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How Artificial Intelligence Impacts Human Resource Recruitment and Selection: A Systematic Literature Review

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Abstract: Artificial intelligence (AI), a technology that is increasingly widespread, adaptable, and promises a number of competitive advantages for organizations, is integral to the development of quality human resource management. AI automation in HRM functions has also been able to make many jobs and tasks, such as recruitment and selection, easier, faster, more accurate, and of higher quality. It also provides a guarantee of obtaining the right candidates to fill the position needs in the organization. The SLR method study on AI in HRM from 2019 to 2023 found that intelligent digitalization not only makes it easier to predict future needs, but it also improves the role and function of employees' work and provides training and development programs that are in line with the organization's strategic needs and long-term business goals.

Keywords: artificial intelligence, hrm, recruitment, selection, slr

INTRODUCTION

We cannot separate the development of the best human resource management from the accompanying growth of technology. Thus, the rapid changes in technology in the industrial era (4.0) and the digital era indirectly require organizations to implement human resource management strategies that prioritize sustainable growth and technological adaptation. (Andriani et al., 2024). The continuous presence of technology within an organization can also provide a number of competitive advantages, such as increasing strategic advantages, achieving tactical victories, and optimizing efficient and more productive processing (Sarwani et al., 2021). Artificial intelligence, or better known as AI, has actually become the most important concept in technological development since the industrial era 4.0, where this tool is able to produce processes based on human intelligence. The use of AI has led to the emergence of big data, cloud computing, the internet of things, cybersecurity, nanotechnology, and robotics, which have sharpened and changed many business processes (Öztırak, 2023). The integration of AI in HRM also demonstrates a strong commitment from

stakeholders within the organization. Although its implementation necessitates the availability of complex resources, this effort can enhance the competitive advantages of employees and organizations while also enhancing the quality of human life (Ardiansyah et al., 2022).

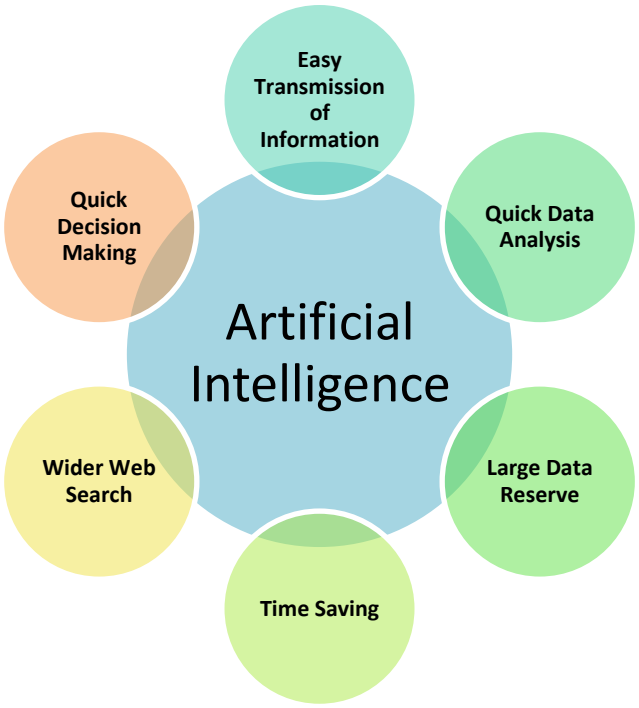

Figure 1. AI and Its Benefits (Hossin et al., 2021)

AI automation in HRM functions, such as recruitment and selection, performance management, and employee engagement, has made many HRM tasks and jobs easier and faster. This automation can also help identify gaps between employees and their dedication to their jobs and then provide personalized employee training and development programs to address those gaps (Gayathri & Bella, 2023). With the growth of big data and computerization capabilities, HRM and HRIS constantly need to continue to capture more data effectively. So digital evolution needs to be done by collaborating IA into HRIS functions that make the search for prospective candidates who match the company's strategic needs faster, more accurate and easier (Votto et al., 2021). AI is a technology that makes it easier for humans to achieve greater goals and opens up new opportunities for innovation and sustainable success in all fields. The presence of AI allows for better and faster decision-making. In addition, AI also helps provide valuable insights to support more informative decision-making (Hia et al., 2024). Not only that, its presence in the candidate recruitment and selection process also provides a number of added values, such as increasing the accuracy, efficiency, and quality of work, as well as enriching the organization's ability to predict future trends in HR management (Al Qadiri et al., 2024).

