

Report On

AI in Talent Acquisition Process: Exploring the Balance between Automation and Human Touch in Hiring at HumanX Technologies Ltd.

By

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An internship report submitted to the BRAC Business School in partial fulfilment of the requirements for the degree of

Masters of Business Administration

BRAC Business School BRAC University March, 2025

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Declaration

It is hereby declared that

1. The thesis submitted is my/our original work while completing a degree at BRAC University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Date: 16th March, 2025

Dr. Nusrat Hafiz

Assistant Professor & Director of WEC,

BRAC Business School

Subject: Submission of Internship Report

Dear Ma'am,

This is my honor to inform you that I am submitting my internship report on “AI in Talent Acquisition Process: Exploring the balance between Automation and Human Touch in Hiring at HumanX Technologies Ltd.”. This is an incredible experience for me to work under your supervision and I would like to show my gratitude towards you for your support you have given in the entire internship period. I am sharing my my report and I have given my best effort to finish this report with relevant information and significant proposition.

From the bottom of my heart, I would like to express my gratefulness and thanking you for guiding and helping throughout my internship period. I believe that this report will meet up your expectation and achieve the desired outcome.

Sincerely Yours,

Jannatul Ferdous

ID: 23164009

BRAC Business School

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Executive Summary

The study explores the impact of AI driven Talent Acquisition (TA) process at HumanX Technologies Ltd. by focusing the balance of automation and human engagement in the recruitment process. AI has significantly played a role of enhancing efficiency by reducing hiring time, cost and accurate candidate screening process. The automated evaluation system with AI enabled resume screening, predictive analytics have streamlined the hiring process by enabling the HR team to manage high volume or bulk applications more effectively and accurately. Despite having advantage the AI in the hiring process comes with the few challenges which is though AI is good at screening candidates accurately based on skills and qualification but incapacity of assessing human qualities like leadership capacity, cultural fit, adaptability which need the attention of human perspective. Additionally the lack of transparency and feedback left candidates with confusion. To address these challenges HumanX adopts a hybrid recruitment model where screening is done by the automated process for accuracy and enhancement of administrative tasks but the final hiring decision is made by human engagement and human insight. They plan to enhance transparency by including structured feedback to candidates and provide training to HR professionals for better understanding of AI data driven insight as well as include audits to ensure ethical hiring. To conclude, this study shows that AI has significantly created efficiency in talent acquisition but maintaining automation and human judgement is also plays a crucial role in final hiring decision.

Keywords: *Artificial intelligence (AI), Human Resources (HR), HumanX, Automated, Human Engagement*

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Chapter 1: Overview of Internship

1.1 Student Information

Name: Jannatul Ferdous

Student ID: 23164009

Programme: Masters of Business Administration (MBA)

Specializations: Human Resource Management

Department: BRAC Business School

Session: 2022-2025

1.1.1 Internship Information

Period: 3 Months (1st October 2024 – 1st December 2024)

Company Name: HumanX Technologies Ltd. Function: Talent Acquisition & HR Operations

Department: Human Resources

Corporate Head Office Address: House - 112, Road-6, Mohakhali DOHS, Dhaka, Level-6

Supervisor

Name: Sifat Nowrin

Designation: Senior Associate-Executive Search

1.2 Job Description

- Partner with clients as an HR Business Partner to deeply understand their strategic hiring requirements.
- Conduct thorough research on clients' businesses, competitors, and market dynamics through industry mapping.
- Create detailed position descriptions, role criteria, and specification documents.
- Use various sourcing channels to identify and track potential candidates.
- Conduct Competency-Based Interviews (CBI) and Behavior-Based Interviews (BBI) to evaluate candidates for compatibility, cultural fit, and qualifications.
- Facilitate successful negotiations between clients and candidates.

- Coordinate and manage recruitment assessment centers for multinational corporations (MNCs).
- Build and maintain strong client relationships to ensure satisfaction and repeat business.
- Identify and pursue recruiting leads, diligently following up on references.

1.3 Internship Roles According to My Educational Learning

Textbooks provide material that is not the same as real-world experience. Focused Group Discussions, On-the-Job Training, Assessment Centres, Payroll Management, and Recruitment Process are a few phrases that I've heard throughout my graduation and career, especially after majoring in Human Resources. During my work journey I have gained practical experience and worked with every phrase I was familiar with. Because most of the work I do here needs people management skills and it does not exactly line with the curriculum we got. It would be more advantageous to learn people management and negotiation skills rather than to attend presentations.

1.4 Self-Reflection

I'm in a fantastic environment here that helps me advance and improve my effectiveness and skills. Here are a few appealing explanations for why I should remain motivated at work:

- A welcoming atmosphere that promotes my learning attitude and productivity.
- A helpful team that provides me with useful learning resources to enhance my knowledge and skills
- Versatile work opportunities which increased my confidence
- My employer always makes sure that I participate in all operational tasks.
- I can work with a very clear mind because of the work environment
- My coworkers are supportive which encourages me to arrive at work on time and maintain a connection with everyone.

1.5 Difficulties

Since this was my first full-time employment, I found it challenging to become acquainted with my new surroundings. HumanX Technologies' Administrative and Human Resources departments handle a variety of activities simultaneously. Because the employer expects fast

responses, I had to spend some time learning about the nature of multitasking and how to effectively manage my workload. An additional difficulty that practically everyone encountered was the growing pressure created by a shortage of human resources and subordinates. This usually resulted in an overload of work and unfinished business across all departments.

1.6 Recommendations

- Maintain current investment in digital HR technology and augment with AI features to facilitate transformation in HR processes.
- Partner with other HR firms to increase market share in strategic regions. It may also include the supply of several languages in order to broaden the scope of reach and the solutions offered to reach out to more clients.
- Offer internships and use formal job postings to improve recruitment efficiency.
- Encourage new employees to join the team through meetings and calls.
- Provide professional services such as hiring solutions to help businesses improve their employer branding, social media marketing, and employee advocacy programs.
- Collect client input to improve and innovate your services.

