

HUMANIZING AI IN RECRUITMENT FOR SUSTAINABLE HIRING PRACTICES IN INDIA

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ABSTRACT

AI is being increasingly employed in the recruitment process, which has resulted in the acceleration of resume screening, assessment of candidates, and even automated decision-making. In India, the use of AI-based tools such as ATS, chat bots has become common in many organizations to work in a more efficient manner. This paper examines the incorporation **of ethical guidelines**, human element, and appropriate regulations into AI recruitment systems to make AI recruitment more humanize and ensure sustainable recruitment practices in India. The paper based on previous research to identify the key challenges, including bias in AI, lack of clarity on how AI makes decisions, concerns about **data protection**, and the **lack of AI audit tools in India**. It also looks at arising regulatory trends such as AI audits and the Digital Personal Data Protection Act, 2023, and practices such as the EU AI Act. It emphasizes that the application of AI in recruitment is a high risk and requires strong regulation. The proposed recruitment model is a combination of the efficiency of AI and human choice to ensure fairness and a sustainable workforce. This study enhances the ethical application of AI in hiring procedures in India by advocating for human supervision, bias testing, algorithmic transparency, and legal accountability. This research can help HR professionals, policymakers, and businesses implement AI with new and socially responsible ways to recruit candidates.

Keywords: *Humanized AI, Artificial Intelligence, Humanized Recruitment, Sustainable Hiring, Ethical AI, HR Technology, India.*

INTRODUCTION

Artificial intelligence is rapidly advancing transforming recruitment and talent acquisition practices across India in many companies (Basu & Dave, 2025), today's organizations are increasingly deploying AI-driven tools. Such as ATS, resume screening algorithms, chatbots, statistical analysis, and the automated interview assessments (Basu & Dave, 2025), to perform the efficient hiring and reduces time, cost, and energy of the company In India, AI adoption in recruitment has grown significantly as companies seek stable, data-driven, and cost-efficient hiring solutions (Mehrotra & Khanna, 2022), while artificial intelligence enhances the operational efficiency of organizations, it raises organizational, legal, and sustainable concerns. The recruitment decisions directly impact the livelihood of workplace diversity and long-term organizational, cultural, Risks like algorithm bias, lack of transparency, data privacy violations, and lack of accountability arise when such decisions are either fully or partially automated, (Alfons Kodiyan, 2019; Bhalla et al., 2024; Raghavan et al., 2019) studies have shown that artificial intelligence systems trained on historical data may reduce or even amplify existing social gender biases (Raghavan et al., 2019) Additionally, the algorithm, decision-making, and mechanisms make it difficult for the candidate to understand.

Regulatory bodies have increasingly identified the risks linked to AI-based hiring decisions. The European Union's AI Act categorizes artificial intelligence systems in employment and recruitment (THE EUROPEAN PARLIAMENT AND OF THE COUNCIL, 2016) as "high-risk" applications based on the potential impact on fundamental rights and equal treatment (Bhalla et al., 2024), AI-based recruitment has to comply strictly with the following requirements: compliance, transparency, human oversight, and risk management. It requires transparency standards and human oversight. Data protection regulations such as GDP and GDPR decision-making systems. In contrast, India's Digital Personal Data Protection Act 2023 is AI specific framework (Basu & Dave, 2025), that provides a framework for personal data governance but does not yet offer a comprehensive artificial intelligence-specific framework for regulatory structure for recruitment technologies. The lack of a well-established AI governance system and a clear accountability system has given rise to a regulatory dilemma. Furthermore, our reliance on technology has the potential to dehumanize our hiring processes. Hiring is not just about matching skills, as (Mori et al. 2025, ambasivan et al, 2021) assert.

This paper introduces the concept of Humanizing AI in Recruitment as a framework for ensuring sustainable hiring practices in India (Sambasivan et al., 2021), it argues for a hybrid recruitment model that combines AI-driven efficiency with structured human oversight bias auditing mechanism, algorithm transparency, and regulatory accountability by examining the ethical concerns, emerging regulatory trends, and governance gaps in India. This observational study seeks to propose a responsible and sustainable model for AI-enabled recruitment.