The integration of AI in the recruitment process marks a significant paradigm shift and simplifies the traditional recruitment and selection methods that were previously used. The use of AI chatbots can actually serve candidate questions in real-time, provide personal, smooth and interactive engagement and provide data-driven insight outputs to assess candidate performance and identify the best fit candidates through algorithmic analysis of historical data (Alsaif & Sabih Aksoy, 2023; Madanchian et al., 2023). Artificial intelligence is also believed to be able to replace the administrative tasks required in candidate recruitment and selection, provide broader and richer information alternatives, and make the processes carried out better, faster, and smoother (Johansson & Herranen, 2019).

However, in order to guarantee the best and anticipated performance of AI in hiring and selection processes, we also need to address other difficulties. The high caliber and quantity of data banks involved, the degree of intricacy and interpretability, and the output's applicability to moral and social concerns both inside the company and in the community are some of the difficulties the corporation frequently faces (Al Qadiri et al., 2024). This study aims to gather more detailed information on the

benefits of implementing AI in the recruitment and selection process through a systematic literature review of previous studies. The results of this study are expected to provide new insights and confidence for observers and users of AI so that they can develop more complex, synergistic, and sustainable AI integration in order to realize superior human resources and increasingly competitive organizations.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Recruitment and Selection

Recruitment and selection of candidates is a strategic stage in obtaining the right human resources for the organization. The company must navigate this stage akin to a puzzle game, identifying and selecting the correct candidate from a pool of potential candidates. The most common method for gathering information and gaining certainty, confidence, and stability before making a candidate selection decision is conducting interviews (Rizwan Khan et al., 2023). This effort to find the required candidates can be carried out on human resources that are already owned by the organization (internal) or must be taken from outside the organization (external), which is then continued with a search for the most suitable profile for the position offered (Achchab & Temsamani, 2022).

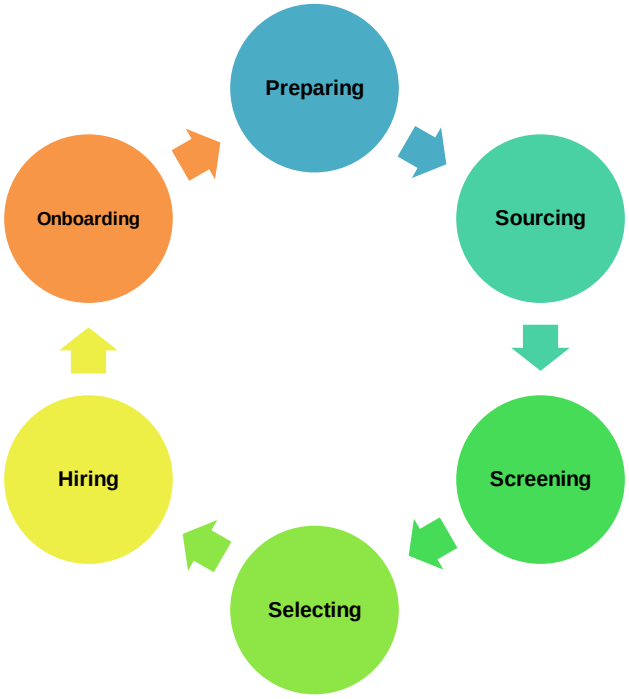

Figure 2. Six Steps in Recruitment and Selection (Muralidhar et al., 2022)

The initial phase of communication between employers and employees is recruitment and selection, which aims to match positions and ease absorption in the company. From the viewpoint of the employee, recruiting and selection are attempts to align their abilities with the advantages provided by the company. The organization must periodically modify its recruitment and selection tactics according to the environmental circumstances in order to continue to be effective. This process consists of finding job openings, writing job descriptions with the necessary requirements, looking for and screening applicants, choosing candidates for interviews, and then conducting selection to close the resource gap (Wongras & Tanantong, 2023).

