

A SYSTEMATIC LITERATURE REVIEW ON RECRUITERS' ATTITUDE IN AI-DRIVEN RECRUITMENT PROCESS USING THE PRISMA FRAMEWORK IN IT & ITES SECTOR

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ABSTRACT

Artificial Intelligence has been implemented in recruitment process by many organizations to enhance its effectiveness. This paper explores the adoption of artificial intelligence (AI) technologies and its impact on recruitment in the IT and IT-Enabled Services (ITES) sectors. It also focuses on recruiter attitudes and improvements in organizational efficiency gains. Using models to understand the behavioral and attitudinal aspects of AI adoption among recruitment professionals.

Methodology: *A systematic literature review (SLR) was conducted using PRISMA framework. The databases like Scopus, ScienceDirect etc. were searched systematically for peer-reviewed journal articles which are published between 2019-2025.*

Findings: *AI-powered recruitment tools enhance operational efficiency to a more significant extent such as 75% of time reduction due to automation in resume screening, candidates' matching, and interview schedules. The adoption of AI by recruiters is influenced by factors such as perceived usefulness, perceived ease of use, loss of human touch, algorithmic bias, and ethical concerns, which collectively shape their attitudes toward adopting AI technologies in recruitment.*

Conclusion: *The organizations must balance recruitment with technological efficiency by developing human-centric principles. It is important for the organization to provide AI training programs, transparent AI systems, and ethical frameworks for successful implementation.*

Keywords: AI In Recruitment, Artificial Intelligence, Recruiter Perception, Recruiter Attitude, Algorithmic Bias, Talent Acquisition Management.

INTRODUCTION

Artificial Intelligence (AI) technology, including automation, robotics, natural language processing, and machine learning, are rapidly changing how businesses operate (Kandasamy & Swarnamalyaa, 2024). It has the potential to transform operational methods and competitive models. Application of AI go beyond automation (Romeo & Lacko, 2025).

The recruitment industry across the globe has undergone significant change and it was driven by technological innovation. Usage of AI tools in recruitment process has emerged as

a disruptive force (Budhwar et al., 2022). The Recruitment Industry using AI tools is valued at USD 661.56 million in 2023, is projected to increase USD 1,119.80 million by 2030, implying a CAGR of 6.17% (Pan & Froese, 2023).

This exponential growth is particularly observed IT and ITES Sectors since there is a demand for hiring specialized talent, which requires processing volume of applications. Almost 45 to 60% of IT/ITES organizations have implemented some form of AI in recruitment process when compared to 35% of organization in other industries (Tanantong & Wongras, 2024).

AI tools in the recruitment process constitute resume parsing using machine learning algorithms, chatbot interactions with candidates by natural language processing(NLP), using predictive analytics to forecast the candidate's success and analyse video interviews (Albert, 2019). These innovations revolutionize the time-consuming, manual, limited scalability, and subjective decision-making traditional recruitment process (Lin & Kim, 2007).

Despite these technological capabilities, AI adoption is influenced by recruiters' attitudes, their acceptance and behavioural intentions have not been explored extensively. The IT/ITES sector are facing talent shortages, which has to employ millions of professionals within short duration of time and thus represents a necessity to investigate AI-powered recruitment dynamics (Zheng et al., 2024).

Although AI tools enhance the effectiveness of recruitment, many organizations face significant challenges in successfully adopting them. Studies show that between 35 to 45% of companies have implemented AI tools in their recruitment process, and also found that there is some resistance among recruiters (Koechling, Wehner& Warkocz, 2023). This resistance arises from fear of technological displacement, anxiety about losing the "human touch" in candidate evaluation, scepticism in algorithmic accuracy, and ethical concerns about bias (Pan et al., 2023).

This is persistent in the IT/ITES sector, where organizations implementing AI tools struggle with internal acceptance among recruitment teams. Furthermore, despite claims of efficiency improvements ranging from 30% to 87% cost reduction, lack of empirical evidence is apparent which is linking specific efficiency metrics to recruiter attitudes (Ore & Sposato, 2022).

