



A STUDY OF HOW ARTIFICIAL INTELLIGENCE WILL SHAPE THE FUTURE OF RECRUITMENT AND SELECTION

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Abstract:

Artificial Intelligence (AI) is rapidly transforming Human Resource Management (HRM), particularly in recruitment and selection processes that are critical to workforce quality and organizational performance. Traditional hiring methods often face challenges such as inefficiency, human bias, high costs, and lengthy decision-making cycles. To address these issues, organizations are increasingly adopting AI-driven tools, including automated resume screening systems, chatbots, predictive analytics, and AI-based interview assessment technologies. These tools aim to streamline recruitment processes, enhance decision accuracy, and reduce administrative burdens.

This study examines the impact of AI on recruitment and selection practices, highlighting its advantages, limitations, and stakeholder perceptions. The findings indicate that AI significantly improves recruitment efficiency by increasing speed, consistency, and objectivity while minimizing subjective bias. However, concerns related to ethical implications, algorithm transparency, data privacy, and potential algorithmic bias remain significant challenges. The study concludes that although AI offers substantial benefits in modernizing recruitment, its optimal application lies in a hybrid Human–AI collaboration model that integrates technological efficiency with human judgment to ensure fairness, accountability, and informed hiring decisions.

Keywords: *Artificial Intelligence (AI), Recruitment and Selection, Human Resource Management (HRM), Automated Resume Screening, Chatbots, Predictive Analytics, Video Interview Analysis*

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Introduction:

Artificial Intelligence (AI) is changing the way organizations work and Human Resource Management (HRM) is also evolving because of it. Recruitment and selection, one of the most important HR functions, is shifting from traditional, manual methods to technology-based processes. Today, organizations receive a large number of job applications and are expected to make hiring decisions quickly, accurately, and fairly.

To manage these challenges, companies are increasingly using AI tools such as automated résumé screening, chatbots, online assessments, predictive

analytics, and AI-based interview analysis. These tools help reduce repetitive work, save time, and support better decision-making by analyzing data efficiently. AI also improves the candidate experience by making the hiring process faster and more organized.

However, the use of AI in recruitment is not without concerns. Issues related to data privacy, fairness, lack of transparency, and possible bias in algorithms raise important questions. There is also a concern that relying too much on technology may reduce the human touch that is essential in understanding a candidate's personality, values, and potential.



This study focuses on understanding how AI is shaping the future of recruitment and selection. It examines both the benefits and challenges of AI-based hiring and highlights the need for a balanced approach. By combining AI technology with human judgment, organizations can ensure that recruitment remains efficient, ethical, and people-oriented.

Review of Literature:

Heene (1997) explained that the competence-based model is an important Human Resource tool that helps organizations effectively recruit, plan, and develop their manpower. This model focuses on identifying the right competencies required for organizational success. Liddon (2006) described the competence model as a combination of knowledge, skills, abilities, and behaviors necessary to perform assigned job roles. He highlighted that competence-based systems help organizations align their business strategies with HR practices such as recruitment, selection, performance management, training, and employee development, leading to improved productivity and efficiency.

Murgai (2018) studied the impact of Artificial Intelligence (AI) on Human Resource Management using secondary data. The study emphasized the growing role of AI in key HR functions, including recruitment, selection, employee retention, and performance appraisal. The findings suggested that AI enhances efficiency and decision-making in HR processes.

Geetha R. and Bhanu Sree Reddy (2018) analyzed the role of AI in the recruitment process and found that AI-based hiring tools positively influence recruitment strategies by improving speed, accuracy, and candidate matching.

Raviprolu Anjana (2017) examined the application of AI in recruitment and highlighted various AI-driven techniques used in hiring, such as automated screening and intelligent assessments.

Jain (2017) discussed how AI is transforming business functions, particularly HR, by improving recruitment, training, compensation, and performance management processes. Ruby Merlin and Jayam further emphasized the importance of human-machine collaboration, stating that AI and machine learning support repetitive HR tasks while allowing HR professionals to focus on strategic decision-making.