CONCEPTUAL CLARIFICATIONS

Artificial Intelligence (AI) in Recruitment

Artificial intelligence refers to computer-based systems that are designed to process large volumes of data, identify patterns, and support decision-making in the correct context of recruitment. AI is primarily used to automate the assist status of the hiring process, such as resume screening, candidate ranking, and skill matching experience. Based on job description, chatbot interaction, and video interview analysis, mapping and recognizing face movements and voice modulation (Mehrotra & Khanna, 2022) . These systems operate through the algorithm and machine learning model that are trained on historical data to predict the candidate's sustainability (Mehrotra & Khanna, 2022). Unlike human recruiters, AI systems do not rely on the institution or personal judgment. This allows the organization to process thousands of applications in a shorter time and with lower administrative efforts. That saves money. Efforts. And the most valuable thing is the time of the HR manager. However, because AI systems depend on the quality and structure of data, their outputs reflect the assumptions and patterns embedded within the data. Therefore, while AI increases efficiency, it also raises important concerns. Regarding fairness, accountability, and transparency in hiring decisions. Regarding Candidates.

Recruitment Process

Recruitment is the structured process through which an organization identifies, attracts, evaluates, and selects the individual for employment. It is a crucial function for human resource management because it directly influences the workforce quality and organizational culture and the long-term performance of the overall organization. The process of recruitment involves several steps, including the identification of requirements, advertising, application, collection, screening, assessment, interview, and finally, the selection. Traditionally, the entire process of recruitment has been carried out with the integration of human beings and artificial intelligence. Traditionally, several steps of the process of recruitment, including resuming, screening, and shortlisting, were regularly carried out. And traditionally, the primary assessments of the applicants have been. Partially automated tools of artificial intelligence are used for filtering the large number of applicants, where they assess the applicants through matching keywords or competency. This has also changed the level of decision-making from human beings to artificial intelligence.

Humanizing AI in Recruitment

Humanizing artificial intelligence means "deliberating the human judgment, ethical oversight, and accountability mechanisms in artificial intelligence-based recruitment systems" (Neupane, 2021), which does not mean eliminating or replacing artificial intelligence; instead, humanizing artificial intelligence has highlighted the need to strike a balance between technology and human accountability in the recruitment process.

"Humanizing artificial intelligence means ensuring that the ultimate hiring decisions are not made by artificial intelligence." Only by automated system, but they are reviewed and validated by qualified human professionals (Basu & Dave, 2025). This concept also includes Actively addressing the risks associated with automation, such as algorithmic bias, bias, biasness, lack of explanation, and reduced candidate interaction. Humanizing artificial intelligence involves maintaining transparency. About how AI tools are used, ensuring informed consent of the data processing, conducting the pr-periodic bias reviews, and preserving the meaningful human interaction during the interviews and feedback. Pages. In a sense, artificial intelligence becomes a decision support tool rather than an autonomous decision maker for a recruitment process. This balance is central to creating a trus -based and ethically grounded recruitment system. That helps organizations to be transparent, truthful, and ethically right towards the candidate and their goals and sustainable future.

Algorithmic Bias in Hiring

The algorithmic bias occurs when artificial intelligence systems produce the systematically unfair or unequal outcome due to the biased data on which they have trained. The flawed model design or incomplete representation within the training data sets (Raghavan et al., 2019). In recruitment bias can emerge if historical hiring data reflects the past discrimination or unequal representation When artificial intelligence models learn from such data, they may intentionally replicate or reinforce those patterns (Alfons Kodiyan, 2019) that makes it unfair. For example, if previous recruitment decisions favored a specific gender, educational background, or socioeconomic group, the algorithm may assign higher suitability scores to the similar profiles this creates concern regarding the equal opportunity and nondiscrimination unlike human bias algorithmic hiring practices.