Chapter 2: Organizational Part

2.1 Introduction:

HumanX Technologies Ltd., a Bangladeshi firm, rose to top in the HR technology sector by 2022. HumanX Technologies offers to customers all over creative and tech-driven HR solutions. Among their specialities are consulting, executive placement, payroll handling, outsourcing, and training. The automation solutions for human resources and related business processes help companies to accomplish more with less effort. The 360° HR solutions of HumanX help companies to handle all their HR requirements on one digital platform and that can enable sustainable and scalable development.

2.2 Organization Overview:

2.2.1 Brief about the Organization

Globally offering CONSULTANCY, EXACTIVE PLACEMENT, TRAINING, PAYROLL MANAGEMENT, and outsourcing solutions, HumanX Technologies Ltd. is an HR Technology Company based in Bangladesh. 2022 saw its establishment. Our 360° solutions enable HR to be empowered and assist businesses automate HR operations and related business for better effectiveness. Our solutions allow the organisations to access and manage all their HR needs from a single digital platform, resulting in a sustainable and scalable business. The objective is to unleash human potential to produce benefits which are driven from Technology Led HR Consulting and HR Services.



Fig 1: HumanX Technologies Ltd. Logo

2.2.2 Mission:

The mission of ZHumanX is through consulting, executive placement, training, payroll administration, and outsourcing, our goal is to assist companies all around with outstanding HR technology solutions that simplify operations, increase worker skills, and propel corporate achievement.

2.2.3 Vision:

The vision of HumanX is to be the pioneer in HR technology, transforming businesses' handling of human resources by providing innovative, pragmatic, and scalable solutions allowing staff members to realise their best potential.

2.3 Management Practices

2.3.1 Leadership Style and Organizational Structure

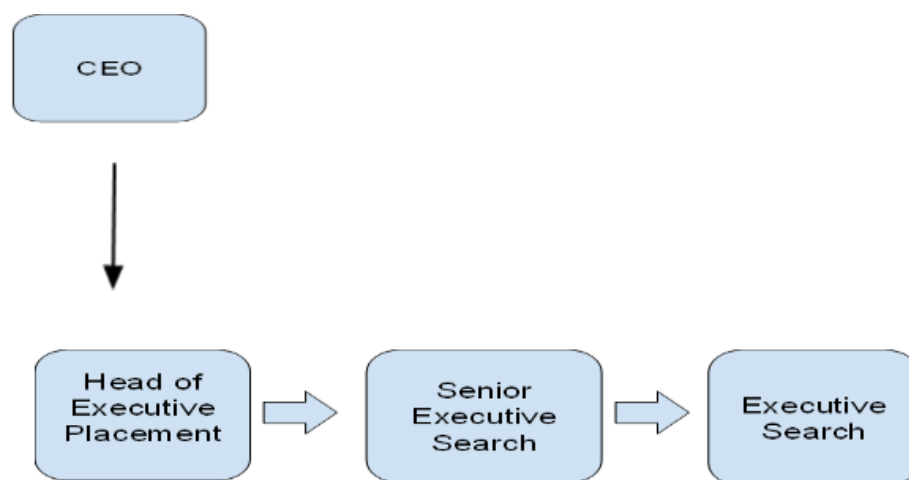


Fig 2: Management Hierarchy of HumanX

From the picture below, the organizational structure is clearly centralized power authority with a strict hierarchy. The CEO sits at the top; he directly controls the Head of Executive Search team, who oversees the Senior Associate, Associate of the Executive Search team. This organizational structure suggests a one way decision-making hierarchy starting with the top leadership and flowing down the various levels of organization.

2.3.2 HR Department

In order to ensure that the organization's people and teams are aligned with the job and cultural purposes, Human Technologies Ltd. has a human resources department that is both functional and dynamic. This department oversees the organisational culture through orientations and encourages the organization's values and identity of its employees. This department's goal is to ensure that the organization's people and teams work together effortlessly and cohesively. The process of recruiting new employees and fostering their professional growth is referred to as "human resource management." In this particular scenario, the key objectives of the human resources team are to determine the staffing requirements of the company, to match eligible candidates with open jobs, to conduct in-depth interviews, and to make final choices regarding hiring. Following this, it is responsible for handling the factory's human resources needs, resolving any concerns that are related to HR, and working on employee onboarding, retention, as well as training and development in order to assist employees in reaching their full potential and meeting the requirements of the firm. Additionally, it works towards the ultimate clearance or termination of job possibilities. The following positions fall within the purview of this human resources department:

- Talent Acquisition and retention
- Assessment Centre Project
- Training & Coordination
- Payroll & Compensation Management
- Employer Branding
- Talent Mapping
- Administration
- Employee relations & well-being

2.3.3 Recruitment & Selection:

Step 1: CV screening The procedure begins with the distribution of a job advertisement, calling upon job seekers to send in their resumes. Many HumanX Technologies obviously get these

CVs from within their own company, while others get them from other areas or from different companies. While external sourcing means applying through the internet, internal sourcing is leveraging an employee referral system to find appropriate individuals. AI-powered application tracking systems (ATS) also automatically scan and filter resumes depending on pre-defined criteria including work experience, qualifications, and talents. Once CVs arrive, the HR Talent Acquisition Team meticulously sorts through and reduces the applicants to whoever meets defined criteria.

Step 2: Preliminary Interview: The interviews will be performed by the relevant functional manager and the Talent Acquisition manager when the candidates proceed to the preliminary interview stage. This is the first stage in determining the candidate's fit for the post. Before an interview, a candidate's knowledge and abilities might be further assessed with a written test taken offline. Only should they perform well here, will they be invited to advance to the following round.

Step 3: psychological tests, or Psy tests: The psychometric tests (Psy) that follow are likewise available online. Here, artificial intelligence uses candidate responses to modify the difficulty level of questions, therefore offering a more accurate evaluation. Two sections define this assessment:

Behavioural Test: This assessment emphasises on the candidate's behaviour and character; it checks whether the person is a suitable fit for the firm.