Objectives of the Study:

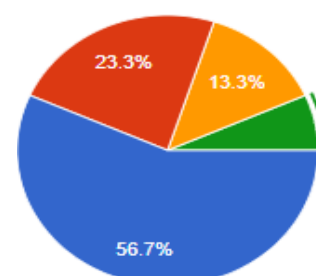
1. To examine the current use of Artificial Intelligence in recruitment and selection processes.
2. To understand how AI improves efficiency and accuracy in hiring decisions.
3. To identify the challenges and ethical issues associated with AI-based recruitment.
4. To analyze the perceptions of HR professionals and job seekers toward AI-driven hiring.

Research Methodology:

This study uses both primary and secondary data to gain a better understanding of the topic. Primary data was collected through a Google Form survey to understand the views of HR professionals, employees, and job seekers on the use of Artificial Intelligence in recruitment and selection. Secondary data was collected from books, research articles, national and international journals, and reliable websites. These sources helped in building the theoretical background, supporting the analysis, and comparing the findings with existing studies.

Data Analysis and Interpretation:

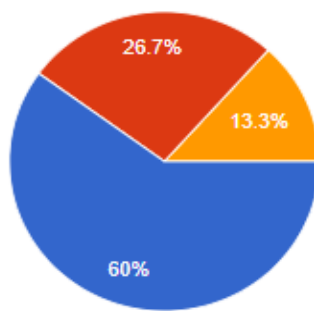
1. Have you ever used or experienced any AI – based tool in the recruitment process?





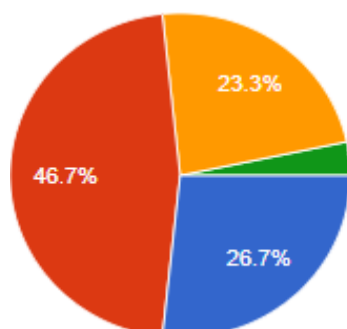
Most respondents are familiar with AI – based recruitment tools, with 56.7% very familiar. Most respondents are familiar with AI-based recruitment tools, with **56.7% very familiar** and **23.3% somewhat familiar**. Only a small percentage (**6.7%**) reported no familiarity, indicating widespread awareness of AI in recruitment.

2. If yes, Which AI tools have you used or experienced?



Out of 50 respondents, **60% reported having used or experienced AI-based tools** in the recruitment process, while **28.7% said they had not**. Additionally, **13.3% were unsure**, indicating that although most respondents have exposure to AI in recruitment, a notable minority remain unaware or uncertain.

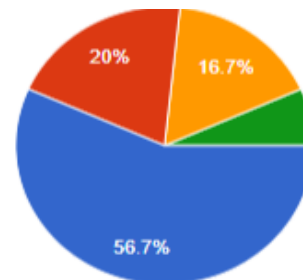
3. AI makes the recruitment & selection faster?



The responses show a positive perception of AI in recruitment speed. **26.7% strongly agree** and **46.7% agree** that AI makes recruitment and selection faster, while **23.3% are neutral** and only

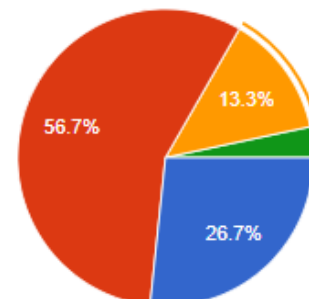
3.3% disagree, indicating overall strong agreement that AI improves efficiency.

4. AI helps in reducing human bias during candidate selection.



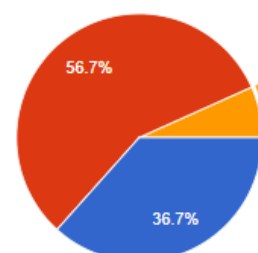
The results indicate a generally positive view of AI in reducing human bias during candidate selection. **56.7% agree** and **20% strongly agree** that AI helps reduce bias, while **16.7% are neutral** and only **6.7% disagree**, showing overall confidence in AI's role in fairer hiring.