Transparency and Explainability

Transparency in artificial intelligence-based recruitment refers to clearly communicating to the candidate that AI tools are being used at the state rejected or ranked in a particular way (Raghavan et al., 2019) when candidates here are unaware of how they are being evaluated trust in the recruitment process decreases the studies indicate that lack of process information can negatively influence the Perceptions Software Awareness. Transparent communication, including include disclosure of artificial intelligence involvement and review mechanisms, improves the candidate's confidence and organizational reputation therefore, transparency is not merely a technical requirement it is a relational requirement between the employer and the applicant.

Sustainable Hiring Practices

Sustainable hiring can be defined as the hiring strategies used to ensure

organizational sustainability, as well as their fairness, diversity, and legality. It is beyond just short-term efficiency or cost-cutting. It is the hiring strategies used to develop a workforce that is not just diverse, ethical, and legal but also aligned with the long-term strategic goal of the organization. When artificial intelligence is implemented without oversight, it may prioritize speed over equality. However, when integrated responsibly with human review, bias checks, and clear communication (Neupane, 2021), it will be contributing to the sustainable workforce development and sustainable HR, therefore, depends not only on the technological capability but also on the governance structure that ensures the responsible application that can only be possible by humanizing. The artificial intelligence practices in the recruitment process (Bhalla et al., 2024).

Ethical Guidelines in AI Recruitment

Ethical and data protection issues also arise in the context of the integration of artificial intelligence in the recruitment process, and the guidelines on the use of artificial intelligence in the hiring process highlight the importance of fairness, transparency, accountability, and non-discrimination in the use of decision-making systems (Diakopoulos, 2016).

The regular development, such as the European Union act, classifies systems used in employment and recruitment as high-risk applications due to the potential impact on fundamental rights (Bhalla et al., 2024; The European Parliament and Of The Council, 2016 Relevance).

LITERATURE REVIEW

Utilitarian perspective, Efficiency, and Organizational benefits

From a utilitarian perspective, AI recruitment is evaluated based on the outcomes and overall benefit. Several studies highlight that AI-driven roles significantly improve efficiency by reducing hiring time, lowering the administrative costs, and processing large volumes of applications quickly in less time (Mehrotra & Khanna, 2022). Organizations benefit from automated resume screening, predictive performance analysis, and chatbot-based candidate interaction. These systems reduce the manual workload for hours and allow them to focus on the strategic decision-making for the better growth of the organization and a better work culture among the employees. Research also suggests that AI can improve consistency in candidate evaluation by applying the uniform across the applicant, this reduced the subjective variability in the early stage of screening (Raghavan et al., 2019). From this viewpoint, AI contributes to organizational productivity and scalability, especially in the sector with high recruitment demand.

However, the literature also indicates that efficient efficiency gain may come. Gains may come at a cost. Reduced human interaction. Candidates interacting primarily with the automated systems may feel disconnected from the process. While Artificial intelligence maximizes the operational benefit, it may not always maximize

the candidate's experience. Therefore. Although AI aligns with the utilitarian goals of efficiency and output optimization, scholars argue that long-term organizational benefits also depend on trust, fairness, and the employer's reputation.

Justice, Perspective, Fairness, and Equal opportunity

This perspective focuses on fairness in both process and outcome research on AI-based recruitment procedural fairness hiring process tests all candidates equally and distributive fairness whether outcomes are unbiased.

Several studies document the risk of algorithmic bias when AI systems are trained on historical hiring data. If past recruitment decisions were reflected (Alfons Kodiyan, 2019). The gender and the socioeconomic or cultural bias systems may reproduce the similar patterns these create concerns regarding the Equal Employment Opportunity for non-discrimination (Raghavan et al., 2019). Additionally, there is a lack of transparency in algorithms (Neupane, 2021). Decision-making affects the perception of fairness when candidates are unaware of how their data is evaluated; they may perceive the process as opaque and unjust. Literature suggests that transparency, exploitability, and human review mechanisms are important for the maintenance of procedural fairness. Therefore, although AI systems can use standardized evaluation criteria, they cannot guarantee justice & fairness depends on the design, monitoring, and governance of the AI systems (Bhalla et al., 2024).