The candidate's reasoning, thinking, and depth of understanding of the contents are also tested on the cognitive test. It is meant to evaluate the candidate's brain capacity with respect to their probability of problem solving.

Candidates who passed the Psychometric test with a high score are invited to an assessment centre. This particular level also involves an individual case study when a team integration and role play is offered to the candidates for their assessment. Furthermore, candidates engage in targeted group discussions which help the Talent Acquisition Team to evaluate in groups the participants' teamwork, communication, and problem-solving ability.

Step 4 (Final Step): Review and Formalities Final Thought The Talent Acquisition Team invites the candidates that pass the assessment centre to the last stage. These comprise medical tests, management interviews, and document furnishing including, if any, certificates of

education and clearance certifications from former companies. After weighing all these factors and accumulating the overall result only the best performed applicants are offered to join HumanX Technologies Ltd. to supply the company with a highly qualified team most appropriate for it.

HumanX Technologies Ltd. can be sure that every phase of the hiring process is in line with its commitment to quality by means of this methodical approach, so ensuring the employment of outstanding people who will be the main source of success for the firm.

2.3.4 Administration

Following this, the administrative team will hand out business cards and identification cards, bring presents for newly hired staff members, and respond to any queries that the newly hired employees might have regarding computers. Additionally, before they start their first day at work, you should make sure to establish a welcoming atmosphere for them. Every single month, there is a birthday party for each and every employee whose birthday falls inside the particular month in question. During these exceptional circumstances, individuals, including the Chief Executive Officer, interns, and secretaries of the organisation, are welcomed immediately. The administrative team is in charge of managing all of these activities. Every single outgoing communication, including but not limited to making reservations for other locations, organising excursions, and maintaining relationships with any and all partners and contractors. In addition, they are accountable for responsibilities that are associated with the legalisation of businesses, such as the preparation of visas, the acquisition of permits for foreign workers, and the management of all other associated documentation for the business. Provides assistance in the collection of information and paperwork pertinent to these applicants for the departments of Human Resources Operations and Knowledge Acquisition.

2.4 Marketing Practices

Using social media, HumanX maintains official LinkedIn, Facebook, Twitter, and Instagram sites. These sites are absolutely essential for developing brand voice, engaging the audience, and producing leads. The company's social media has news, new products or services, case

studies, and other instructive and fascinating items linked to the industry. Through postings, surveys, and live events whereby business executives and HR professionals are targeted to follow their page, they engage with their fans. HumanX adapts its content approach depending on the audience's always shifting interests in order to track the variations in social media analytics.



Fig 3: Social Media Poster by HumanX

2.5 Financial Performance Overview

HumanX swiftly and drastically improves its financial performance based on the revealed financial data since incorporation has shown profitability in a quite short period of time. The clearly defined financial goals first caused problems as the equity was negative and there was no income to consider. Still, it has been going towards a profitable company with enough liquidity and rising sales.

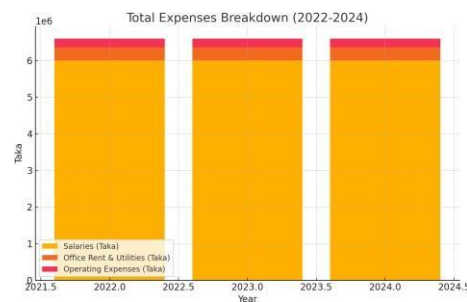


Table 01: Total Expense Breakdown of HumanX

Additionally showing the company's three-year income and net income trend will be this bar graph. In 2022, there is no revenue, and it is in a position to experience a loss.

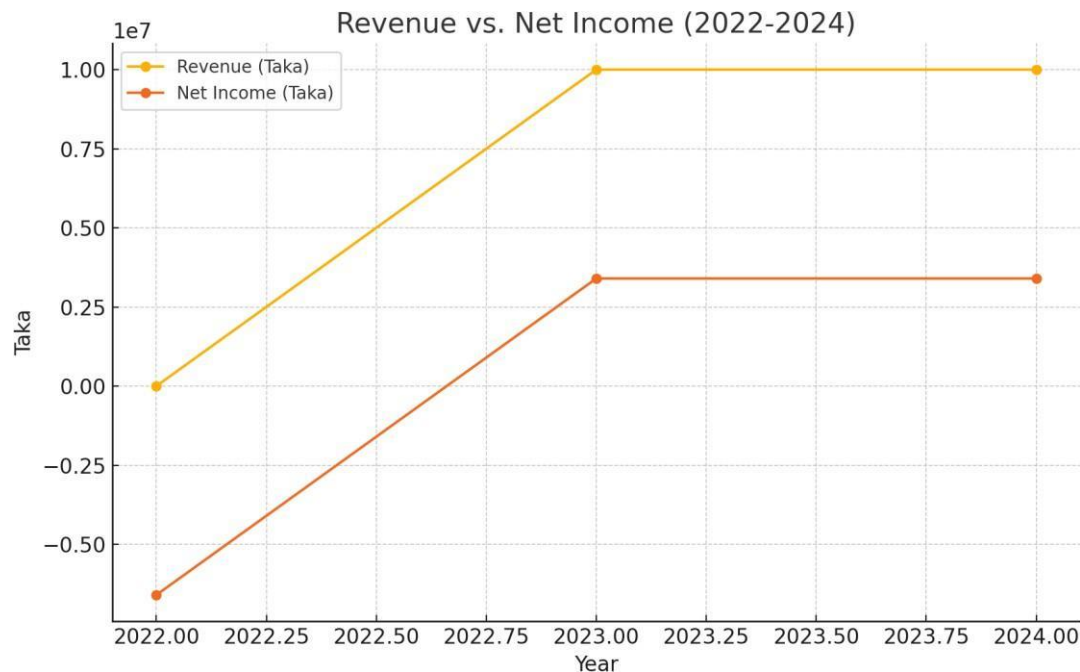


Table 02: Revenue vs. Net income of HumanX

Having a net income of 3.4 million taka annually, the income in two years, 2023 and 2024 will be 10 million taka. With these, the tax policies are not sufficient for the revenue generating of the nation as it may earn 4 million taka annually. Although profitability is still strong, the typically flat income pattern indicates that the company reaches its entire sales on a pretty constant basis.