Existing research mainly focuses on candidate experiences towards AI tools or organizational outcomes thus creating a knowledge gap regarding the recruiter's perception and attitudes towards AI tools. Understanding recruiter attitudes is significant as negative

perceptions lead to avoidance, selective usage, or implementation failures regardless of its benefits (Zahedi Nejad, Sabokro & Oikarinen, 2024).

Research Questions

RQ1: What is the literature available to understand the recruiters' attitude and organizational efficiency with the application of AI systems in recruitment process in IT and ITES sector?

RQ2: What are the key factors influencing recruiter attitudes toward AI in recruitment process in the IT and ITES sectors?

RQ3: What are the barriers and challenges hindering AI adoption in recruitment practices?

Research Objectives

To systematically review and synthesize existing literature on AI adoption in recruitment process using PRISMA framework.

To develop a comprehensive conceptual framework on recruiters' attitude on AI tools and organizational outcomes in AI recruitment process within IT& ITES industry.

To evaluate the scholarly the barriers & challenges in implementing AI tools in recruitment process within IT & ITES industry.

Significance of this Study

This study makes contributions to theory development as well as practical application. In theory, several models and other relevant concepts are extended to the particular case of AI-driven recruitment including specific variables such as recruiters' attitude and perceptions, trust in algorithms, ethical issues or dynamics between humans and AI. In practice, it offers IT/ITES companies an evidence-based insights for change management strategies, training programs and the system implementation approaches that will enable even higher levels of technological effectiveness and human acceptance.

LITERATURE REVIEW

Artificial Intelligence in Recruitment & Selection Process: An Overview

Definition

Application of AI tools in recruitment process refers to application of technology which has the ability to learn, analyze, take decisions autonomously at different stages of recruitment process (Lakhangaonkar & Ubale, 2021). There are many domains and sub-domains in AI technologies like NLP for resume analysis, machine learning for pattern recognition, and chatbot communications to provide timely inputs for candidates, predictive

analytics for forecasting the recruitment needs successfully, and computer vision to analyze the non-verbal cues during the video interviews (Pizzi, Scarpi & Pantano, 2021).

The definition also implies that AI systems enhance human decision-making capacity rather than replacing the Human interventions completely (Glikson & Woolley, 2020). This distinction is very important for understanding recruiter attitudes, as many frameworks suggests AI as a collaborative or supportive tools rather than replacement threats (Rogers,2003).

Evolution of AI Technologies in Recruitment

The evolution of AI technologies in recruitment can be analysed through four distinct phases. First-generation systems (2010-2015) focused on keyword matching and parsing the resume using automation. Second-generation platforms are observed from 2015 to 2018, which had incorporated machine learning algorithms to rank the candidates based on how well they match the job requirement (Candidate Ranking) and predicting the candidate's success in their respective role (predictive scoring).

Third-generation tools (2018-2022) introduced tools like AI chatbots and virtual recruitment assistants which are able to have conversations with candidates (Van Esch Black & Ferolie, 2019). The current fourth generation systems from 2022 to present highly leverages on sophisticated generative AI models like GPT to create job descriptions, have personalized communications with the candidates and conduct preliminary interviews (Thakur, Hinge & Adhegaonkar, 2023).

This trajectory of recruitment evolution reveals that there has been an increasing complexity and sophistication of technology which has impacted the user acceptance and usage. Earlier systems required minimal training, while contemporary platforms demand substantial learning investments, influencing perceived ease of use (Davis & Granić, 2024).

AI Applications across Recruitment Stages

The AI tools can be used in broadly 6 different recruitment stages:

Candidate sourcing - AI-powered tools analyze the profile of candidates from vast databases from different sources of recruitment like job portals, social media and professional network. These tools identify the candidates which matches with job description to align the skills with job requirements (Dijkkamp, 2019). Studies report that there is reduction of 40-60% in sourcing time when compared to manual sourcing methods (Sen, Kadam & Kumar, 2023).

Resume Screening – The resumes received through the sources will be screened using machine learning algorithm by extracting the information from resumes and matching with the predefined criteria. The advanced systems use natural language models for resume screening which is beyond keyword matching (Cardoso, Mourão & Rocha, 2021). Many research indicates that there is 75% of reduction in screening time and also there is 40% of improvement in candidate quality scores (Horodyski, 2023).