Perspective, Privacy, Dignity, and Accountability

The perspective emphasized the protection of individual rights during recruitment. AI systems often collect and process a large amount of personal data (Alfons Kodiyan, 2019), including resume and social media activity, video, interview recordings, and behavioral analysis. This raises concern. Regarding privacy, consent, consent and the data protection, research on AI-Governance highlights the importance of informed consent and responsible data handling in India (Bhalla et al., 2024).

The Digital Personal Data Protection Act 2023 provides a regulatory framework for data processing, but AI-specific accountability mechanisms remain underdeveloped. Internationally, frameworks such as The EU AI-Act classifies the recruitment of AI systems as high-risk applicant applications requiring strict compliance measures.

The studies also show that candidates expect transparency regarding how automated tools make hiring decisions. When decisions are made without explanation or appeal mechanisms, individuals may feel that dignity and autonomy are compromised. Therefore, from the right perspective, ethical AI is recruitment. Requires clear communication, data protection, safeguards, and mechanisms for review and correction.

RESEARCH GAP

Existing literature extensively discusses that the use of artificial intelligence and

recruitment particularly focuses on efficient automation and the predictive accuracy of main studies (Mehrotra & Khanna, 2022). The operational advantage of AI tools such as resuming screening algorithms, automated interviews, and candidate ranking systems research also examines fairness concerns.

Algorithm bias. Transparency issues and the data protection challenges associated with the artificial intelligence Implemented hiring, however, despite this. Growing branch of research. The three major gaps. Are evident.

- Most studies examine the efficiency benefits and ethical risks separately. Resource often treats performance improvement, speed, cost reduction, and scalability but with them, they also found fairness concerns like bias, discrimination, and trust (Raghavan et al., 2019). As independent discussions, there is a limited integration of these. Dimensions into a unified. A framework that balances technology with ethicalness.
- International Literature discutient AI-Governance-Frameworks will EU. They act. There is limited contextual research addressing the AI-driven recruitment specifically within the Indian regulatory and organizational environment (Bhalla et al., 2024). The Indian Digital Personal Data Protection Act, 2003, provides a general data governance structure, but there ist insufficient academic analysis on how AI recruitment systems should be operated and responsibility within India's socioeconomic diversity and labor market structure.
- Although the scholar acknowledges the assisted systems to achieve sustainable hiring, hiring outcomes. There is a need for a structured framework for that.
 - Integrates efficiency and fairness.
 - Alliance AI with Indian regulatory realities.
 - Specifies the human oversight mechanisms.
 - Links AI management with sustainable hiring principles.

The study addresses these gaps by proposing a human-centric AI recruitment model that balances technological capabilities with ethical considerations, transparency, and sustainability (Mehrotra & Khanna, 2022).

RESEARCH OBJECTIVES

The primary objective of this study is to examine how artificial intelligence can be integrated into the recruitment process in a manner that supports efficiency while ensuring fairness, transparency, and long-term sustainability in the Indian context.

The study focuses on the following four key objectives.

- The analysis of the effect of AI on the operation of the recruitment process, with particular attention given to efficiency, speed, cost savings, and the ability to provide decision-making aids.
- The analysis of the fairness and bias issues faced during the implementation and use of AI in the hiring process, with particular attention given to the issue of

discrimination by algorithms.

- The analysis of the transparency and accountability features of AI recruitment systems with particular attention given to the Indian context.
- The formulation of a humanized AI system with particular attention given to the integration of efficiency and ethics to promote sustainable hiring processes in India.

RESEARCH METHODOLOGY

Research Design

This study adopts a qualitative approach an observational and analytical research. Design based on the extensive review of existing academic literature. More than 100 research alerts. Policy documents and industry reports related to artificial intelligence recruitment were examined to identify the recording (Bhalla et al., 2024; Raghavan et al., 2019) Patterns, ethical concerns. Operational outcomes. And the governance gaps.

This study does not rely on primary data collection, such as interviews or surveys. Instead, it observes and analyzes trends, themes, and behavioral implications discussed across multiple empirical and conceptual studies.

