



Original Article

The Role of AI In Digital Transformation in Talent Acquisition

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Abstract

Artificial Intelligence (AI) is driving digital transformation in talent acquisition across private business organizations by improving sourcing, screening, candidate engagement and data-driven hiring. This study examines the role of AI in digitally transforming talent acquisition using primary data collected from 24 respondents. A quantitative research design with structured questionnaires was adopted. Findings indicate AI significantly improves efficiency, speeds hiring, and enhances recruitment quality, while transparency and human oversight remain important. A balanced human-AI approach is recommended.

Index Terms— Artificial Intelligence, Recruitment, Candidate Experience, HR Analytics

Introduction

Artificial Intelligence (AI) has become a important driver of transformation in recruitment practices within private business organizations. AI-based tools such as resume screening systems, chatbots, and automated interview platforms are increasingly used to streamline hiring processes. These technologies reduce recruitment time, improve efficiency, and support data-driven decision-making. Candidate experience is a critical factor influencing organizational attractiveness and employer branding. It refers to the perceptions and reactions of applicants throughout the recruitment process. While AI enhances operational efficiency, it also raises concerns related to transparency, fairness, and reduced human interaction.

This study aims to assess candidate experience with AI-based recruitment systems and understand how AI influences different stages of the hiring process.

Objectives

1. To evaluate candidate experience with AI-based recruitment
 2. To analyze the role of AI in different recruitment stages
 3. To assess fairness, transparency, and usability of AI systems
- To identify the importance of human involvement in recruitment

Methodology

This study adopts a quantitative research approach using a descriptive research design to examine candidate experience with AI-based recruitment in private business organizations. Primary data were collected through a structured questionnaire distributed to individuals who have experienced AI-driven recruitment processes. A total of 24 respondents were selected using a convenience sampling technique. The questionnaire was designed using a 5-point Likert scale to measure key variables such as fairness, transparency, usability, and overall candidate experience. The collected data were analyzed using descriptive statistics, including mean scores and percentages, along with correlation analysis to examine relationships between variables. The study focuses on understanding how AI influences different stages of recruitment, particularly its dominant use in initial screening and reduced use in final decision-making.

Data Analysis and Interpretation

A. Demographic Profile

Category	Frequency	Percentage
Male	14	58%
Female	10	42%

The data shows that the majority of respondents are male (58%), while female respondents constitute 42%. This indicates a relatively balanced representation, though male participants are slightly higher.

All respondents (100%) have experienced AI-based recruitment, confirming that the sample is relevant and suitable for analyzing candidate experience with AI systems.

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C. Perception of AI Recruitment (Likert Scale)

Statement	Mean Score
AI is easy to use	4.1
AI recruitment is fair	3.5
AI improves efficiency	4.3
AI lacks transparency	3.8
Human interaction is important	4.5

The mean scores indicate that respondents generally perceive AI recruitment as efficient (4.3) and easy to use (4.1). However, moderate scores for fairness (3.5) and transparency (3.8) suggest some concerns. The high score for human interaction (4.5) highlights its continued importance.

D. Stage-wise Use of AI in Recruitment

Recruitment Stage	AI Usage	Frequency	Percentage
Initial Screening (Filtering & Shortlisting)	High	20	83%
Mid-level Process (Assessments/Chatbots)	Moderate	15	62%
Final Selection (Interviews/Decision)	Low	6	25%

The results show that AI is predominantly used in the initial screening stage (83%), moderately used in mid-level processes (62%), and minimally used in final selection (25%). This confirms that organizations rely on AI mainly for filtering, while human involvement increases in later stages.

E. Interpretation: The analysis indicates that AI is widely used in the initial stages of recruitment, especially for resume screening and candidate filtering. However, as the

F. Correlation Analysis

Variables	Correlation
Transparency vs Experience	0.62
Fairness vs Experience	0.68
Usability vs Experience	0.71

The positive correlation values indicate that transparency, fairness, and usability have a strong relationship with candidate experience. Among these, usability shows the highest influence, suggesting that ease of use plays a key role in shaping candidate perceptions.

Results And Discussion: The findings reveal that AI significantly improves recruitment efficiency, particularly in handling large volumes of applications during initial screening. Most respondents confirmed that AI is primarily used for filtering and shortlisting candidates. However, AI usage declines in later stages, where organizations prefer traditional recruitment methods such as interviews and human evaluation. This shift highlights the importance of human involvement in assessing soft skills, communication abilities, and cultural fit. Although candidates appreciate the speed and convenience of AI, concerns about transparency and fairness reduce trust. Therefore, combining AI with human decision-making is essential to improve candidate experience.

Findings

- AI is predominantly used in **initial recruitment stages**
- AI is effective for **resume screening and filtering**
- Traditional methods are preferred in **final selection stages**
- AI improves efficiency and usability
- Transparency and fairness remain concerns
- Candidates strongly prefer **human involvement in hiring decisions**

Conclusion: AI-based recruitment is transforming hiring practices in private business organizations. While AI enhances efficiency and simplifies early-stage recruitment processes, it cannot fully replace human judgment. The

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recruitment process progresses, organizations rely more on traditional human-based methods, particularly during interviews and final decision-making.

This reflects the adoption of a hybrid recruitment model, where AI improves efficiency in early stages while human judgment ensures fairness and better evaluation in later stages.

study concludes that AI is most effective in initial filtering stages, whereas traditional methods remain essential in final decision-making. A hybrid recruitment approach combining AI and human involvement is crucial for improving candidate experience, trust, and organizational outcomes.

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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