboarding process is generally viewed positively, but there are areas for improvement. One of the most crucial objectives of organizations is to ensure that any new employees are brought on board, and they start working efficiently and with minimal disruptions to the organization’s productivity (Bauer, 2015). Organizations should continue to refine their onboarding practices to address any gaps and enhance new employee assimilation.

The recruitment team's responsiveness to changing organizational needs is seen as adequate by many respondents. TM is a relatively new, operational term of career management that encompasses a broad spectrum of such primary and secondary organizational activities that have sought to facilitate the act of staffing organizations with the right people at the right time (Cappelli and Keller, 2014).

Positive feedback is received regarding the organization's efforts to seek and consider feedback from candidates. Thus, acknowledging the idea of first-hand candidate's feedback is a critical step to enhancing the Candidate Experience (Garin, 2023). Organizations should continue to actively engage with candidates to identify areas for improvement.

In summary, the survey data highlights several strengths in the recruitment process, such as well-documented procedures, the use of technology, and seeking candidate feedback. At the same time, it indicates directions to which more attention is needed, such as talking to candidates, feedback on their results, and strengthening the onboarding process. The results coincide with prior research that a recruitment strategy should be sustainable therefore should be a mixture of strategies to be applied in different time periods.

Administrative Work Under Talent Acquisition Process

Regarding administrative work flows the survey has gathered information on effectiveness and success rate, as well as on security and general impact of the tools and measures used in the course of the talent acquisition process. Such information indicates the present day status of administrative issues referring to the process of personnel selection and shows the directions of enhancements.

The survey results show that there are mixed perceptions about the efficiency of the current document tracking system. A significant portion of respondents agree that the

system is efficient, while others disagree or remain neutral. Document tracking means keeping an account of the usage of the document from the time the was created up to the time of the last update. The definition embraces generation, sharing and many interactions with documents (Rachana Chotia, 2024). It could be beneficial to continuously evaluate and subsequently upgrade the mentioned systems to increase their performance and productivity.

The data indicate a positive view of the accuracy and timeliness of record updates within the talent acquisition system. Another study by Duggineni (2023) devoted to exposing the additional measures and the newly introduced improvisation techniques for increasing and retrospect the existing controls to guarantee the integrity and security of data with reference to business objectives, legal and regulatory requirements. Accurate and timely record-keeping is essential for maintaining reliable data, making informed decisions, and ensuring compliance with organizational and legal requirements. However, the presence of neutral and disagreeing responses highlights the need for ongoing improvements to achieve higher levels of accuracy and timeliness.

Respondents generally express confidence in the document tracking system's security and confidentiality. Bear in mind that recruiters are also responsible for protecting candidates' personal information; thus, it is mandatory to establish clear requirements for obtaining the candidate data and conducting background verifications (Dawn Lo, 2024). Continuous monitoring and enhancement of security measures are necessary to address any potential vulnerabilities.

The effectiveness of training for using document tracking tools receives positive feedback, indicating that many users feel adequately supported. Based on the knowledge of the prospective goals and aims of the business structure, HR professionals collaborate with the senior management team to identify the required skills and competencies for

achieving organizational visions. Through conducting thorough workforce analysis, HR can anticipate future requirements for talent and adjust hiring strategies to meet them. This approach is proactive and allows companies to develop an applicant pool of candidates who are qualified, which ensures an ongoing supply of qualified candidates to achieve the ever-changing business goals (Qaisar Shahzad, 2024). However, there is still a portion of respondents who are neutral or disagree, suggesting a need for more comprehensive or ongoing training programs.

Many respondents view the alignment of the electronic signature capture process with organizational goals as positive. Thus, communication and management are two closely interrelated study domains and fundamental factors of the business world. Overall it can be said that general management abilities are crucial for a business, as are abilities connected with formalities of communication as well as a manager's conduct in relation to his subordinates (Bucăţa and Rizescu, 2017). Regular reviews and adjustments to these processes can help maintain their alignment with evolving organizational goals.