METHODS

This research uses the Systematic Literature Review (SLR) method, which is a rigorous and structured approach to identifying, evaluating, and synthesizing existing research that is relevant to the topic being discussed (Madanchian et al., 2023). This method will offer a methodical and objective assessment of the current state of the art, assisting in the identification of patterns, weaknesses, and

new topics in the use of AI in HRM, especially in the hiring and selection procedure. Generally, we found articles from 2019–2023 using Google Scholar, PubMed, Scopus, and Semantic search engines. When choosing this range, we took into account the development of the COVID-19 pandemic in late 2019 (Ciotti et al., 2020; The World Bank, 2022). This is expected to provide an overview of how digital transformation involving artificial intelligence in human resource management after the COVID-19 pandemic is an enrichment and asset for organizations, as well as being the basis for the development of sustainable human resource management.

We conducted a search for research materials on the Harzing's Publish of Perish application, using specific keywords such as "artificial intelligence OR ai", "artificial intelligence AND human resource", "artificial intelligence AND hrm", "ai AND human resource", or "ai AND hrm". This narrowed down the search to a population of materials focused on the application of artificial intelligence in human resource management. Next, we use the Covidence application to systematically filter the summary of search results using these specific keywords, eliminating duplicate materials that do not align with the research objectives and topics. We then extract the obtained materials to gather regional information about the research location (UN Statistics Division, 2024), the research methods employed, the classification of the organizations under investigation (U.S. Census Bureau, 2024), and the advantages of applying artificial intelligence in employee recruitment and selection.

RESULT AND DISCUSSION

The Screening Steps

More than 32,000 study findings that looked at the use and effects of artificial intelligence were found by searching for research materials using the Harzing's Publish of Perish application using the phrase "artificial intelligence OR ai" throughout the 2019–2023 publication period. This demonstrates the relevance of artificial intelligence in advancing knowledge and its ongoing evolution. In contrast to Google Scholar, which produced 974 study results, PubMed produced the most results (> 5,000 study results), followed by Scopus (> 1,000 study results) and Semantic Scholar (> 25,000 study results).

Searching Machine	Searching Key Words	
	Artificial Intelligence	Artificial Intelligence & Human Resource Management
Google scholar	974	501
PubMed	> 5,000	0
Scopus	> 1,000	39
Semantic Scholar	> 25,000	183
Total Studies	> 32,000	723

Table 1. Screening Result from Harzing's Publish of Perish from 2019 to 2023

We continued the screening process by using specific keywords such as "artificial intelligence AND human resource", "artificial intelligence AND hrm", "ai AND human resource", or "ai AND hrm" to narrow down and obtain a population of materials on the application of artificial intelligence in human resource management. The screening revealed that the Semantic Scholar search engine, which initially displayed the highest number of study results on AI application, now only possessed 183 study results on AI application in HRM. Scopus only had 39 study results, and PubMed had no study results specifically discussing the application of AI in HRM. This is different from the results obtained from the Google Scholar search engine, which showed 501 study results (51.4%) discussing the application of AI in HRM. We obtained 723 study results, which required further filtering to align with the objectives of this study.