2.6 Operations Management and Information System Practices

The organisation tracks and manages all facets of human resources using its integrated HRIS system, which is Information about staff, performance, and compliance concerns is kept, analysed, and accessed via this system. HumanX's HRIS helps to conveniently save and retrieve data as well as offers vital information ready for use in making decisions. The system is capable of executing a number of HR operations, including recruitment, onboarding, performance reviews, and managing benefits. Furthermore scalable to enable firm expansion and the massive volume of data produced without compromising system security and performance is HRIS.

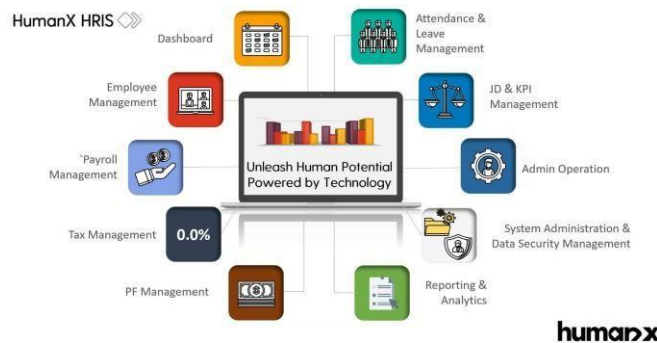


Fig 4: HRIS (Hexa) of HumanX

2.7 Industry and Competitive Analysis:

2.7.1 PORTER'S Five Forces analysis

Fig 5: Porter's Five forces model of HumanX



- 1. Risk of New Competencies: While some of the dangers are low, some are more moderate.**

In Bangladesh, the headhunting and HR services sectors have a quite moderate to highly capitalised level. Actually, compared to other sectors, the capital needed to launch a headhunting company is really minimal. The most crucial issue, though, is another: developing a brand, building a contact base, and—above all—getting credibility among consumers and job seekers. Experience, big networks, and strong clientele have helped companies like Manpowerbd, Enroute, and Grow & Excel establish their presence in the industry already. The new competitors will have to spend more on connection building and promotion, so they will find it difficult to enter the market without something fresh to present.

2. Suppliers have minimal bargaining power:

Regarding headhunting businesses, one may view the "suppliers" as the viable candidates for employment. Bangladesh's workforce and population are huge and growing, hence availability of applicants is not a problem. This lessens the negotiation strength of the candidates, particularly in roles devoid of particular experience. Therefore, large pools of unemployed graduates are ready for companies like Munshi HR and Bangladesh Human Capital to satisfy customer needs, so lessening the influence of any one candidate or group of candidates.

3. Bargaining Power of Buyers: High

Headhunting companies' clients, for example, companies looking for talent also exercise a lot of power. Many companies that provide comparable services on the market let their customers choose between them should they believe they are getting a better value or services from another company. To keep their clients, such businesses as Enroute and Grow & Excel have to learn how to develop and add more services. Furthermore, the availability of digital platforms and employment portals leads to pricing and service standardisation, which offers clients more power in negotiations.

4. Risk of Replace Goods or Services: Moderate:

The elements influencing the threat of substitutes in the headhunting sector are judged as somewhat moderate. In compared with typical sources of job search, including corporate HR departments or internet platforms, headhunting firms might be considered alternatives that give a more concentrated and deeper search. But with the increasing use of artificial intelligence in hiring, this could be a future hazard to headhunting firms since they can be costly and time-consuming.

5. Rivalry in Industry: Strong

In Bangladesh, the headhunting business is rather competitive. Leading companies in the market, Grow & Excel, Manpowerbd, and Munshi HR, are struggling for a lot of well-known customers, which has led to low pricing and ongoing changes in the offered services. As shown in Bangladesh Human Capital, this great degree of competition forces the companies to differentiate themselves by means of elements including quality and speed of their services as well as other value-added services like training centers and CV banks.

2.7.2 SWOT Analysis

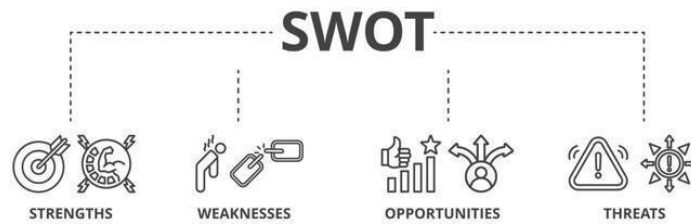


Fig 6: SWOT Analysis of HumanX

Strengths: The Company owns a very effective technical support system; it delivers a complete HR solution on a single digital platform. This connection boosts the efficiency, scalability, and accessibility of the management of HR operations for the clients in their day-to-day business. Furthermore, the CEO and senior executives as well as the leadership team clearly have strategic vision for the company and a great industry experience. HumanX Technologies Ltd. is a firm of reference in the HR sector since their capacity to offer corporate value by means of technology-enabled HR service delivery distinguishes them.

Weaknesses: HumanX Technologies Ltd. is somewhat new as compared to other current rivals as it was started in 2022. This could result in lower brand awareness and, consequently, lower trust among possible customers; they might not be able to compete with the previously existing rivals.

Opportunities: while firms are now looking forward to automating their HR procedures, there is a rising need for an all-encompassing digital HR strategy. HumanX Technologies LTD. has a chance here since it is in a good position to provide the tech-led services to others.

Threats: To investment in HR services include high unemployment rates and a global economic slump, particularly in Bangladesh and other developing nations. HR expenditure is one of the areas that can be cut; businesses might choose to outsource or engage consultants, therefore influencing HumanX Technologies LTD.'s income.