There are mixed views on the accessibility of record updates and the enhancement of communication among team members through document tracking tools. Communication can be defined as the process of passing information from one person to another in the course of project or business undertaking. In regard to the management of stakeholders, it is vital that the proper and constant communication is maintained (Thabang, 2023). Organizations should focus on improving these aspects to facilitate better teamwork and coordination.

Document tracking tools are recognized for contributing to a more organized talent acquisition process. Organized administrative processes help in managing the complexity of recruitment activities, ensuring that all necessary steps are followed, and reducing the risk of errors. This would enable for Mayfair practically eliminating the

probability of hiring undesirable employee and help to decrease the number of adverse recruitment strategies. Yet, the added value of this publication is found in the identification of risk determinants in the recruitment process in a model form of dependency formulations (Sobocka-Szczapa, 2021).

In conclusion, the survey findings highlight both strengths and areas for improvement in the administrative aspects of the talent acquisition process. Key takeaways include the efficiency of document tracking systems, the benefits of electronic signature capture, and the importance of training and security. However, addressing concerns related to accessibility, communication, and compliance can help optimize the overall talent acquisition process.

Discussion of Research Question One

How can AI be effectively utilised to evaluate job-seeking candidates against the performance of existing top performers in similar roles within Indian IT organisations, and what impact does this have on the quality of hires?

AI can be effectively utilized to evaluate job-seeking candidates against the performance of existing top performers in similar roles within Indian IT organizations through advanced data analytics and machine learning algorithms. By leveraging AI, organizations can analyze vast amounts of data from current top performers, including their skills, qualifications, work patterns, and performance metrics. AI systems can identify key attributes and behaviors that correlate with high performance. These insights can then be used to develop predictive models that assess job candidates based on their alignment with these success factors. For instance, AI can scan resumes, social media profiles, and other digital footprints to evaluate candidates' technical expertise, problem-solving abilities, and cultural fit.

Furthermore, AI-driven tools like automated interview platforms can evaluate candidates' responses against those of top performers, providing a nuanced assessment of their potential fit and performance. Such tools can also assess soft skills through natural language processing and sentiment analysis, ensuring a comprehensive evaluation. Suggest that resume screening, candidate matching, video interviewing, chatbots, predictive analytics, applications and games, virtual reality assessments, and social media screening through the use of AI in recruitment presents several advantages to organizations, whereof are efficiency, reduced costs, and quality M&Ps. However, the application of AI in recruitment also has several ethics and legal issues; for instance, issues of the algorithm’s bias and discrimination (Albassam, 2023).

The impact of using AI in candidate evaluation is substantial. Firstly, it minimizes human biases, leading to fairer hiring practices. Secondly, it accelerates the recruitment process by quickly filtering out unqualified candidates and identifying top prospects. Besides shortening time-to-hire, such efficiency saves time and expertise of the HR professionals to work on the more value-added aspects of recruiting. The recruitment and selection are closely associated with Artificial Intelligence and the enterprise managers should further research and catalogue, so as to closely integrate Artificial intelligence into the recruitment and selections of the enterprise and effect manage the enterprise in the best way (Sha Ri Na, 2024). As a result, using AI to compare job seekers to current top performers may result in better recruits, which will eventually help the company succeed and acquire a competitive edge in the IT industry.

Discussion of Research Question Two

How do AI-driven recruitment processes impact the roles and responsibilities of HR professionals and recruiters within Indian IT organisations?

AI-driven recruitment processes significantly impact the roles and responsibilities of HR professionals and recruiters within Indian IT organizations. These technologies automate various steps involved in the hiring process, reduce / cut the hiring cycle time, and provide the HR professionals with higher-value work to do. The research findings suggest that approach to recruitment which includes resume screening, candidate matching, video interviews, chatbots, predictive analysis, game playing, virtual reality tests, and social media checks can be very advantageous to organizations in terms of outcomes, speed, cost-effectiveness, and quality of employees hired (Albassam, 2023). In the light of global competition for talents, the conventional techniques of attracting talents are not only inadequate to the challenge of talent war, but also ineffective, hence the need for the right tools for recruitment (Chen, 2023). This shift reduces the manual burden on recruiters, allowing them to allocate more time to relationship-building and ensuring a cultural fit between candidates and the organization. Furthermore, AI-driven processes facilitate improved communication with candidates through automated updates and feedback, enhancing the overall candidate experience.