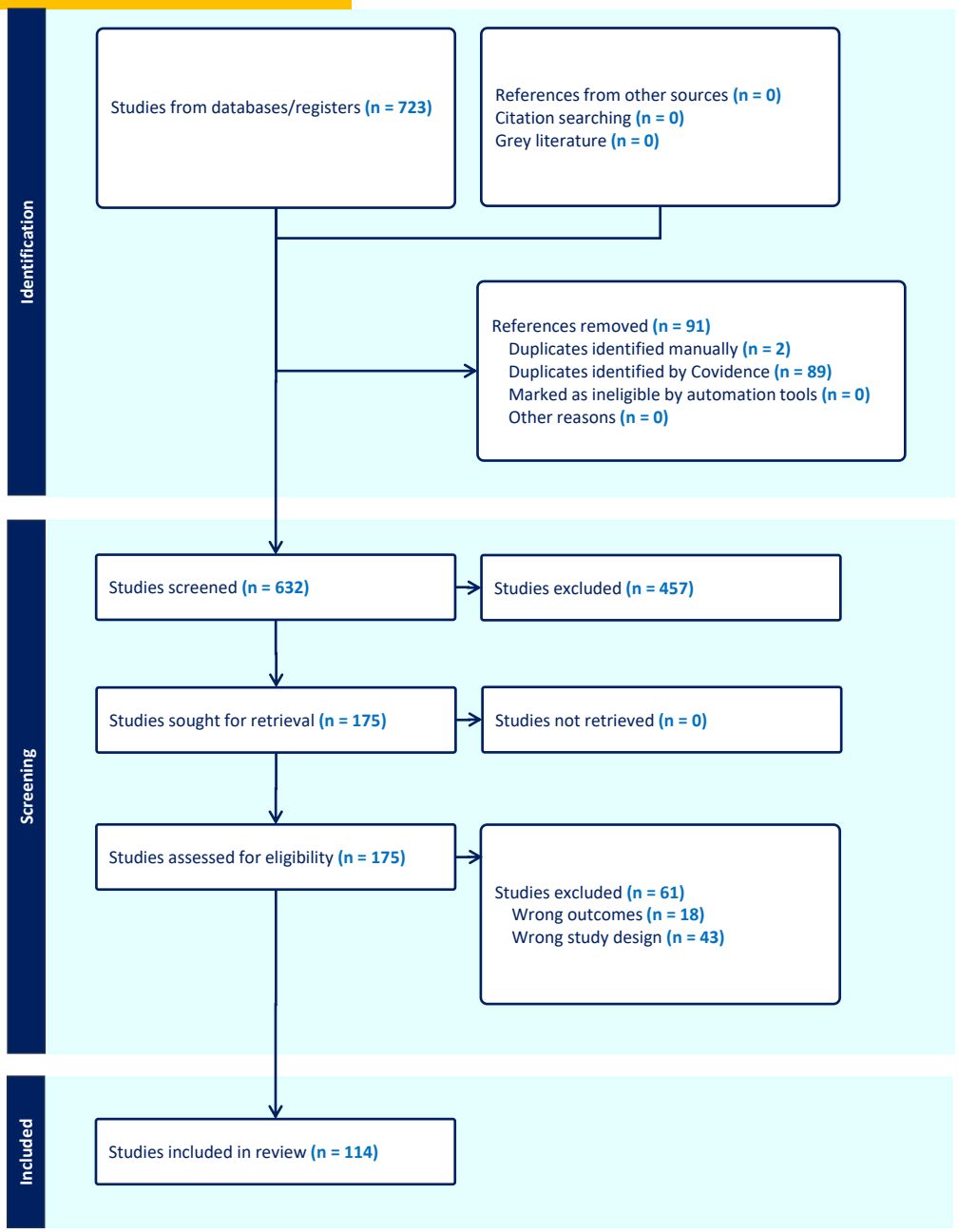

Figure 3. PRISMA Result

Following the rules set by PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analysis), we did more screening using the Covidence application and a methodical approach. During the initial screening, the application identified 91 study results (12.6%) that showed data duplication, necessitating their removal. We then sorted the 632 study results (87.4% of the data duplication screening results) again, using specific keywords related to candidate recruitment and selection. We used specific keywords such as "recruit", "recruitment", "selection", "training", "develop", "competency", "hiring", "hire", "knowledge", "development", "placement", "qualified", "qualify", "skill", "talent", "learning", and "planning". This second screening process yielded 175 study results (24.2%) related to specific keywords and 457 study results (63.2%) unrelated to these keywords.