Candidate assessment - Assessment of candidates are administered by AI tools to evaluate the skills, knowledge, ability through tests, cognitive assessment and personality inventories like MBTI/BFI. Using predictive models, AI can analyze and forecast the person-job-fit, job performance and cultural fit (Albassam, 2023).

Interview Scheduling – AI scheduling assistants automatically coordinate interview scheduling by checking the suitable time among multiple stakeholders, handle conflicts & preferences. These tools help HR professionals in reducing 60-70% of administrative tasks (Choudhary, 2022; Barney, 1991).

Video Interview Analysis – During the video interview, AI tools analyse the verbal content, body language, facial expression and communication pattern with comprehensive speech analysis technologies (Al-Alawi et al., 2021). However, there is a risk of ethical concerns related to data privacy and bias among the candidates (Berg, Buffie & Zanna, 2018).

Candidate engagement – to engage the candidates, organizations are implementing chatbots and virtual HR assistants by providing information, answering the queries, updating the status in a personalized manner (Akram, Buono & Lanzilotti, 2024). Research shows that about 30% of improvement in candidate experience by using AI-tools in engagement.

Theoretical Background

To develop the conceptual framework, many models were analysed to understand the variables related to recruiters' attitudes and perception towards the AI tools. Below is the list of models with brief description and its key variables TABLE 1:

TABLE 1 Theoretical Background			
Model	Author(s) & Year	Key Variables	Description

Technology Acceptance Model (TAM)	Davis (1986, 1989)	- Perceived Usefulness (PU) - Perceived Ease of Use (PEOU) - Attitude - Behavioural Intention	Map recruiters' attitudes toward AI tools: PU (faster screening, bias reduction) & PEOU (ease of learning AI platform). Links directly to adoption.
Unified Theory of Acceptance and Use of Technology (UTAUT/UTAUT2)	Venkatesh et al. (2003, 2012)	- Performance Expectancy - Effort Expectancy - Social Influence - Facilitating Conditions (+ Hedonic Motivation, Price Value, Habit in UTAUT2)	Recruiter adoption may depend on peer influence (industry trend), organizational support, and usability. Explains variance beyond TAM.
Diffusion of Innovation (DOI)	Rogers (1962; updated 2003)	- Relative Advantage - Compatibility - Complexity - Trialability - Observability	Helps explain speed & extent of AI adoption in IT/ITES recruiters. Adoption varies based on perceived fit with existing recruitment practices.
Technology Readiness & Acceptance Model (TRAM)	Parasuraman (2000); Lin et al. (2007)	- Optimism - Innovativeness - Discomfort - Insecurity	Explains individual recruiter differences: Some embrace AI, others resist due to insecurity (fear of job loss/bias). Useful to justify psychological moderators.
Technology-Organization-Environment (TOE) Framework	Tornatzky & Fleischer (1990)	Technological Factors, Organizational Factors, Environmental Factors	Allows inclusion of organizational readiness (AI infrastructure, management support) and market competition as external drivers of adoption.
Socio-Technical Systems (STS)	Trist & Emery (1951–1960s)	- Technical subsystem - Social subsystem - Joint optimization	Justifies why AI adoption alone doesn't ensure efficiency. Must align recruiter skills, organizational policies, and AI tools for efficiency.
Resource-Based View (RBV)	Barney (1991)	- Organizational Resources - Capabilities - Competitive Advantage	Justifies efficiency outcome link: AI + recruiter skill + organizational data = strategic recruitment advantage in IT/ITES.