To properly manage and analyse AI-driven information, HR professionals must acquire new skills and capabilities as part of the integration of AI. This entails being aware of the moral ramifications of AI in hiring as well as making sure that the law is followed. A research by (Fernández-Martínez and Fernández, 2020) discuss the advantages and disadvantages of the usage of video-interview analysis with the help of AI in recruiters as well as the key approaches to the usage of machine learning and their effectiveness. Thus, we concentrate on some problematic features that may result in ethical and legal repercussions for contenders, organizations, and states concerning discrimination in the labour market (for example, gender and race).

Addressing these gaps involves continuous refinement of AI algorithms and training HR professionals to interpret AI outputs accurately and ethically. Additionally, another research conducted by Batool et al. (2021) elaborated the factors and significance of training in order to develop the employee and also undertakes how the HR technology coupled with e. practices assist the HR consultants, in making training to be effective, What sort of technology is utilised in the training process, and how can the training be improved to support employee development? Based on their research, they concluded that one of the main purposes of training is to develop the staff. It appears that individuals have positive opinions about technology use and training in businesses. It is evident from the employees' qualitative responses that they understand that they require training in the organisation for the advantage of employees as well as the organisation. In the case of this research, the data is gathered from various responses and the most appropriate method of collecting data is the convenient sampling method. The question of the technological advancement that enriches the quality of training and how the employees are able to grasp it easily is the central challenge of this study. The activity becomes more proactive in the training of the employees and how they impact on it. Therefore, the AI-integrated recruitment practices in Indian IT firms alter the work expectations and qualifications of HR specialists and recruitment officers, increase the need for efficiency, stress the need to abide by the principles of AI-based recruitment and learn in the age of talent acquisition in organizations.

Discussion of Research Question Three

What is the influence of AI on the IT sector's recruitment process of human resource management?

AI has profound and complex impacts on recruitment, being a subprocess in the IT sector's human resource management. AI technologies have the potential to be both advantageous and disadvantageous, since they may be used in several aspects of the hiring process. Presenting the body of research on AI tools that an organisation may use to convey a favourable candidate experience and organisational appeal is the goal of this presentation (Balasundaram, Venkatagiri and Sathiyaseelan, 2022). By swiftly sifting through vast amounts of applications, AI algorithms may find applicants that fit the requirements, increasing the effectiveness of the hiring process.

Furthermore, chatbots and virtual assistants that arrange interviews, answer questions in real time, and even perform preliminary screening interviews are examples of how AI enables a more individualised applicant experience. This guarantees constant contact during the hiring process in addition to enhancing the applicant experience. However, integration of AI also poses some questions in the ethical world especially on the issue of prejudice in AI models. With AI, the prejudices of people can be eliminated; nevertheless, where data used in training AI is prejudiced, the result will be prejudiced, as well. Thus, it is necessary for organizations to integrate ethical standards and constant controls to maintain the fairness and responsibility of recruiting through the use of AI.

Furthermore, the adoption of AI necessitates upskilling HR professionals to manage and work alongside these technologies effectively. This includes training on the use of AI tools and understanding the ethical implications of their application. In summary, AI profoundly impacts the IT sector's recruitment process by enhancing efficiency, improving candidate matching, and personalizing the candidate experience, while also necessitating careful consideration of ethical issues and continuous skill development for HR professionals.

Discussion of Research Question Four

How can AI automation be applied to reduce administrative tasks in the talent acquisition process, including tracking document compliance, capturing electronic signatures, and updating records, and what are the resulting benefits and potential drawbacks?

AI automation can significantly reduce administrative tasks in the talent acquisition process by streamlining document compliance, capturing electronic signatures, and updating records. Automated systems can handle routine tasks with greater accuracy and efficiency, ensuring that documents are tracked and updated in real-time. One aspect of this shift from paper-based to digital labour is the collection of electronic signatures, which is made possible by artificial intelligence. They make it possible to expedite, secure, and simplify the entire process. Therefore, a unique way of signing papers on a computer is known as electronic signatures, often known as digital signatures or e-signatures (Brian Fitzgerald, 2024). Furthermore, AI can automatically update records, ensuring that all candidate information is current and accurately reflects the latest interactions and statuses, which is crucial for maintaining reliable data and compliance with legal requirements.