Table 2. Benefits Classification from AI Implementation in Recruitment and Selection

Benefits Classification	Description
Enhanced Efficiency	AI streamlines the recruitment process by automating tasks such as resume screening and candidate matching, allowing HR professionals to

	focus on more strategic activities.
Bias Reduction	AI can help mitigate unconscious biases in hiring by evaluating candidates based solely on their skills and experiences, rather than demographic factors. This leads to a more diverse and inclusive workforce.
Faster Time to Hire	By quickly processing large volumes of applications, AI reduces the time it takes to fill open positions, enabling organizations to secure top talent before competitors do.
Data-Driven Insights	AI tools can analyze recruitment data to identify trends and patterns, helping HR teams make informed decisions about hiring strategies and candidate selection
Improved Candidate Experience	AI-powered chatbots can provide instant responses to candidate inquiries, enhancing communication and engagement throughout the recruitment process.
Cost Savings	Automating repetitive tasks can lead to significant cost reductions in the hiring process, as HR teams can operate more efficiently and effectively.
Tailored Candidate Matching	AI algorithms can match candidates with job openings based on a comprehensive analysis of their skills, experiences, and cultural fit with the organization, ensuring a better alignment between the candidate and the role.
Predict The Future Needs	AI can forecast candidate success by analyzing historical data, helping organizations make better hiring decisions and reduce the risk of "bad hires."
Scalability	AI systems can easily scale to handle varying recruitment needs, making them suitable for organizations of all sizes, especially during peak hiring periods.
Enhanced Job Descriptions	AI can analyze existing job postings to suggest improvements, ensuring that descriptions are clear, inclusive, and appealing to a diverse range of candidates.
Continuous Learning	As AI systems are used, they learn from past hiring decisions, improving their algorithms and enhancing the recruitment process over time.

We then conducted a more detailed screening on the contents of the study results, which included abstracts, discussions, descriptions, and conclusions. This process narrowed down the research material to 144 study results, accounting for 15.8%. Finally, we extracted the information from these 144 study results to gather data on the year of publication, the study's regional location, the research methods employed, the classification of the organizations under study, and the benefits derived from applying artificial intelligence in employee recruitment and selection. To make identifying and assessing this research easier, we then classify the benefits of each study outcome by their impact and output on the research company's HRM.

Exploration of Screening Results

The extraction of data from 144 studies indicates a growing tendency in the utilization of conceptual and literature-based research methodologies relative to other methodological approaches. The escalating complexity of issues, the necessity for resource allocation in research, the convenience of digital data and information retrieval, and the demand for the formulation and implementation of more robust theories and literature are fundamental reasons for the rising prevalence of research employing conceptual and literature-based methodologies (Creswell, 2014).