5. AI can reduce the workload of HR Professionals.



The responses show strong agreement that AI can reduce the workload of HR professionals. **26.7% strongly agree** and **56.7% agree**, while **13.3% are neutral** and **3.3% disagree**, indicating an overall positive perception of AI's impact on HR efficiency.

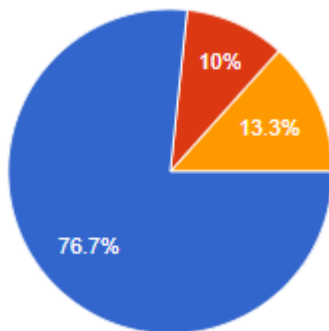
6. AI improves the overall candidates experience.





The findings show a highly positive perception of AI's impact on candidate experience. **36.7% strongly agree** and **56.7% agree** that AI improves the overall candidate experience, while only **6.7% remain neutral**, indicating strong overall approval.

7. Would you prefer a recruitment process handled by both AI and HR professional.



Most respondents prefer a hybrid recruitment approach. **76.7% answered yes**, indicating a preference for recruitment handled by both AI and HR professionals, while **10% said no** and **13.3% were not sure**, showing strong support for combining human judgment with AI technology.

Findings:

1. Most respondents are familiar with AI-based recruitment tools. About 56.7% reported being very familiar, while 23.3% were somewhat familiar. Only a small percentage (6.7%) was not familiar with such tools.
2. A majority of respondents (60%) have used or experienced AI tools during the recruitment process. Around 28.7% have not used them, while 13.3% were unsure, indicating considerable exposure to AI in hiring.
3. Most respondents believe that AI speeds up the recruitment process. Around 26.7% strongly agreed and 46.7% agreed with this statement, showing strong acceptance of AI's efficiency benefits.
4. A large proportion of respondents feel that AI helps reduce human bias in hiring. About 56.7% agreed

and 20% strongly agreed, while very few expressed disagreement.

5. The majority of respondents believe that AI reduces the workload of HR professionals. Around 26.7% strongly agreed and 56.7% agreed, though a small percentage expressed disagreement.
6. Most respondents feel that AI improves the overall candidate experience. About 36.7% strongly agreed and 56.7% agreed, reflecting a highly positive perception.
7. Some concern exists regarding possible job losses among HR professionals due to AI. Nearly two-thirds of respondents expressed agreement, indicating moderate apprehension.
8. A strong majority (76.7%) prefer a recruitment process managed jointly by AI tools and HR professionals, highlighting support for a balanced Human–AI approach.

Limitations:

- The use of AI in recruitment raises concerns about reduced human involvement, potential job loss, and limited ability to assess soft skills and cultural fit.
- Algorithmic bias and lack of transparency in AI systems remain major challenges if data and models are not carefully monitored.
- High implementation and maintenance costs, along with technical errors, can affect the effectiveness of AI-based hiring systems.
- Candidate skepticism and discomfort with AI-driven recruitment tools may negatively impact the hiring experience.
- The study's findings are limited by a small sample size, varying levels of AI awareness among respondents, and rapid technological changes.

Conclusion:

The findings of the study indicate that Artificial Intelligence is increasingly recognized as a valuable tool in recruitment and selection. Respondents acknowledge its role in improving efficiency, reducing



bias, and enhancing the candidate experience. However, concerns related to job security, ethical issues, bias, and implementation challenges remain significant. Most respondents favor a hybrid recruitment approach that combines AI technology with human judgment. This balanced model allows organizations to benefit from technological efficiency while ensuring fairness, empathy, and informed decision-making in the hiring process.

Suggestions:

- Organizations should use AI tools along with HR professionals so that technology improves efficiency while humans make final decisions.
- AI systems should be checked regularly to make sure they are fair and do not show bias in hiring.
- HR employees should be trained properly so they can understand and use AI tools effectively.
- Companies should clearly tell candidates how AI is used in the recruitment process to build trust and confidence.
- AI systems should be updated from time to time so they work accurately and handle recruitment tasks smoothly.
- While using AI, organizations should not ignore human judgment, especially when assessing soft skills, cultural fit, and personal qualities.

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