2.8 Recommendations

HumanX Technologies Ltd. should spend in enhancing employer branding services through social media, testimonials, and brand storytelling to improve its talent acquisition process and general business expansion by attracting top personnel and so positioning HumanX in a competitive niche. Dealing with resource management and capacity building is absolutely vital since better training and multitasking skills will increase output and help the company to manage more demanding projects effectively. By means of strategic alliances and partnerships with technology companies, educational institutions, and HR groups, one will have access to innovative recruitment tools and professional training, thereby improving service standards and reputation. Regarding financial strategy, keeping financial vigilance by using profits for expansion while carefully using loans could help with development projects without too great danger. Moreover, content marketing, social media interaction, industry conferences, and success stories will improve marketing and brand recognition and thus establish trust and draw fresh business. By applying these recommendations, HumanX Technologies Ltd. can considerably raise operational efficiency, improve market positioning, and drive sustainable growth.

2.9 Conclusion

Leading HR company HumanX Technologies Ltd. creates cutting-edge solutions to enhance human capital management not just in Bangladesh but also outside. Though a somewhat aged company, it has become well-known for offering a whole spectrum of HR technology solutions that enable companies to become more flexible and effective. HumanX is a great partner for companies trying to expand since it thinks in leveraging technology to release individuals's potential. As a fast-growing corporation, it does, however, have issues that might potentially present chances. HumanX can position itself better in the worldwide HR market by automating important procedures, enhancing employer branding, and creating strategic alliances. Furthermore, improving its compliance system will help to keep its competitive edge. HumanX is redefining companies by merging technology with human solutions, not only acting as an HR service provider. The corporation is still dedicated to empower businesses all around as it keeps innovating and adjusting.

Chapter 3: Project Part

AI in Talent Acquisition Process: Exploring the balance between Automation and Human Touch in Hiring at HumanX Technologies Ltd.

3.1 Introduction

Talent acquisition (TA) is recognized as a continuous HR process to attract qualified professionals that align with a company's larger corporate goals. Finding professionals, leaders, or future executives for your business is a constant process. It usually concentrates on long-term human resources planning and selecting suitable applicants for roles requiring some sort of specialised skill set. Rising demand for highly qualified employees and a hostile employment scene are redefining the fundamental concept of talent acquisition. The work ahead of talent acquisition experts is difficult since it is necessary to guarantee that this is a constant, under observation process. Although many conventional procedures have been changed and improved by artificial intelligence technology in talent acquisition, human connection is still absolutely necessary. The various benefits of artificial intelligence—which include more accurate, efficient, and easy recruitment—help to explain its general popularity. Unlike earlier methods. It lets hiring managers and recruiters evaluate candidates with much more simplicity. Candidate sourcing, screening, job posting, employing remote workers, diversity recruiting, data collecting and onboarding are some of the main sectors of recruitment in which artificial intelligence is utilised (Bilal & Varallyai, 2021).

Assisted intelligence, augmented intelligence, and autonomous intelligence are the three levels of artificial intelligence that are now available. Artificial intelligence has become increasingly essential in the field of human resource management. The term "Assisted Intelligence" refers to a tool that utilises artificial intelligence (AI) to standardise the amount of time spent on tasks that are performed repeatedly at work. The use of chatbots and other technologies based on artificial intelligence is helping employees with a variety of tasks. The technology known as artificial intelligence (AI) enables humans and robots to work together and communicate and make decisions. As a consequence of the introduction of autonomous intelligence, the workplace is currently undergoing a comprehensive revolution. Artificial intelligence technology operates independently and creates results on a subconscious level. Additionally, it gathers and analyses data. (Albert ET, 2019).

The impact that artificial intelligence has on recruitment is particularly significant at a time when businesses are working to enhance the effectiveness and precision of their talent acquisition procedures. In the past, recruitment was a labour-intensive process that involved finding, screening, interviewing, and selecting individuals. This process typically took several weeks, if not up to several months, to finish. As artificial intelligence (AI) has advanced, a significant number of these tasks can now be automated or enhanced by intelligent systems. The recruiting process is being streamlined by AI-driven tools such as automated resume screening, predictive analytics, and chatbot-driven candidate interactions. These tools are enabling human resource teams to manage enormous numbers of applications in a quick and efficient manner.

Artificial intelligence encourages a greater number of job applications and attracts individuals from a wider range of backgrounds; nevertheless, this does not necessarily result in higher-quality employment. A trade-off exists: artificial intelligence makes the process more streamlined and faster, but it also has the ability to diminish the amount of personal interactions that take place between recruiters and candidates. These interactions are essential for establishing relationships and determining a candidate's genuine potential.

The purpose of this paper is to explore the balance between efficiency (transactional tasks) and human connection (relational interactions) in hiring. It discusses how HumanX is using AI to manage recruitment and how they can find a balance between automation and human engagement. Ultimately, the paper aims to understand the impact of AI in hiring, questioning whether it improves the overall candidate experience and talent retention or if it makes hiring too impersonal. The goal is to explore how organizations can effectively use AI without losing the human interactions that make recruitment effective and fair.

3.1.1 Objectives of the Paper

- To analyze the balance between transactional efficiency and relational engagement that result from deploying AI in the talent acquisition process
- To Evaluate AI's Role in Talent Acquisition at HumanX Technologies Ltd.
- Identify Organizational and Operational Impacts of AI in Recruitment

3.2 Literature Review

Because of technology innovation, especially with artificial intelligence talent acquisition (TA) saw radical changes. By means of current solutions that provide faster candidate assessments and guarantee greater selection diversity, the adoption of AI-driven recruiting technologies overtook obsolete recruitment processes (Albert et al., 2019). By processing repeated recruitment processes including applicant acquisition and interview organization allowing HR workers to commit themselves to strategic leadership and personal talents in recruitment, artificial intelligence leads the way in automation. Different opinions on artificial intelligence hiring policies exist since they may undermine human judgment and eliminate human components of the hiring process. By examining its benefits in addition to its challenges and the appropriate mix between machine automation and direct human involvement during the selection stage, the review explores how artificial intelligence changes the recruitment process.