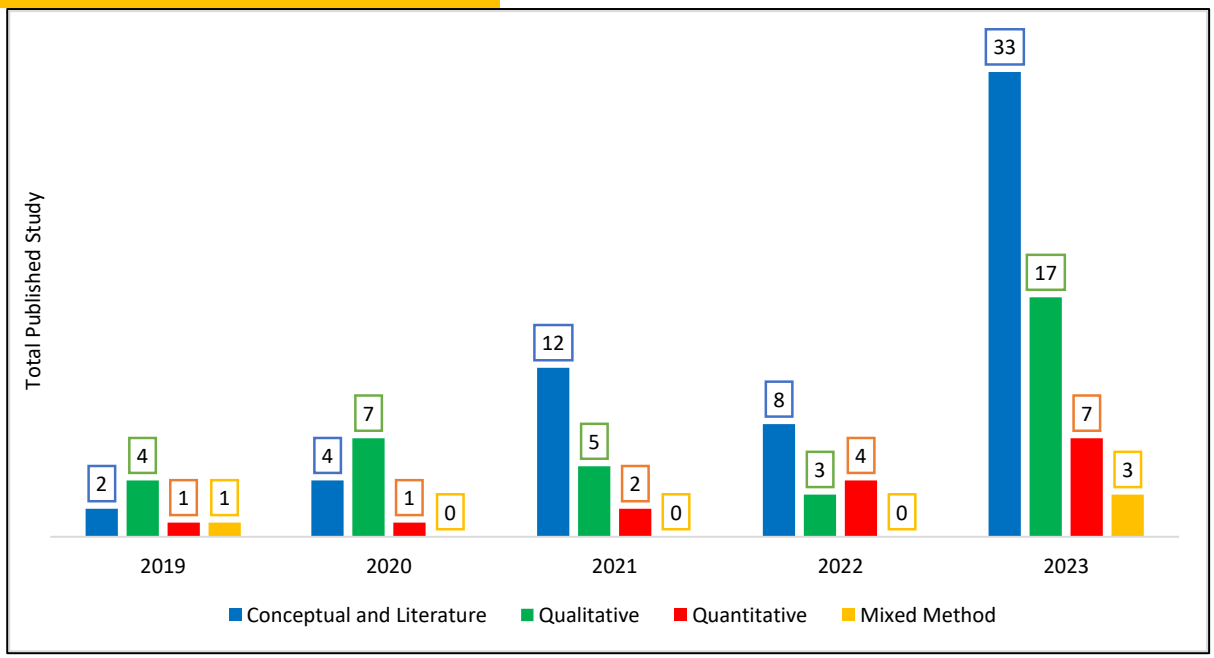

Figure 4. Trend of Research Method with AI in Recruitment and Selection as the Main Topic

Among the 144 study results examined in this research, it is evident that the preponderance of studies regarding the application of AI in human resource management, particularly in candidate recruitment and selection, were undertaken in India, totaling 37 instances (25.5%). India is becoming more literate, its education system is getting better, its people are creative and resilient, the country is open to new technologies, and the government is strongly supporting digital progress. All of these factors encourage researchers to look into how artificial intelligence can be used in many areas, including human resource management (Universitas Pendidikan Nasional, 2023).

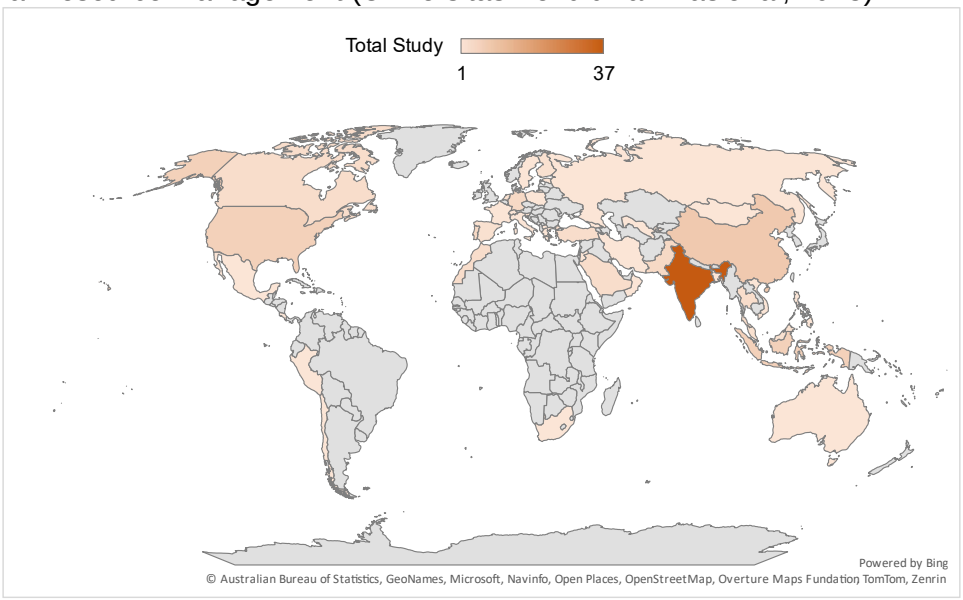

Figure 5. The Distribution of Country that Observed in the Study

Upon further examination, this analysis reveals that the most frequently investigated sector for the application and integration of AI in candidate recruitment and selection is the "Management of Companies and Enterprises," which accounts for 80.7% of the topics. This finding is not unreasonable. The rapid and tumultuous dynamics of the business environment; the advancement of innovation and the implementation of increasingly intricate and adaptive technologies; unpredictable alterations in policies, regulations, and legislation; shifts in leadership styles and organizational culture; the intensifying pressure of global volatility; the demand for social responsibility and ethical practices in

business; the necessity for real-time and precise data analysis, performance measurement, and decision-making; alongside the diverse threats of crises and uncertainty, elucidate the rationale behind the proliferation of studies in the "Management of Companies and Enterprises" sector (Robbins & Coulter, 2015). Therefore, it is understandable that the business is confronted with challenges related to its readiness, efficiency, and flexibility in providing exceptional, innovative, and flexible human resources. The process and responses begin with the recruitment and selection phase.