Data Source

Secondary data were collected from peer-reviewed journals, conference proceedings, institutional reports, and regulatory documents focusing on AI in recruitment, algorithmic bias, transparency, and sustainable headache practices. Priority was given to recent publications to ensure relevance to the current technological and regulatory environment.

Analytical Approach

An analytical approach was adopted to systematize the findings across the reviewed literature. Recurring themes were identified under the code dimensions.

- Operational efficiency of AI systems.
- Fairness and bias concerns.
- Transparency and accountability mechanisms. Sustainability and long-term workforce implications.

Through structured communication, a conceptual framework. About humanizing AI in recruitment within the Indian context.

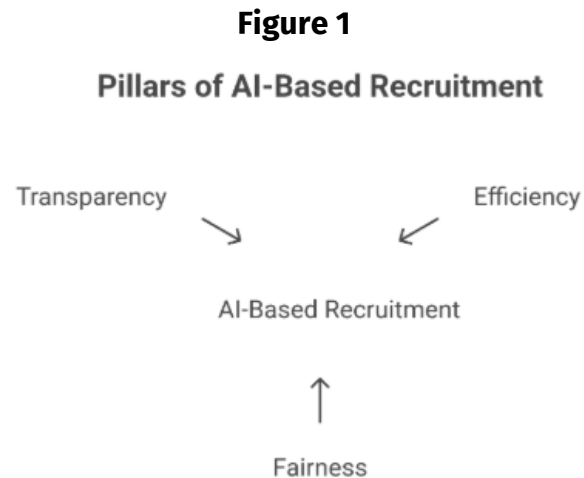
Justification of Method

Given that AI in recruitment is emerging and involving fields as structured observational, a review of existing research is appropriate to consolidate the fragment inside and propose an integrated model. This approach enables theoretical clarity and contextual adaptation without relying on the limited primary samples.

Synthesis of Perspectives

The literature reveals that artificial intelligence and recruitment provide efficiency

gains but raise fairness issues and privacy/accountability challenges. The existing resources do not reject AI-Adoption. Adaptation. Rather, it requires governance structures.



The basic foundations on which AI-based hiring systems are built can be seen in the above diagram. The basic operational advantage that can be achieved by implementing artificial intelligence in hiring systems is efficiency, which includes standardized evaluation criteria, faster shortlisting, and automated resume screening. However, good hiring outcomes cannot be ensured solely on the basis of operational efficiency.

The term "transparency" refers to the speed and ease at which decisions made by artificial intelligence can be revealed. The implementation of artificial intelligence (AI) hiring systems must be made understandable to the candidates, and they must be provided with the facility to analyze the process if required. Automated hiring systems may lose credibility if they lack transparency. The primary objective of fairness in hiring systems is to eliminate biased algorithms and reduce discriminatory outcomes. AI systems may incorrectly mirror existing inequalities based on the training data provided to them. It is hence necessary to have a systematic oversight and bias monitoring system in place. Most studies on hiring systems Hiring-System increase the operational efficiency but may weaken the transparency and the human judgment. This creates a need for a balanced approach that integrates technological capability with ethical safeguards. The concept of humanizing AI emerges in the literature as a response to this tension between automation and accountability.

These three pillars collectively show that AI-based hiring is a socio-technical process that necessitates an appropriate integration of efficiency in operations, ethical protections, and accountability systems.

Proposed Humanized AI Recruitment Framework

This study proposes a humanized AI recruitment framework that integrates artificial intelligence with structured human oversight to ensure sustainable and ethically

responsible hiring practices in India.

In order to achieve sustainable organizational outcomes, the suggested framework is in line with socio-technical systems theory, which emphasizes the coordinated integration of technological systems and human oversight mechanisms.

The framework is developed based on a structured review of existing literature. It addresses the gaps related to bias, transparency, and governance in AI-driven recruitment (Alfons Kodiyan, 2019).

The model consists of four integrated components.