I. Efficiency and Automation of AI in Talent Acquisition:

Talent acquisition has been revolutionized by artificial intelligence, which has made it more efficient and automated. (Bilal and Varallyai, 2021) Artificial intelligence tools are helpful in a variety of tasks, including the recruitment of applicants, the screening of resumes, the posting of job advertisements, the promotion of diversity, the collection of data, and the employment of new employees and by using these tools the hiring process can be simplified and the amount of time it takes to hire someone can be reduced as well as the level of fit to the job may increase.

The evaluation of several resumes is done by Artificial intelligence by using models that process natural language and employ determined factor criteria at fast speed to identify individuals who are qualified. Companies can reduce the selection biases and lower the demand for human employees throughout the hiring process (Gupta & Srivastava, 2020).

Predictive analysis that allows companies to review prior hiring data, AI is also used to make those analytics which enables the human resource departments to identify candidates who have a greater chances of succeeding in the specific roles. However, this boosts the overall quality of the hires that are made (Leicht-Deobald et al., 2019).

Furthermore, artificial intelligence assists in pre-screening, scheduling interviews, and maintaining candidate engagement which also provides the fast solutions to the queries they ask and because of this the process of recruitment is made easier and more seamless for all involved organizations (Dastin, 2018).

II. Balancing between the Automation and Human Touch

Although experts deny that artificial intelligence has the ability to develop, maintain and attract candidate relationships while maintaining high quality of recruitment interactions, scientific studies show that it increases operations pace. The artificial intelligence technology-operated hiring tools show amazing capacity in handling monotonous job duties in the line. However, on the other hand the lack of emotional capacity can cause automated systems to perform insufficiently on complex job assessments. Usually these factors go beyond AI system capabilities that human recruiting employees can evaluate which are candidate motivational traits along with adaptability to culture as well as development opportunities of candidates (Langer et al., 2021),

Data analytics-based first screening systems help recruiters to spend more time on closer personal relationships rather than on ordinary tasks (Bilal & Varallyai, 2021). The efficiency benefits provided by the automation systems can be used without breaking human engagement among employees. Research shows that although candidates value AI conveniences but in terms of making crucial decisions on career they remain committed to human involvement (Kaushik & Guleria, 2020).

III. Diversity in Hiring Process:

Artificial intelligence offers a significant advantage for talent acquisition since it improves processes connected to diversity recruiting. The trained system removes age, gender, and ethnic data for applicant assessments so evaluations concentrate only on performance and qualifications (Raghavan et al., 2020). As it relies on past information or data for that algorithms running on historical biased data provide significant threats to the development of organizational bias (Bogen & Rieke, 2018). Proper maintenance of AI-based recruitment systems includes constant evaluation and optimisation to avoid biased practices and enable inclusive hiring (Hickman et al., 2021).

IV. Challenges and Ethical Considerations:

The several workforce advantages of artificial intelligence in hiring processes nevertheless suffer challenges related to appropriate ethical implementation. When artificial intelligence systems fail to get appropriate calibration, algorithmic bias becomes a major issue since such failures allow the continuance of discriminating employment policies based on Barocas and Selbst (2016). Candidates combined with HR professionals struggle to grasp the basis of such AI decision-making, hence the ability to both understand and explain AI-driven recruiting decisions offers a huge difficulty (Dastin, 2018). Establishing ethical AI deployments now depends on constant monitoring coupled with data inspections and human evaluation together with responsibility processes (Kim, 2022).

Because they cut personal interaction between recruiters and job candidates during the hiring process, the computerised hiring practices generate major ethical questions. Research results reveal that candidates who come across impersonal AI-driven recruitment practices usually view businesses negatively about employee care which reduces their attraction to possible recruits and their work retention capacity (Langer et al., 2021). Companies must create a mix of human and artificial intelligence hiring plans using technology for maximum efficiency and people recruiters to keep personal contacts with candidates.

V. Future of AI driven Talent Acquisition:

Artificial intelligence will turn talent acquisition into augmented intelligence by providing functionalities that are supportive of human decision-making rather than providing automated replacements in the future (Wilson & Daugherty, 2018). Recruiters are able to acquire precise analytical information without compromising their authority to pick new hires through discriminatory decisions thanks to new artificial intelligence tools that have been implemented by organisations. To determine whether or not a candidate is suitable for a position based on their speech patterns and facial expressions, new technologies that are based on artificial intelligence integrate voice analysis with emotion detection software. In order for organisations to successfully implement the technology on a widespread scale, they must first address concerns around data security and privacy (Acemoglu & Restrepo, 2020). It is still necessary

to develop laws that regulate the use of artificial intelligence in human resource operations in order to meet the needs of ethical hiring and data security standards (Kim, 2022).

In Conclusion, Talent acquisition improved with technology, especially AI. AI-driven recruiting technologies with modern assessment solutions for faster candidate evaluations and greater diversity selection replaced outdated recruitment approaches (Albert et al., 2019). AI can automate multiple recruitment cycles, from applicant acquisition to interview administration, allowing human resources workers to focus on strategic recruitment leadership and personal recruitment talents. There are many viewpoints about artificial intelligence hiring systems since they minimise human decision-making and eliminate human aspects of the hiring process. The test compares AI's benefits and drawbacks with machine automation and manual engagement in the selection phase to demonstrate its recruitment process effects.

3.3 Methodology

This paper has adopted a qualitative approach to explore the balance between automation and human touch in the AI driven talent acquisition process at HumanX. The research has used different secondary sources like journals, books and articles. For the primary sources and to collect the data I have conducted interviews of three groups (HR Professionals, Hiring Manager, Candidates) and each group consisted of 3 to 4 people. For the interview and data collection procedure I have used a semi structured questionnaire.

This study used a qualitative method because in the qualitative method it helps to get descriptive and in depth answers from the interviewee which helps to deep drive exploration. Additionally, it is not mandatory to ask structured questions in a qualitative method so based on the need, the interviewer can ask questions out of the questionnaire but related to the topic.