The benefits of applying AI in these areas include increased efficiency, accuracy, and security. AI-driven systems can process tasks faster than humans, reducing turnaround times and allowing HR professionals to focus on more strategic activities. Enhanced accuracy minimizes the risk of errors in document handling and record-keeping, which is vital for compliance and decision-making. In this regard, workplace artificial intelligence (AI) aids businesses in improving operational effectiveness, facilitating quicker decision-making, and developing novel goods and services. Research on how employees and AI may coexist in the workplace is developing, despite the abundance of knowledge about how AI may benefit companies (Zirar, Ali and Islam,

2023). Additionally, AI systems can offer robust security features to protect sensitive candidate data, ensuring confidentiality and compliance with data protection regulations.

However, potential drawbacks exist. AI systems' integration and training usually incur high initial costs, compared to the latter continuous, recurrent expenses. Moreover, reliance on automation may reduce the personal touch in recruitment processes, potentially affecting candidate experience negatively. There is also the risk of over-reliance on AI, leading to complacency among HR staff who may not stay as engaged in monitoring processes. These insights align with existing research, emphasizing the need for a balanced approach to integrating AI in recruitment to maximize efficiency while maintaining the quality of candidate interactions.

Discussion of Research Question Five

What are the challenges and opportunities associated with integrating AI automation into the talent acquisition process while preserving the human element in the Indian IT sector?

Integrating AI automation into the talent acquisition process in the Indian IT sector presents both significant challenges and opportunities. One of the primary challenges is maintaining the human element in recruitment. AI can streamline processes, reduce biases, and enhance efficiency, but it risks depersonalizing interactions that are crucial for assessing cultural fit and candidate engagement. Because it is one of the most developing technologies which, proves that, it has great potential to change this world in sectors such as health, transport, and entertainment. Recent years, has appeared in the recruitment field for the search and selection of candidates, analyze the profiles of candidates, interviews and selection of worthy candidates etc; The term can alter or transform the position of the HR, the candidate's outlook or even alter the total setting and policies of a particular firm (Javed and Brishti, 2020). Effective communication and

empathy, vital components of the human-centric recruitment process, may be diminished when AI takes over preliminary screening and interaction tasks. Furthermore, ethical concerns such as fairness, accountability, and transparency in AI decision-making must be addressed to build trust among candidates and stakeholders (Kleinrichert, 2024).

However, the opportunities are substantial the employment process is being completely transformed by artificial intelligence (AI), which provides creative methods for screening resumes, evaluating candidates, and setting up interviews, among other hiring-related tasks. This article examines the use of AI in hiring, its advantages and disadvantages, as well as its prospective and future effects on the labour market(Bizz-O-Tech, 2024). AI plays a pivotal role in identifying skill gaps and learning needs. By analyzing vast amounts of data, including job performance, learning history, and industry trends, AI can pinpoint areas where individuals lack proficiency. Skill gap analysis goes beyond formal qualifications, providing a holistic view of the competencies needed for career advancement and growth (Lakhanpal, 2024). Moreover, AI can assist in eliminating unconscious biases, promoting diversity, and ensuring a fairer recruitment process.

To balance automation with the human touch, it is essential to integrate AI in ways that augment rather than replace human judgment. For instance, AI can handle repetitive tasks, allowing HR professionals to focus on strategic activities such as candidate engagement, cultural fit assessments, and personalized feedback, which are critical for a positive candidate experience and long-term employee retention. It can also organize the routine, monotonous work of sifting through data for repetitive functions and thus let HR professionals attend to interpersonal ones with employees (Malik et al., 2023).