Algorithm Aversion / Appreciation	Dietvorst, Simmons & Massey,(2015, onwards)	- Algorithm Trust - Transparency - Error tolerance	Explains variance in recruiter attitudes: Some trust AI-based candidate scoring, others resist due to fear of unfairness or bias. Supports ethical discussions in viva.
Trust in Automation Framework	Lee & See (2004)	Reliability, Transparency, Predictability, Trust	Can deepen argument on how trust in AI systems affects recruiter attitudes and adoption decisions.
AAAW (Attitudes towards AI at Work)	Developed ~2024–2025 (scale published ~1.4 years ago)	Perceived Humanlikeness, Perceived Adaptability, Perceived Quality, AI Use Anxiety (-), Job Insecurity (-), Personal Utility	Understanding recruiter sentiment toward AI adoption in recruitment and job settings.
STARA Awareness Scale (Susceptibility To Technology, Automation, Robotics, and AI)	Öcal et al., 2020	Perceived Job Replaceability, Readiness for AI Adoption	Highlights recruiter fears of redundancy and their openness to automation—ties directly to job insecurity.
GAAIS (General Attitudes Towards Artificial Intelligence Scale)	Schepman & Rodway, 2020	Positive Attitudes (usefulness, efficiency), Negative Attitudes (unreliability, threat)	Captures recruiters' dual perspectives: perceived utility of AI tools vs. scepticism about reliability in hiring.
NARS (Negative Attitudes Towards Robots Scale)	Nomura, Kanda & Suzuki, 2006	Social Influence Concerns, Anxiety in AI Interaction	Useful for studying recruiter concerns about candidate perceptions and reduced human touch in AI-driven recruitment.
AIAS (Artificial Intelligence Anxiety Scale)	Çelik & Yıldırım, 2018	Learning Anxiety, Job Impact Anxiety	Differentiates between general job insecurity and specific anxieties about learning/adopting AI tools.
Trust in AI Scales	McKnight et al., 2011; Glikson & Woolley, 2020	Competence Trust, Reliability Trust, Transparency Trust	Critical for assessing recruiter acceptance of AI hiring tools—trust in fairness, accuracy, and explainability.
Human–AI Trust Model	Jacovi et al. (2021)	Transparency, Fairness, Reliability	Applied in studies of AI explainability and human-centered AI applications.

Recruiter Attitudes Toward AI: Empirical Evidence

Several studies report positive recruiters' attitudes towards AI tools. About 85-86.1% of recruiters using AI tools claim that these tools save time and enhance improvement. (Gupta & Mishra, 2023). Specifically, there is 75% reduction in screening time, 50-60% decrease in time-to-hire, and 30-40% increased productivity in recruitment process (Horodyski, 2023). Also, predictive analytics provide data-driven insights which support human judgement (Aggarwal, 2023).

Effectively designed AI algorithms with continuous monitoring, reduces human bias related to age, gender, ethnicity etc (Zheng et al., 2024) and also recruiters can focus on relationship building and other strategic tasks by automating tasks like resume parsing, interview scheduling and candidate engagement (Biea et al., 2024). AI-powered chatbots provide responses to candidate inquiries immediately and provides personalized communication which enhances candidate engagement and creates employer branding (Ore & Sposato, 2022).

Despite the positive recruiters' attitudes, there is a resistance by recruiters as they fear that AI tools reduce personal interaction and relationship-building (Almeida et al., 2025). About 25% of recruiters experience algorithmic errors, mismatched recommendations, and system failures thus indicating about AI inaccuracy (Almeida et al., 2025). Also, recruiters have recognized that AI systems which are trained on historical data shows discrimination which forms a new form of bias (Koechling, Wehner & Warkocz, 2023).

About 18% of the recruiter fear that AI will take over their jobs, 15% of recruiters have ethical concerns including data privacy and algorithmic decision-making and 9% of the recruiters highlight financial barriers included in AI implementation like licensing fees, integration costs, training expenses, and ongoing maintenance (Almeida et al., 2025).

Organizational outcomes in AI-Powered Recruitment

The organizational outcomes are the measured outcome of AI implementation in recruitment process. It is usually measured by time, cost, quality, productivity and scalability criteria

Time criteria - The automated parsing and ranking in AI tools have reduced 70-75% of resume screening time (Horodyski, 2023), thus reducing overall time-to-hire by 30-50% across multiple recruitment stages (Sen, Kadam & Kumar, 2023). The intelligent scheduling reduces time to schedule interview by 60-70% thus eliminating extensive email exchanges and manual calendar management (Choudhary, 2022). AI chatbots provide immediate

responses improving candidate experience and prevents candidate drop-off due to communication delays (Ore & Sposato, 2022; Araujo, 2018).