Thematic analysis has been used to analyze and explore the data, and it was chosen because it is consistent with the interpretivism study paradigm (Peterson, 2017). Thematic analysis can extract qualitative data by coding interviews and identifying topics.

3.4 Findings & Discussion

3.4.1 Findings

It is mentioned that the data has been collected from the employees from HumanX Technologies Ltd. by conducting interview and now based on the data the finding and analysis is highlighting below:

Q.1 How has AI impacted your organization's recruitment efficiency in terms of time, cost, and accuracy?

The implication of AI in the recruitment process enhances the efficiency from multiple dimensions like time, cost and accuracy. The HR professionals and Hiring Managers consistently highlighted the points that after implementing AI in recruitment it reduces the time taking for initial candidate screening. Previously it took two to three days to screen CVs but now it took a few hours for the initial screening process. Also, screening thousands of CVs was monotonous, tiring so sometimes it might happen that screeners skip some important highlights or competencies from the Cvs which is important for that particular position. However now the accuracy level is high because they put the competencies and skills they are looking for from the candidates and based on that ATS extract the CVs within minutes so it saves time as well as accuracy level.

From the financial perspective, previously for the job posting, screening, assessment in the traditional way needed a large number of HR teams but now in the automated way fewer people can complete the overall task. So it reduces the cost per head of the company. Again, the accuracy level in reducing the cost of wrong hiring.

However, they also mentioned that though AI is increasing the accuracy level in hiring but sometimes it may overlook the soft skills and cultural fit which required human judgement.

Q.2 Do you think AI has reduced personal interactions between recruiters and candidates? How does this impact the hiring experience?

The recruiters and the hiring managers to some extent agreed that AI has reduced personal interactions between recruiters and candidates to some extent. Nowadays many candidates experience the AI driven screening, chatbot interview and assessment before even engaging with the recruiters. It has mixed reactions. In the recruiter point of view the early stage

recruiting through AI driven strategies help them to deal with the high volume recruitment in a short period of time as well as interact with the suitable candidates in the second stage. On the other hand the candidates' point of view is a bit different than the recruiters. According to the candidates who were rejected the initial AI driven process expressed that the early stage AI driven recruitment make them feel impersonal and transactional because they are not getting the chance to express themselves beyond what is written in their CV.

However, at HumanX recruiters acknowledged this challenge and focused on the importance of balancing automated hence human touch recruitment process. The HR professionals mentioned strategies of AI automated but recruiter led interviews where the recruiter will take the insight from AI but make the final hiring decision based on the human interaction to make sure of the positive candidate experience.

Q.3 AI is often seen as a tool to improve diversity hiring. Have you observed any instances where AI has either helped or hindered diversity and inclusion in recruitment?

The HR professionals mentioned that though AI has the potential to eliminate biases in the recruitment process by evaluating candidates based on the skills, competencies and experience rather than demographic factors like age, gender, and ethnicity. At the same time it is challenging and problematic. Another observation they shared is AI can help in increasing diversity and exclude biases but it cannot fully replace human judgment in ensuring inclusive hiring practices. Few candidates who have the potential and skills that are needed for any specific position but they do not have enough knowledge of making ATS friendly CV they are disqualified at the initial hiring process but if human screen those CVs manually then those candidates have the chance to get shortlisted at the initial process.

Q.4 How do candidates perceive AI-driven hiring processes? Do they feel more valued or detached when interacting with AI-powered recruitment tools?

Candidates' experience in the AI driven hiring process is a mixed experience. Some of the candidates have good experience with the AI driven hiring process because it removes the discrimination during the recruitment process as well as evaluates fairly based on the standardized criteria. Also, AI chatbots are helpful in answering queries quickly and give instant feedback whereas traditional recruitment lacks this. On the other hand some candidates shared frustration because they mentioned AI driven assessment like automated interviews felt unnatural to them and did not allow them to express their personality effectively. They did not

support the replacement of automated interviews without human interactions. The recruiters recognized these issues and underlined the necessity of turning AI driven recruitment more candidate centric.

Q.5 In your experience, how much should AI influence final hiring decisions? Should it serve as a supporting tool or a primary decision-maker?

The professionals and hiring managers strongly stated that in automated recruitment AI should perform as a supporting tool rather than primary decision maker. Although AI is enhancing effectiveness of administrative task, improving efficiency but the final hiring decision needs human oversight.

Hiring managers also emphasized on the fact that AI lacks in assessing some critical aspects like candidate's leadership potential, cultural fit, learning attitude, ethical behavior and adaptability qualities which add value to the long term success of the organization. Therefore, AI can select candidates who are best fit and the paper but final hiring decision should be made by human assessing. HumanX adopts the hybrid approach where AI provide recommendation but final hiring decision made by the recruiters and hiring managers by incorporating both AI assessment and human judgement.

Q.6 What do you see as the future role of AI in recruitment? How should organizations prepare for further AI advancements while maintaining human-centered hiring?

Moving forward Ai will be evolved and will play a greater role than now in recruitment and talent acquisition. HR professionals predict that besides screening and selecting AI will provide predictive insight about candidates' success and workforce planning.

However, while AI will enhance the recruitment process, the hiring managers draw the attention of importance of human touch in the talent acquisition process. Also, organizations should invest in AI transparency so that both candidates and recruiters understand the decision process made by AI. Again, companies should give training to the HR team to ensure that they use AI effectively and maintain ethical practices while hiring.

Q.7 What are the biggest challenges HumanX has faced when integrating AI into the recruitment process?

The challenges that HR professionals mentioned are firstly, to properly operate AI generated recruitment a good amount of investment is needed which companies can not always afford. Secondly, sometimes AI does screening based on the previous historical data which leads to wrong screening. Consequently, sometimes initially candidates are rejected from the screening but they stand out in the exam. Finally, recruiters sometimes do not understand the algorithm of AI driven screening.

Q.8 What strategies or practices does your company use to maintain a balance between automation and human judgment in recruitment?