In conclusion, while integrating AI in the talent acquisition process in the Indian IT sector poses challenges related to preserving the human element and ethical considerations, it also offers opportunities for efficiency, fairness, and skill development, ultimately enhancing the overall recruitment strategy.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

Summary

It was an attempt to overcome the weaknesses and lengthy conventional recruitment practices that pulls down the effective HRM structures of Indian IT industry. The existing practices are based on tedious resume review, extensive administrative work, and long onboarding practices which have rendered the hiring process slow, costly and less flexible. Due to the current technological enhancement of the numerous processes that are employed in the organizations, It is appropriate to improve these procedures in order to raise the calibre of recruiting and handle the moral dilemmas associated with the use of artificial intelligence. In order to increase overall process efficiency without completely doing away with the human element in hiring, this study sought to investigate how AI may be used to both improve and decrease the way that talent acquisition occurs within the IT discipline.

The study posed several research questions: When and how can AI be used to compare candidate data with top performers and how has this affected the quality of hire? What impact does AI-based recruitment have on the position and duties of the human resource specialists and recruiters? In another study, it is necessary to examine the general impact of AI on the field of human resource management in the IT industry. In what ways administrative work can be simplified and/or reduced by incorporation of AI automation? What are the advantages and drawbacks? In implementing the process of automation which is powered by Artificial Intelligence in the process of recruitment, what are the challenges that come with it and the opportunities that are available and the essence of the human touch?

With regard to these points, the research adopted a quantitative research approach, administered a self-developed structured questionnaire survey with recruiters, HR professionals, and other stakeholders in the Indian IT firms. In the case of simple random sampling, the chances of choosing a particular unit of the target population were equally determined. Conventional quantitative techniques were employed in the analysis of the survey data with regression and correlation analysis being the most frequently used statistical analysis tools with the help of SPSS.

Four hypotheses were formulated in the study. The first hypothesis tested was the AI increases the quality of recruiting by comparing the candidates with those who are all-stars in similar positions. The second hypothesis tested whether the adoption of AI in recruitment affects the work roles of the HR personnel and recruitment specialists. The third hypothesis concerned the role of AI in HRM where an analysis of the role of the element was made with special attention paid to process of recruitment in IT sector. The fourth hypothesis concerned the idea that utilization of AI automation had led to the decrease of the number of documents that needed tracking, electronic signature acquisition, and record alteration. The evaluations that have been made from the research pointed towards the acceptance of the alternate hypotheses for all the four questions that were posed. This consequently implies that use of AI technology enhances the quality of the hires made and even enhances the role and responsibilities of both the human resource managers and recruitment specialists; also, profoundly impacts the recruitment processes in human resources and cuts down of administrative tasks in talent acquisition. These results have some implications to show that AI has the ability to transform the talent acquisition in the Indian IT industry in such a way that the process will be effective, efficient, cheaper and flexible in such a way that the aspect of humanity of the talent acquisition processes will not be sacrificed.

In conclusion, this study offers the empirical supporting about the possibility of applying the AI to improve the talent acquisition in the Indian IT industry. Its adoption not only enhances the quality of the people hired but also enhances the delivery of the HR activities and general administrative processes. Yet in the same vein the discussion calls for improved practice and management of the technique with specific regard to the worries of ethics and guaranteeing human presence in the process of recruitment. The findings of this study can provide a useful framework and menu of sources for the change of HR practices and organizational decision making in the IT sector thereby improving the prospect and efficiency of recruitment processes.

Implications

The implications of the study are significant and multifaceted, offering insights into how AI can transform recruitment processes, HR functions, and organizational efficiency in the Indian IT industry.

Enhanced Quality of Hires

Comparing job seekers with the highly performing employees in a similar job position, the study findings of enhanced quality of hires through AI integration are revolutionary. This leads to the inference that AI tools in organizations can be used to go through large numbers of candidates to select the most promising of talents to for different roles in an organization and so advancing the overall population of talents in an organization. For the HR professionals, this change implies that they are likely to assume a more strategic involvement in staffing decisions while the element of outsourcing is taken over by the AI devices at the preliminary stage of sifting through the candidates. This also implies that organizations gain better levels of performance and improved retention rates in employees as the chances of recruiting the best candidate attain the optimum levels.