Cost criteria – Organizations report that there has been a reduction in recruitment costs by 30-87% depending on the scope of implementations and organizational context (Gupta & Mishra, 2023). AI-powered candidate sourcing will reduce dependency on recruitment agencies. The automated skills testing and personality assessments will also cost less per candidate when compared with traditional assessment methods and improves conversion rates by using AI-driven candidate targeting.

Quality criteria – AI assisted evaluations enhance candidate quality by 40% (Horodyski, 2023) and can predict validity for job success when AI algorithms are trained on historical performance data (Albassam, 2023). It also improves diversity hiring by reducing bias (Zheng et al., 2024) and thus reducing the turnover costs.

Productivity and scalability criteria – Organizations report that more than 30% of productivity gains is observed in recruiters as they can handle larger hiring tasks without additional headcount. Top-performing organizations achieve more than 10% productivity as a result of AI adoption (Gupta & Mishra, 2023). AI systems handle large applicant volumes and also ensure consistency in evaluation.

Challenges and Barriers to AI Adoption

Implementation of AI tools in the organization faces several challenges and barriers. This can be categorized into technical challenges, legal & ethical challenges and organizational challenge. Technical challenge occurs when AI tools fail to integrate with existing system leading to disruption in workflow (Zahedi Nejad, Sabokro & Oikarinen, 2024) or decreased AI performance due to AI algorithm trained by inefficient data & records (Cardoso, Mourão & Rocha, 2021).

The legal & ethical challenges include algorithmic bias caused by discriminatory algorithms i.e., AI system discriminating female candidate or discriminating on ethnic names (Zheng et al., 2024). When AI systems make discriminatory decisions, legal liability attribution between vendors, employers, and human decision-makers remains unclear (Berg, Buffie & Zanna 2018).

In the organization level, previously defined recruitment process, resistance to change and inefficient change management strategies acts as a barrier for AI implementation (Laumer et al., 2016). Lack of training and technical proficiency create skill gaps thus organization required to invest in training recruiters (Biea et al., 2024). The implementation

cost, licensing, maintenance costs can also present as a challenge to small and medium sized organization (Almeida et al., 2025). There is also cultural misalignment with AI-driven approaches due to organizational values (Pan et al., 2023).

Research Gaps

There were several research gaps despite the extensive study conducted across the world.

1. Most research was done in cross-sectional designs thus having lack of understanding on attitudes and outcomes.
2. Many studies was conducted from efficiency or productivity perspective and less was research from recruiter's perspective.
3. Organizational culture, leadership support, and team dynamics moderating AI adoption relationships is largely being underexplored.
4. There is very scare research relating to direct empirical examination of relationships between efficiency gains and recruiter attitudes

METHODOLOGY

Research Design

Systematic literature review (SLR) was employed by using Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework (Page et al., 2021). The SLR approach helps to identify the research gaps, develop theoretical framework and to synthesize the existing data in a structured and transparent manner

PRISMA Protocol Implementation

Identification Phase - The review was searched from academic database like Scopus, ScienceDirect, Web of Science, Google scholar, IEEE Xplore, PubMed/MEDLINE, and Research Gate. A comprehensive search string was written using Boolean operators:

("artificial intelligence" OR "AI" OR "machine learning" OR "predictive analytics" OR "natural language processing" OR "chatbot" OR "algorithmic" OR "automation")

AND

("recruitment" OR "hiring" OR "talent acquisition" OR "selection" OR "candidate screening" OR "resume screening" OR "applicant tracking")

AND

("attitude" OR "acceptance" OR "perception" OR "intention" OR "adoption" OR "resistance" OR "technology acceptance model" OR "TAM" OR "UTAUT")

AND

("efficiency" OR "productivity" OR "performance" OR "effectiveness" OR "time-to-hire" OR "cost reduction" OR "metrics" OR "outcomes")

AND

("IT sector" OR "information technology" OR "ITES" OR "software" OR "technology companies" OR "tech industry")

The publications date was selected from January 2019 to August 2025 to capture recent trends and development while ensuring relevance to current AI technologies. In the initial search, 157 potentially relevant articles were collected from all databases.