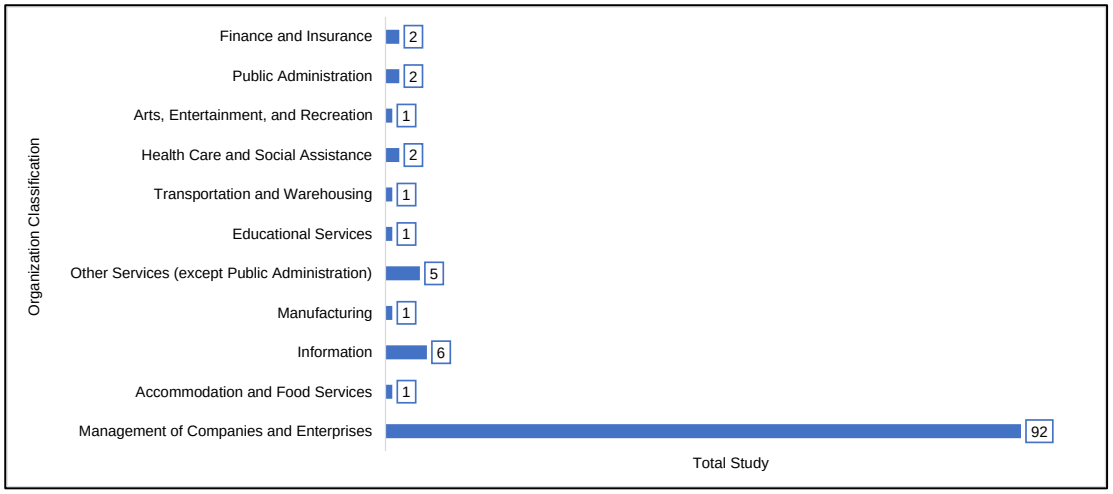

Figure 6. The Organization Classification that Observed in the Study

The use of AI in candidate recruitment and selection generally provides convenience for its users. It enables the process of massively disseminating job vacancy information, searching through CV and social media data, and also interacting with candidates through chatbots in a humanistic and specific manner, thereby increasing the chances of finding the right candidate (Votto et al., 2021). In order to find employees with the best competencies for the job roles and responsibilities set in the company now and the organization's needs in the future, the AI system is also able to analyze candidate resumes, compare, and process resume information (Nishad & Gurav, 2019). This study reveals that the implementation of AI in candidate recruitment and selection not only enhances the smoothness, accuracy, efficiency, and quality of the recruitment and candidate selection process and output but also generates a positive ripple effect that benefits the organization, encompassing both the operational aspects of HRM and the organization's strategic goals. The most significant impact of AI's success lies in its ability to accurately predict the future needs of the organization (96.5% of the topic). These future needs involve anticipating candidate requirements as the organization grows, enabling more robust review and preparation of recruitment and selection decisions.