Redefined Roles of HR Professionals

The study shows that the use of artificial intelligence in the recruitment processes appear to reshape the career expectations of HR professionals and recruiters. With the help of AI, many routine and mundane tasks are still in the process of being delegated, meaning HR specialists are expected to be promoted primarily to perform the tasks of the company's personnel management, attraction, motivation, training, staff development, and other related functions. This shift may imply a need to rebalance the competencies of personnel within the HR departments, especially in terms of data analysis and management of AI tools. In order to enhance the relationship that is created between AI systems and the firm, organizations might have to ensure they offer enhanced training programs so as to enable the HR professionals to understand the kind of relationship that they need to develop with the AI systems.

Improved Efficiency in HR Operations

Consequently, the modifications on the e-Recruitment by applying AI in the IT sector of human resource management has shown promising signs of having a powerful impact on increasing the operation efficiency of the Human Resource Department. Because AI can take responsibilities for resume filtering, scheduling interviews, and interacting with the candidates, the time-to-hire can be introduced and decreased efficiently, which in turn can improve the companies' performance and expertise in the field. This is can also be an advantage because it means that a lot of manpower is not required in the recruitment process as efficiency increases. For companies, this implies more efficient resource allocation where money that would have been used to recruit can be used in other areas such as training or research among others.

Streamlined Administrative Processes

This study reveals that talent acquisition administrative functions that can be accomplished through AI automation include document tracking, collecting electronic signatures as well as updating records. Apart from the time being saved through such an approach, the functions are effectively made accurate through the reduction of adverse influence from human error. This means that there will be reduced routine administrative work to be conducted and therefore HR departments can devote their time to the formulation of more significant strategies. However, it also leads to certain issues such as over-dependence on these AI tools, the issue of data security mainly because data which is often very sensitive is often worked on by these AI tools.

Challenges and Ethical Considerations

Albeit revealing the vast opportunities of the integration of AI, the study also underlines the drawbacks and ethical perimeters in case of applying the technology in the recruitment process. One of them is the question of how to combine the efforts of AI and the aspect of humanity in the hiring process not to turn it into an inhumane process. This comprises; Elimination of fear on AI bias where the algorithms designed for recruiting may reinvent the bias felt by the candidates. It is up to companies to spend time and money on designing ethical AI structures and frequently checking the algorithms in order to exclude any discriminatory practices in hiring processes.

Strategic Opportunities for the IT Sector

The smooth incorporation of AI into talent acquisition makes a way for India's IT industry to have competitive advantages. The companies who are active in their using of AI in the recruitment process will end up being seen as market leaders, a factor which will attract the right talent to the company hence increasing the competitive advantage of the company. In addition, AI-based training helps evaluate its effectiveness, and

outcomes can be used to optimize the company's HR strategy in order to better match the organization's workforce to the business vision in the future.

In conclusion, the implications of this study are far-reaching, with AI poised to redefine talent acquisition in the Indian IT sector. While the benefits are clear, organizations must navigate the challenges carefully, ensuring that AI integration enhances rather than detracts from the human-cantered nature of recruitment.

Recommendations for Future Research

Relative to the study and its major conclusions certain guidelines about future research are proposed below. The following recommendations are envisaged to advance the understanding of AI application in recruitment, fill existing deficits and expand other angles that may complement AI's workings further as well as its use in a more ethical manner.

Firstly, future studies should focus on the sustainability of the AI model impact on the employees' productivity and turnover rate. Despite the findings of the current study suggesting that AI may help organizations make better hires, future investigations should aim at comparing the performance and turnover rate of the hires with those generated by conventional screening methods. This would paint a better picture on the role of AI as a tool towards propping organizational success.

Secondly, the literature review revealed that more research has to be conducted with regard to the ethical consequences of AI in the context of recruitment, especially questions of bias and fairness. At this corner, it becomes extremely important to know the ways in which these technologies that make up AI systems can reinforce or even amplify biases in hiring decisions. The inclusion of such prejudices in most machine learning algorithms is quite concerning for the future and subsequent research work should find ways to avoid these by creating better algorithms that are easier to understand and using

data that involves a diverse population. Furthermore, it can explore how oversight and supervision are carried out to make sure that the use of AI is fair to increase efficiency of services.