Screening Phase

The inclusion criteria were peer-reviewed journal articles, Scopus-indexed, Web of science-indexed including empirical, conceptual and systematic reviews. The focus was on AI in recruitment or hiring contexts that addresses recruiter attitude, perception, acceptance or efficiency outcomes which publishes in reputed journals. Exclusion criteria are duplicate publications, studies focusing on candidates and other language journals. At the final stage 63 journals was selected for the review

Data Extraction

A structured data extraction template was developed capturing Bibliographic information (authors, year, journal, DOI), Study characteristics (design, sample, methodology), Theoretical frameworks employed, Key variables and constructs, Main findings related to attitudes, acceptance, and efficiency, Sector-specific findings, Limitations and future research directions

Synthesis Approach

Due to heterogeneity of study designs, narrative synthesis was employed to summarize the findings thematically. The extracted data were analyzed to identify patterns, recurring themes and relationships across studies. Based on this, conceptual framework was developed FIGURE 1.

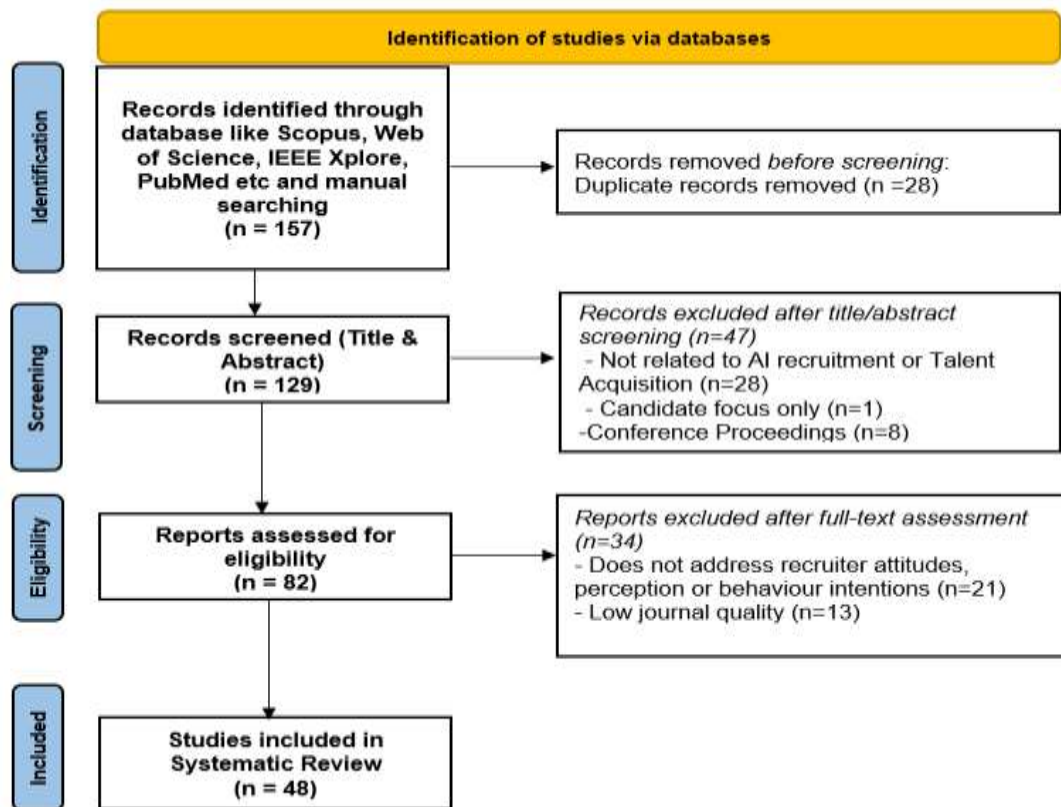


FIGURE 1: PRISMA FLOW DIAGRAM. SOURCE: AUTHORS' OWN WORK

RESULTS AND DISCUSSION

Theme 1: Conceptual Framework Development

Based on the SLR synthesis, a conceptual framework is proposed by combining several models conceptual framework was developed. Below are factors influencing the recruiters' attitudes and the factors influencing the organizational outcomes FIGURE 2:

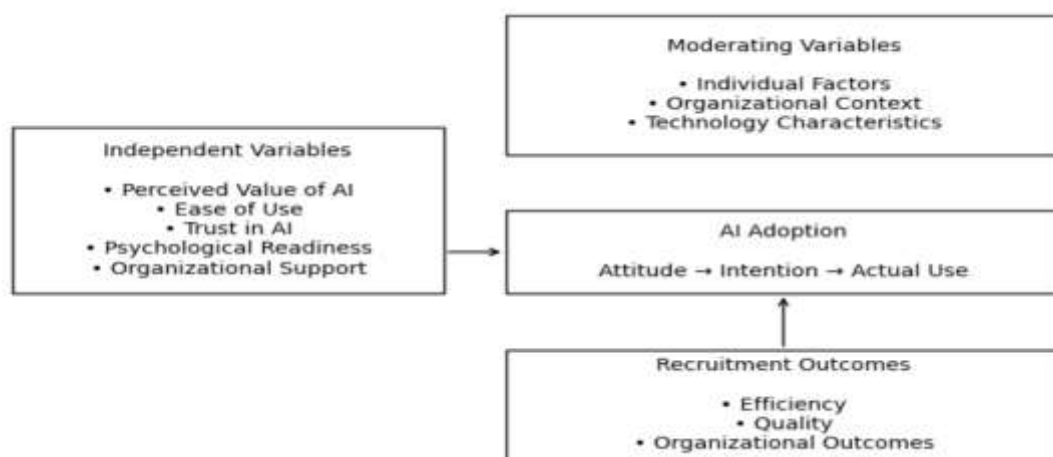


FIGURE 2: CONCEPTUAL FRAMEWORK BETWEEN RECRUITERS' ATTITUDE AND ORGANIZATIONAL OUTCOMES (AUTHORS' OWN WORK)

Theme 2: Impact of AI in Recruitment Process

Several studies demonstrate high consistency in time savings metrics suggesting that organization saves times using AI tools (Horodyski, 2023; Sen, Kadam & Kumar 2023). Especially large IT and ITES organization saves time proportionately due to hiring volumes (Gupta & Mishra, 2023). Quality metrics is quite challenging as most studies rely on subjective ratings which are influenced by bias (Albassam, 2023).

The organization with AI recruitment tools demonstrates 70-75% screening time reduction, 35-50% reduced time-to-hire, 30-87% cost-per-hire reduction, and 15-40% quality improvements. IT/ITES organizations realize efficiency gains due to high volume hiring and automation of technical assessment (Kumar & Garg, 2022).

Theme 3: Recruiters attitude towards AI tools:

This systematic literature review reveals nuanced patterns in recruiter attitudes toward AI-powered recruitment. Research indicates that recruiter attitudes fall along a continuum rather than binary acceptance/rejection. Also, if AI tools require minimal effort to use or navigate, it generates more favourable attitudes among the users/recruiters (King & He, 2006).

Approximately 40% demonstrate positive attitudes characterized by enthusiasm and proactive adoption; 35% exhibit ambivalent attitudes showing appreciation for efficiency gains and concerns about limitations; and 25% shows negative attitudes due to resistance and distrust (Koechling, Wehner & Warkocz, 2023; Pan et al., 2023).

Even recruiters with overall positive attitudes acknowledge concerns, suggesting that successful adoption requires addressing both dimensions. The most frequently cited benefits—time savings (85%), improved efficiency (83%), and bias reduction (62%)—coexist with persistent concerns about human touch loss (72%), reliability (58%), and ethical implications (51%) (Almeida et al., 2025; Horodyski, 2023).