The operational core is positioned at the operational centre of the recruitment process. It supports functions such as resume screening, candidate ranking, automated communication (Neupane, 2021), and data analysis (Mehrotra & Khanna, 2022). The purpose of AI is to enhance the speed, reduce the administrative workload, and improve the consistency of the candidate evaluation (Basu & Dave, 2025).

Figure 2 Proposed Roles

AI vs. Human Roles

AI Role	Human Role
Resume screening	Final validation
Skill matching	Context judgment
Automated updates	Candidate interaction
Data analysis	Ethical accountability

- AI Operations Core: - carries out data processing, ranking, and screening automatically to improve hiring efficiency.
- Human Supervision- Preserves accountability by ensuring Human oversight on the operation and the authority to make Final Decisions.
- Monitoring of Bias and Transparency: - improves clarity in AI-driven choices while recognizing unfair trends.
- Aligning Governance and Sustainability - aligns the application of artificial intelligence with long-term employment security as well as laws and regulations.
- Sustainable Result in Hiring: - accomplished by methodically combining accountability, equity, and efficiency.

Human Oversight. Layer

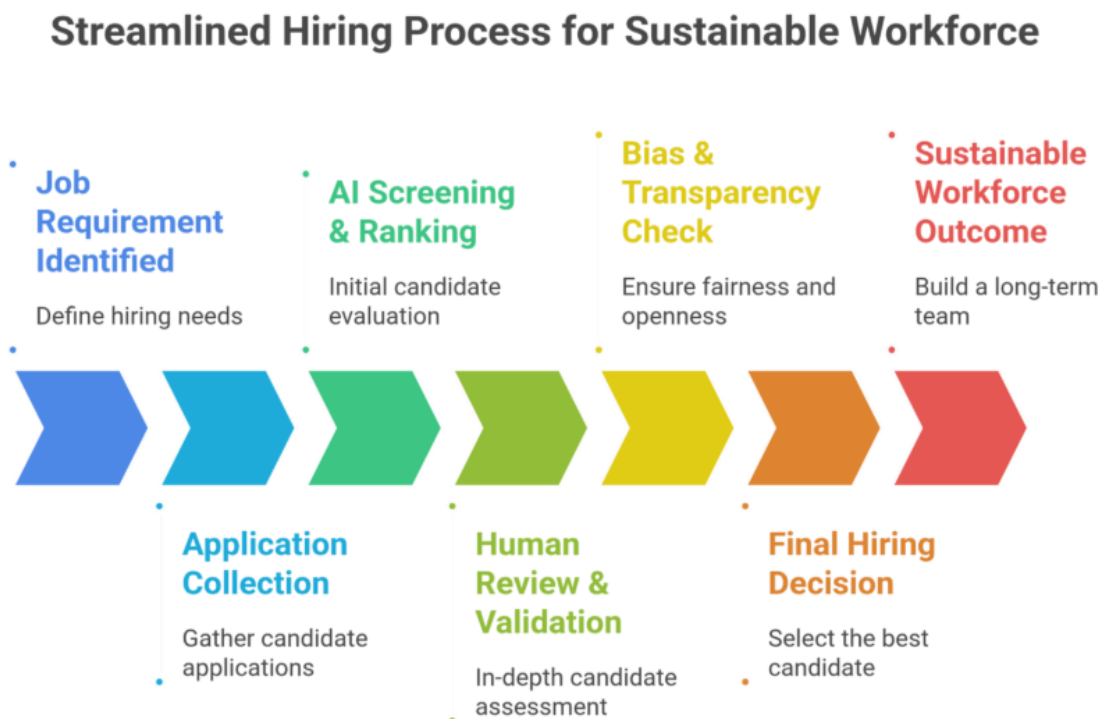
All AI-generated outputs must be reviewed by human recruiters before the final decision accounts positions for manual assessment remain essential.

Buyers and transparency control are mandatory. This layer prevents the blind dependence on algorithm outcomes.