Thirdly, Directions as to how recruitment itself is being transformed by AI, and consequently the role of the classic HR professional: there is much more to explore about the subject. The present research implies that the adoption of AI will substantially transform HR activities; however, future research can affirm the set assertion by identifying the future competencies required by the HR practitioners. Research could also focus on how different courses designed to teach the human resource staff about AI can be used to prepare the business for such change.

Also, future research should look on the impact of AI adoption across various sectors and various parts of India. This research was undertaken in the IT sector; however, recruitment's interaction with AI differs across sectors that require different employment structures and degrees of technological adoption. Perhaps comparative research would give an understanding of how the approach can be modified to suit different industries' requirements.

Last but not the least, it would be productive for future studies to find out as to how AI could be applied in combination with other advanced technologies like Blockchain and Virtual Reality in the talent acquisition process. It is here that new ideas could be introduced, for instance, enhanced and non-typical hiring processes, or realistic candidate evaluation methods, which enhance talent procurement even more.

In conclusion, the future studies should focus on producing a more complex view of AI's capabilities and threats contributing to the strategic process of talent acquisition. That way, it will become possible to implement AI into the process of recruitment in a way that will be efficient while at the same time being ethical and feasible.

Conclusion

The study gives a good account of the prospects of applying Artificial Intelligence in a sector of recruitment in the Indian IT industry. It emphasises on how AI tasks the professionalism of talent acquisition by way of improving employability standards, redrafting the position of the HR profession, optimising organisational effectiveness and deintegrising redundant functions.

Getting back to the findings of the study, it is crucial in the context of the IT industry in India that is constantly growing and having high demand for individuals with highly qualified IT professions while having limited supply. Through implementing AI in HR, organizations are in a position where the processes of identifying those candidates with an outstanding potential are much easier, less time-consuming and less resource-intensive while, at the same time, produce better quality candidates than before. This is very essential in an industry whereby the capabilities to place the right candidates in the right positions and within the shortest time possible is a key competitive edge. However, the study also reveals the social transformation of the role of the HR professional in relation to the increasing use of AI in recruitment. With advances in AI and other technologies increasingly automating administrative work previously managed by HR staff, such professionals will need to transition to different skills and tasks more directed towards strategic processes, including the acquisition of talent and the engagement of the employees. While such a shift alters the nature of the work of an HR department, it is also capable of raising the companies' overall HR departments' status.

It also reveals the possibility of experiencing major improvements in the efficiency of various AI driven recruitment processes. Various cumbersome activities like resume and document filtering, scheduling of interviews and other collaterals, etc. are time-consuming and may take hours of an HR executive's precious time; therefore,

delegating such tasks to a chatbot can save a considerable amount of time for the HR team. But the study also thus disapproves the hegemony of AI in the recruitment process, discussing that while using AI it is crucial to remain human-centric in order not to corrupt the process and create fully unethical and machine-oriented approach. Bias and fairness related to the use of AI in the process of recruitment are other important points discussed in the context of the study's ethical implications. Since AI systems are increasingly entering the labour market and are involved in the hiring process, it is necessary to introduce and use strategies that protect against the manifestations of bias and guarantee that the process of selection retains its equity. This therefore requires constant review also of the AI algorithms used in the assessment, enhanced diversity in the datasets, as well as review of the use of human characteristics in the selection process.

Therefore, this study affirms that AI holds a massive ability to demystify and improve the talent management process in the Indian IT industry. However, AI's realization in the HR sector depends on the consideration of ethical issues, the spotlighting of continuous and profound professional training of HR specialists, and an appropriate combination between artificial intelligence and human elements in the recruitment process. Thus, the results of this study can be useful for organisations interested in applying AI in the context of recruiting talented workers in the IT industry, facilitating talent acquisition practices, which are now more effective, efficient and fair.