Age, experience, system transparency, Training & support and organizational context like size, industry, culture etc are the factors moderating the recruiter attitudes. Recruiters under the age of 40 and with technological familiarity have positive attitudes toward AI adoption compared to older recruiter (Azzatillah et al., 2024). AI systems which is

transparent and explainable helps to provide clear rationales generate trust to recruiters when compared with "black box" algorithms (Kelly, Kaye & Oviedo-Trespalcios, 2023). Technology companies and large corporations demonstrate higher AI acceptance compared to traditional industries and SMEs (Biea et al., 2024).

Organizations investing in extensive training programs—covering not only system operation but also AI principles, limitation awareness, and ethical considerations—realize significantly higher adoption rates and effectiveness (Shahzad, Xu & Asif 2025).

Theme 4: Challenges and Barriers in recruitment process

A thematic analysis of reported challenges across the literature reveals several consistent patterns that extend beyond purely technical concerns. Technical challenges, appearing in 78% of studies, primarily involve integration difficulties affecting 45% of implementations during system setup, data quality issues experienced by 38% of organizations lacking sufficient historical data for algorithm training, algorithm accuracy problems in 32% of cases marked by false positives and negatives requiring refinement, and maintenance demands that 41% of implementers underestimate regarding ongoing model updates.

However, human challenges emerge even more prominently, cited in 92% of studies, encompassing resistance to change reported by 68% of organizations, skill gaps identified in 57% of cases related to data literacy deficiencies among recruitment teams, trust deficits affecting 49% of implementations where recruiters express scepticism about algorithmic recommendations, and job security anxiety encountered by 34% of organizations.

Ethical challenges appear in 64% of studies and include bias concerns acknowledged by 71% of organizations, transparency limitations affecting 58% who struggle to explain AI decisions to stakeholders, privacy compliance complexities navigated by 42%, and consent ambiguities faced by 31% regarding candidate consent for AI analysis.

Organizational challenges surface in 86% of studies and comprise cost constraints identified as barriers by 52%, leadership support gaps reported by 44%, cultural misalignment experienced by 38% caught between AI-driven and relationship-oriented recruitment approaches, and training inadequacy affecting 61% who provide insufficient team preparation. These frequency patterns demonstrate that human and organizational challenges substantially outweigh technical obstacles, underscoring the sociotechnical nature of AI adoption in recruitment contexts (Koechling, Wehner & Warkocz, 2023; Zahedi Nejad, Sabokro & Oikarinen, 2024).

CONCLUSION & IMPLICATIONS

Artificial intelligence is a transformative force in recruitment. It offers opportunities for organization to enhance efficiency and decision-making. The IT/ITES sector is characterized by high volume hiring with skills-based assessment. This technology-embracing cultures helps in transformation subsequent benefits in time, cost, and quality when AI tools are implemented thoughtfully.

Recruiters' attitude towards AI tools are multidimensional as they include efficiency benefits, concerns about deficiency in human touch, job security and algorithmic bias. The managers recognize the benefits of AI and ignoring it will prove costly for the organization (Black & van Esch, 2020). Recruiters in IT/ITES sector demonstrate more favourable attitudes compared to traditional industries as these companies attribute to higher technology readiness and cultural alignment.

Attitudes toward AI are influenced by individual personality traits, perceived usefulness and trust, as well as concerns about job security, ethics, and the impact on employees' roles and control at work.

Recruiter attitudes are influenced by perceived usefulness, ease of use, trust, job security concerns as well as the impact AI has on employee's role and control at workplace (Mueller, Schmidt & Weber, 2024; Park, Woo & Kim, 2024; Natale, Battaglia & Colusso, 2024). Organizations should proactively develop change management activities, comprehensive training, transparent systems, and ethical frameworks to achieve sustainable AI integration (Chen, Liu & Zhang, 2024; Tambe, Cappelli & Yakubovich, 2019).

To successful AI implementation and adoption, the organization should provide comprehensive training, transparent systems, hybrid human-AI models, and continuous monitoring. The major barriers include algorithmic bias, resistance to change insufficient support, technical difficulties. This framework emphasizes that attitudes of individuals, technological characteristics, organizational enablers and ethical considerations play an important role in implementation of AI systems successfully.

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