Bias and Transparency Control

To ensure fairness, the organization has to regularly monitor the pattern of the ATS screening process to identify the disproportionate rejection process. The process and evaluation criteria have to be transparent (Raghavan et al., 2019). Data protection, compliance, and data handling are part of this layer.

Figure 3 Process of proposed framework



Governance and Sustainability Alignment

AI implementation must be aligned with the long-term workforce sustainability goal. This includes the promotion of equal opportunity and shared regulatory compliance within India. And consequently, evaluating the system's impact on diversity and hiring quality. Sustainable hiring is achieved when efficiency improves, not when fairness or trust is compromised. Positioning of the framework unlike the efficiency-driven or resource-based model of recruitment (Mehrotra & Khanna, 2022) That focuses primarily on the performance matrix of this framework embed AI within recruitment within a structure ethical and governance control.

The goal is not only faster hiring but also responsible hiring balanced integration of AI into the recruitment systems.

DISCUSSION

The review of existing studies shows that AI has improved the efficiency of recruitment by reducing time to fill and automating routine screening tasks (Mehrotra & Khanna, 2022) and organizations benefit from faster shortlisting and improved workflow management (Basu & Dave, 2025), however research also highlights concerns related to the bias - based hiring systems (Alfons Kodiyan, 2019; Raghavan et al., 2019).

The proposed human-eyed AI framework builds on these findings by moving beyond efficiency alone. Rather than considering these aspects of ethics as side issues, the present study attempts to include human intervention, bias detection, and governance alignment in the implementation of AI in a more integrated manner. This will ensure that AI is used in recruitment without replacing the accountability aspect (Neupane, 2021). In the Indian context, although the adoption of AI is on the rise, the regulatory aspects in this area are still in a state of evolution. Therefore, the structured inclusion of these aspects is more important in the Indian context (Bhalla et al., 2024). Sustainable recruitment cannot happen in isolation with the help of technology. There has to be a balance between the use of technology and human intervention in the recruitment process (Sambasivan et al., 2021).

CONCLUSION

In this study, the increasing role of artificial intelligence in recruitment will be discussed, and the need to address the ethical responsibility and balance between efficiency and responsibility will be highlighted, along with the improvement of screening speed, workflow management, and handling candidates by artificial intelligence (Mehrotra & Khanna, 2022). There is a concern to link it to issues of bias and transparency, but there has been a lack of attention to the structured integration of the governance (Raghavan et al., 2019). To address this gap, the study proposed a humanized AI recruitment framework that was positioned for buyer monitoring and sustainability, alignment mechanisms the framework that Responsible artificial intelligence implements transparency and regulatory awareness. Particularly in the Indian context the central argument is automation alone (Bhalla et al., 2024). Long-term credibility and capability with human judgment and ethical safeguards by integrating efficiency with accountability. Organizations can adopt an AI in recruitment without compromising fairness or trust of the candidates.

LONGER SUMMARY

This paper aims to analyze the increasing trend of artificial intelligence in recruitment practices in India, particularly in resume filtering, candidate evaluation, and decision-making tools such as ATS and chatbots. While AI technology is useful for increasing operational efficiency and speeding up the recruitment process, it is also associated with a number of ethical and regulatory dilemmas. This paper highlights the major challenges

faced in the use of AI-based recruitment practices in India, including the risks of algorithmic bias, lack of transparency in decision-making processes, data privacy risks, and the lack of AI audit mechanisms in the country. It also highlights the current developments in the form of the Digital Personal Data Protection Act, 2023, and the EU AI Act that considers AI-based use in the employment sector a high-risk activity requiring compliance. To address such concerns, the paper presents a humanized AI recruitment model, which includes the integration of technological efficiency with human oversight, monitoring biases, transparency, and governance alignment. The framework also emphasizes the importance of AI being used as a decision-support tool rather than an actual decision-maker. The study promotes the use of sustainable hiring practices with the integration of AI, which addresses the concerns of innovation, fairness, and legal compliance.

The study results are relevant to the ongoing debate on the implementation of ethical AI and provide valuable guidance to HR professionals and policymakers interested in the implementation of AI-based recruitment in the Indian context

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