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APPENDIX A:

QUESTIONNAIRE

Demographic Profile

Gender

- Male
- Female
- Other

Age

- 18 to 25 years
- 26 to 35 years
- 36 to 45 years
- 46 to 55 years
- 56 years and above

Educational

- High Sec. School
- Bachelor's Degree
- Master's Degree
- PhD
- Other

Years of Experience in the IT Industry

- Less than 1 year
- 1-3 years
- 4-7 years
- 8-10 years
- More than 10 years

Number of Employees in your company

- Less than 100 employees
- 100 to 150 employees
- 150 to 250 employees
- More than 250 employees

Structure Questionnaires

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

AI Technology

	1	**2**	**3**	**4**	**5**
The adoption of AI technologies has positively impacted job opportunities in the IT sector.					
AI technology poses ethical concerns in terms of job displacement in the IT industry.					
Organizations in the IT sector are investing adequately in AI education and training for their workforce.					
AI has improved the accuracy and precision of decision-making processes within IT companies.					
The implementation of AI in IT has led to an increase in overall cybersecurity.					
IT professionals feel adequately prepared to work with AI technologies.					
The use of AI has led to a more competitive edge for IT companies in the market.					
AI technologies are effectively integrated into current IT systems.					

Quality of Hires by Comparing Job Seekers with Top Performers

	1	2	3	4	5
The recruitment process in our organization effectively identifies the skills and abilities of candidates required for their roles.					
Candidates hired in our organization generally have the technical expertise required for their positions.					
The onboarding process in our organization adequately prepares new employees for their roles in the Indian IT context.					
Our organization's hiring processes consider technical skills as well as cultural fit when evaluating potential candidates.					
Our organization invests in ongoing training and development opportunities to enhance the skills of new employees.					
The feedback loop between hiring managers and HR helps in refining the hiring criteria based on the performance of new hires.					
Our organization actively seeks feedback from top performers to improve the hiring process.					
The retention rate of recruits in our organization is satisfactory, which reflects the success of our recruitment process.					

Roles and Responsibilities of HR Professionals and Recruiters

	1	2	3	4	5
HR professionals play a crucial role in talent acquisition and recruitment processes.					
Recruiters should possess excellent interpersonal skills to effectively communicate with both candidates and hiring managers.					
The primary responsibility of HR professionals is to ensure					

compliance with labor laws and regulations.					
HR professionals should actively participate in employee onboarding and orientation programs.					
Employee relations, conflict resolution, and performance management are integral aspects of HR professionals' responsibilities.					
HR professionals play a vital role in developing and implementing diversity and inclusion initiatives within the organization.					
Recruiters should provide constructive feedback to candidates, whether they are selected or not.					
HR professionals should be involved in succession planning to ensure a smooth transition in leadership positions.					

Recruitment Process in The Human Resource Management

	1	**2**	**3**	**4**	**5**
The recruitment process in our organization is well-defined and documented.					
The job descriptions provided during the recruitment process accurately reflect the requirements of the positions.					
The recruitment team effectively communicates with candidates throughout the hiring process.					
The use of technology in the recruitment process streamlines and enhances the overall experience.					
Feedback is provided to candidates after the interview process, regardless of the outcome.					
The onboarding process for new hires is effective in integrating them into the organization.					
The recruitment team is responsive to the changing needs of the organization and adapts the process accordingly.					

The organization actively seeks and considers feedback from candidates about the recruitment process.					

Administrative work under talent acquisition process

	1	**2**	**3**	**4**	**5**
The current document tracking system in our talent acquisition process is efficient.					
Electronic signature capture simplifies and expedites the hiring process.					
The record updates in our talent acquisition system are accurate and timely.					
I feel confident in the security and confidentiality of the document tracking system.					
Electronic signature capture reduces paperwork and manual errors.					
The training provided for using document tracking tools is effective.					
The electronic signature capture process aligns well with our organization's goals.					
Record updates are easily accessible to relevant stakeholders.					
Document tracking tools enhance communication among team members.					
The electronic signature capture system complies with legal and regulatory requirements.					
Document tracking tools contribute to a more organized talent acquisition process.					
I received adequate support and training for using the document tracking system.					

APPENDIX B:

DATASET

Gender	Age	Educational	Years of Exp	Number of E	The adoptio	AI technolog	Organizatior	AI has impr	The implem	IT professio	The use of A	AI technolog	The recruitm	Candidates	The onboarc	Our organiz	Our organiz	The feedbac	Our organiz	The
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