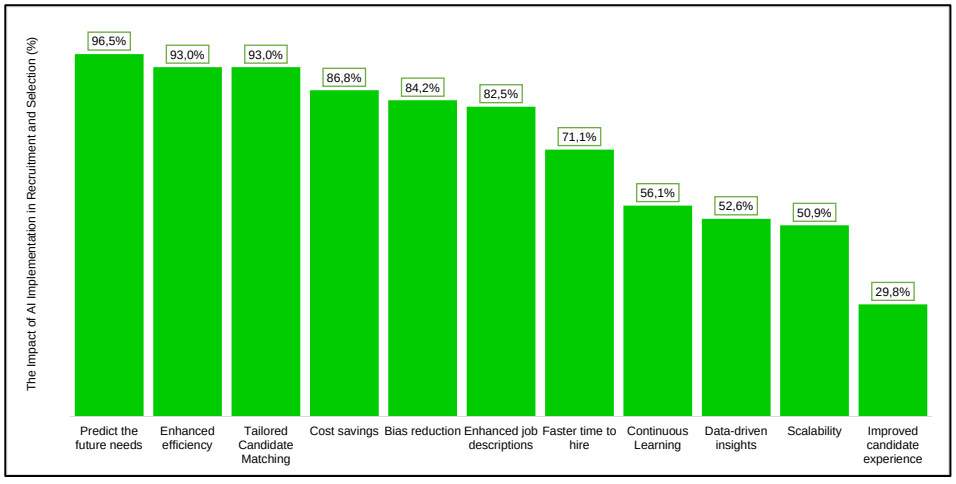

Figure 7. The Trending Topic of AI's Impact on Recruitment And Selection

Additionally, this AI integration can significantly enhance efficiency and accuracy (93.0% of the topic) in the execution of administrative roles and tasks. The organization can optimize this benefit to enhance the adaptability and competence of its existing human resources, thereby positively impacting its operational and strategic success. Despite the significant funding required for AI integration, this study's analysis (86.8% of the topic) reveals that AI can yield significant savings for organizations. Another intriguing benefit of AI is its ability to assist organizations in planning to reduce employee competency gaps in the short, medium, and long term (56.1% of the topic). Information on competency gaps and candidate behavior obtained from the results of this AI work is very valuable input for organizations in designing specific and appropriate training and career development needs according to the long-term strategic needs of the organization. (Nishad & Gurav, 2019).

Obstacles and Challenges that Need to be Anticipated

The intricacy and flexibility of AI integration in HRIS are evidently linked to the caliber of human resource expertise responsible for overseeing the AI. Consequently, HR professionals must obtain new skills and expertise to thrive in the progressively demanding landscape of AI-driven technological disruption (Malik et al., 2020). One form of guarantee that can serve as evidence and a solution to fulfilling this need is the presence of personnel who possess professional expertise certificates and are capable of explaining and taking responsibility for all their work and competency (Rusilowati et al., 2016). Furthermore, the integration of AI indirectly necessitates the availability of HR professionals who are more dedicated to activities that emphasize the use of soft skills, transparency, equity, and data privacy, as well as the exploration of HRM development and organizational strategy (Jatobá et al., 2023). Moreover, it is crucial to prepare for the substantial time and financial investment necessary for enhanced AI integration in HRM, enabling it to facilitate consistently accurate decision-making aligned with human resource recruitment strategies and requirements (Rizwan Khan et al., 2023). The management of the data bank's reliability must also support this need, ensuring that the output is consistently accurate, clear, and free from habits (Achchab & Temsamani, 2022).

Despite the numerous promising benefits of AI, the final decision-making process still requires human intervention. We do this to guarantee that the AI-powered work process aligns with the organization's needs, particularly in evaluating candidates' responsiveness in character, psychology, social ethics, and empathy (Johansson & Herranen, 2019). Additionally, AI capabilities frequently fall short of addressing the requirements for executing increasingly intricate activities in human resource management. Furthermore, professionals remain hesitant to implement substantial and radical changes in actual HRM practices, coupled with apprehension and skepticism regarding the potential for AI to fully supplant all human roles and responsibilities (Costa et al., 2023).

CONCLUSIONS

Based on this study using the SLR method, we can draw a number of conclusions about how much AI affects the hiring and selection of candidates. AI can not only make the roles and tasks of recruitment and selection more effective, but it can also give organizations other benefits when they use it. Recruitment and selection, as integral components of Human Resource Management (HRM), play a crucial role in ensuring the availability of superior, creative, and adaptive human resources. This, in turn, provides organizations with a competitive advantage and success in navigating the increasingly turbulent and complex business world.

In general, this intelligent digitalization significantly enhances the smoothness, accuracy, efficiency, and quality of the recruitment and selection process and its output. But not only that; there are a number of other benefits that can also be advantages for organizations that integrate it. Organizations can predict future needs with ease, enhance employee roles and functions, and implement training and development programs that align with the organization's strategic needs and sustainable business model..

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