To ensure the hiring by balancing both automation and human judgement HumanX uses a hybrid method where AI assists for efficiency but the final hiring decision is made by humans. For work efficiency AI used for screening and after that preliminary interview and assessment done by the recruitment managers to balance automation and human interaction in the hiring process.

Where AI is used for candidate screening based on the criteria like skills, experience and qualification. But the candidates have other competencies that is needed for the role like leadership, communication, cultural fit judgement made by the hiring managers by human interactions because AI can not evaluate these competencies in a proper manner.

Q.9 Do you think candidates and recruiters fully understand how AI makes hiring decisions? How can HumanX make AI-driven recruitment more transparent?

Recruiters admitted that sometimes they face complexity to understand the algorithm used by AI. Candidates shared that they do not understand why their CV got rejected and they can not make it throughout the screening process because they do not receive any feedback.

To make the AI driven recruitment transparent HumanX is planning to give training to the HR team so that they can understand the decision making mechanism used by AI and and incorporate feedback option for the candidate with a positive explanation so that it creates trust on their system and help candidates improve their future application by providing a positive candidate experience.

3.4.2 Discussion

Artificial intelligence (AI) in talent acquisition transforming recruitment management by offering both beneficial yet challenging organisational opportunities. This study looked at how artificial intelligence changes personal relationships, diversity recruiting and employer branding and AI decision transparency in hiring procedures. Therefore influencing the efficiency of the recruitment process, based on the research results it comes to a point that companies must create a careful system that effectively uses AI integration and human touch during their hiring practices.

Emphasizing the advantages that organizations are getting from AI driven recruitment are saving time, cost and accuracy. Previously recruiters had to spend a long time for screening and now when the preliminary screening is AI driven now they can do it within a short span of time which helps them to focus on other administrative work and employee engagement. Also, previously in bulk recruitment recruiters had to face challenges due to the large volume numbers of candidates which were tiring for them. But now AI made it easier and they can finish the screening swiftly with the help of AI and move forward to the next stages and make the hiring process faster. In the traditional hiring process it took longer to hire but now they can do it in a short period of time with the help of an AI driven recruitment process. Additionally, from the financial perspective AI driven recruitment lower the cost of companies as previously organizations needed a large number of employee to finish the process but now it can be done with the fewer employees in the organization, so the cost per head is lower than before.

Despite having advantages and efficiency in hiring through AI driven strategies it has few demerits as well. Firstly, the hiring managers acknowledged that AI is excellent when it comes to matching skills based on job description but it may overlook the competencies that are needed in the role like leadership, adaptability, cultural fit for the long term goal and success of the company. Secondly, recruiters sometimes face challenges to find out based on which criteria they then get rejected as they do not get any explanation through AI for the rejection of the CV. Therefore, the perspective from recruiters, hiring managers and HR professionals is that AI can work as a supporting tool but in the decision making human interactions plays a vital role. Also, candidates left with the confusion why they did not make it through the

screening process as they do not get any feedback so the availability of transparency is missing here.

While some of the candidates are satisfied with the AI driven hiring process as it is faster on the other hand some are frustrated because they find it impersonal and feel the lack of human interactions in the hiring process. Instead of representing them in front of video camera within a given time make them feel disconnected from the hiring process, candidates prefer human interactions to explain their skills and qualities.

At HumanX they are using a mix of AI driven and human touch in the hiring process because they believe that human interactions can not be fully replaced by the AI driven recruitment process. Initial screening can make their workload less and make the initial screening process efficient and accurate but making final decisions and evaluating candidate properly human interactions is much needed. Though humanX has some limitations on the AI driven strategy like lack of transparency, investment on AI tool for accurate result and give training to the HR team to understand the insight of AI but they are working on it to make the seamless AI driven recruitment with the touch of human interactions.

3.5 Recommendations

1. **Enhancing AI Transparency and Explainability in Recruitment:** Instead of simply rejecting a candidate CV, HumanX should incorporate AI to explain why the CV got rejected and provide an explanation. The explanation should be personal with structured feedback so that candidates can understand the area of improvement. Additionally, recruiters should be trained to understand the AI algorithm and understand the insight of AI of decision making. For maintaining the transparency candidates should be informed that they are going through a AI driven assessment and how it work in evaluating applications so that candidates do not face any uncertainty with the process and feel more comfortable with the AI driven assessment.
2. **Improving Candidate Experience and Engagement in AI-Driven Hiring:** After the prescreening process by AI, recruiters of HumanX should communicate with the candidates via phone call or email to know the queries from the candidates side and offering reassurance. This will make the candidates feel listened and valued.

3. **Ensuring Ethical AI Implementation to Prevent Bias:** The HR team of HumanX should occasionally audit the AI driven data to investigate if there is discrimination or bias in the candidate selection process. If any bias is detected then AI should be updated with more varied datasets. The development of artificial intelligence systems must integrate several diversified sources of data in addition to previous records at all times because this method assures fairness and eliminates discriminatory decision-making.

3.6 Conclusion

HumanX Technologies Ltd. uses AI in their talent acquisition process to achieve higher operational efficiency through faster recruitment process by reducing time, cost and improving candidate selection accuracy. The AI-based tools in the recruitment process help recruiters to review resumes and perform candidate evaluations which help them handle high application numbers rapidly. The increased efficiency of AI systems enable companies to quickly manage huge application volumes by allowing recruiters to analyse resumes and conduct candidate assessments.

Along with the efficient operational work the AI in the hiring process comes with the biggest challenge which is incapacity of assessing human qualities like leadership capacity, cultural fit, adaptability which need the attention of human perspective. The candidates are unsure since the AI system offers little insight on the process of making decisions. HumanX's recruitment strategies follow the mixed method of automation and human engagement which ensure that human managers choose the final hires with AI-based administrative tasks.

The recruitment process at HumanX should increase candidate transparency along with the evaluation feedback delivery while expanding recruiter involvement through automation systems. Improvement of ethical concerns connected to AI bias and data security needs continuous attention.

In conclusion, although AI has transformed the process of recruitment and hiring but companies should maintain a right balance between automation and human involvement during the hiring process.

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