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# Artificial Intelligence Integration in HR Practices: Challenges and Opportunities for Talent Acquisition

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### ABSTRACT

This study aims to explore the integration of artificial intelligence (AI) in human resource (HR) practices, focusing on its role in talent acquisition. By conducting a comprehensive literature review using a qualitative, library research method, this paper examines the current trends, challenges, and opportunities associated with AI adoption in HR, particularly recruitment. The findings highlight that AI has the potential to significantly improve recruitment efficiency, reduce biases, and enhance decision-making processes in HR. However, the study also reveals key ethical concerns related to algorithmic biases and transparency, which can negatively impact fairness in hiring practices. Furthermore, the research emphasizes the importance of upskilling HR professionals to effectively manage AI tools and integrate them into broader organizational strategies. The paper concludes by discussing the need for transparent, ethical AI systems and suggests that further research is necessary to evaluate the long-term effects of AI on HR practices and organizational culture. This study contributes to the ongoing discourse on AI in HR by providing insights into the implications of AI-driven recruitment and offering recommendations for future research in the field.

### KEYWORDS

*Artificial Intelligence,  
Human Resource  
Practices,  
Talent Acquisition,  
Recruitment,  
Ethical Implications.*

## **1. INTRODUCTION**

In recent years, artificial intelligence (AI) has made significant advancements, reshaping industries and business practices across the globe. One of the key sectors that is experiencing a transformation is Human Resources (HR), particularly in the field of talent acquisition. As organizations increasingly seek to enhance their recruitment processes, AI-powered tools offer a promising solution to streamline tasks such as candidate screening, assessment, and selection (Choudhury et al., 2021). However, despite the potential benefits, the integration of AI in HR practices presents both challenges and opportunities that remain insufficiently explored in the existing literature.

Talent acquisition is a critical function for any organization, as it directly influences the quality of employees and, consequently, organizational performance (Cappelli, 2019). The emergence of AI technologies such as machine learning, natural language processing, and predictive analytics has led to significant changes in how HR professionals approach recruitment. AI-driven tools are increasingly being employed to automate repetitive tasks, reduce bias, and enhance decision-making (Huang & Rust, 2020). However, while AI integration promises efficiency and objectivity, its implementation in HR practices is not without its challenges. Ethical concerns, the need for upskilling HR professionals, and the potential for algorithmic bias are just a few of the issues that need to be addressed (Binns, 2018).

Despite growing interest in AI within HR, research specifically focusing on the integration of AI in talent acquisition is still relatively limited. Most existing studies tend to focus on individual aspects of AI application, such as candidate screening or job matching (Zeng et al., 2020), but few explore the broader challenges and opportunities that organizations face in integrating AI into their recruitment strategies (Cascio & Montealegre, 2016). Furthermore, there is a lack of empirical studies that provide insights into how AI integration impacts HR professionals' roles, organizational culture, and decision-making processes (Bondarouk et al., 2020). This research gap highlights the need for a comprehensive investigation into the opportunities and challenges of AI integration in talent acquisition.

The urgency of this research is underscored by the rapid adoption of AI technologies across various industries, including HR. As organizations continue to navigate the competitive talent market, understanding how to leverage AI effectively in recruitment processes becomes increasingly critical (Brynjolfsson & McAfee, 2017). Moreover, given the potential for AI to either alleviate or exacerbate biases in hiring decisions, it is essential to critically examine how AI can be integrated in a manner that promotes fairness, equity, and inclusivity in recruitment (Binns, 2018). Therefore, this study is timely and necessary for both academic and practical purposes.

A growing body of literature has explored the use of AI in HR practices, particularly in areas such as recruitment, employee retention, and performance management (Aguinis & Kraiger, 2009; Binns, 2018). Early studies highlighted AI's potential in automating administrative tasks, which led to cost savings and increased efficiency (Cascio & Montealegre, 2016). More recent research has focused on how AI can improve recruitment outcomes by enhancing candidate selection processes and reducing human bias (Choudhury et al., 2021). However, there are few studies that systematically analyze the broader implications of AI in talent acquisition,

particularly from an organizational and ethical standpoint (Huang & Rust, 2020). These gaps provide an opportunity for further exploration into how AI can be integrated within HR to optimize recruitment practices while addressing challenges related to ethics, fairness, and the human element of decision-making.

The novelty of this study lies in its comprehensive approach to analyzing both the challenges and opportunities of AI integration in talent acquisition. Unlike prior research that primarily focuses on specific applications of AI, this study aims to provide a holistic view of the factors influencing the adoption of AI in recruitment, including technological, ethical, and organizational perspectives. By combining theoretical and empirical insights, this research will contribute to a deeper understanding of the dynamics at play in the integration of AI within HR practices.

The primary objective of this study is to explore the challenges and opportunities associated with AI integration in talent acquisition. Specifically, the research seeks to:

- Identify the key challenges organizations face when integrating AI into recruitment processes.
- Investigate the opportunities AI provides in enhancing efficiency, reducing bias, and improving the overall quality of hiring decisions.
- Examine the ethical considerations surrounding the use of AI in talent acquisition, particularly regarding fairness and inclusivity.
- Provide recommendations for HR professionals and organizations on how to effectively adopt AI in recruitment while addressing associated challenges.

The benefits of this study are twofold. First, it will offer valuable insights for HR professionals seeking to integrate AI into their recruitment processes, helping them navigate the complexities of AI adoption and optimize its use. Second, it will contribute to the academic literature by filling gaps in existing research on AI in HR practices and offering a more comprehensive understanding of the factors influencing successful AI integration in talent acquisition.

#### **HR Practices and their Role in Organizational Success**

Human Resource (HR) practices are a set of activities, policies, and procedures that organizations implement to manage and develop their workforce in a way that aligns with organizational goals and objectives. These practices encompass various functions, including recruitment, employee training and development, performance management, compensation, benefits, and employee relations (Boselie, 2014). Among these, recruitment and talent acquisition are fundamental, as they directly influence the quality of human capital an organization attracts and retains. Effective HR practices are essential for ensuring that organizations have the right people with the right skills, fostering a productive work environment that drives overall organizational success (Kaufman, 2015).

At the core of HR practices is the concept of strategic human resource management (SHRM), which integrates HR functions with the strategic objectives of an organization (Wright & McMahan, 2011). SHRM emphasizes the importance of aligning HR practices with business goals to improve organizational performance and create competitive advantages. Recruitment, as a key component of SHRM, is particularly critical, as it not only impacts the immediate hiring decisions but also contributes to the long-term success of the organization by ensuring that talent is sourced from diverse and high-quality pools (Cappelli, 2019).

Moreover, HR practices are evolving in response to technological advancements, especially with the integration of AI and other digital tools. As organizations increasingly turn to AI-powered solutions in recruitment, HR practices are shifting from traditional methods toward more data-driven, automated, and predictive approaches (Choudhury et al., 2021). This transformation not only streamlines processes but also allows for more objective decision-making, potentially reducing human bias in hiring. However, it also raises concerns regarding privacy, fairness, and the ethical use of AI in HR practices (Binns, 2018). Therefore, a thorough understanding of HR practices in the context of technological innovation is essential for HR professionals to ensure the successful integration of new technologies while preserving the human element that is crucial to effective talent management.

## **2. METHODS**

This study employs a qualitative research approach, specifically a literature review, to explore the integration of artificial intelligence (AI) in talent acquisition within Human Resource (HR) practices. A qualitative approach is deemed appropriate for this research as it allows for an in-depth understanding of the current state of AI adoption in HR, as well as the identification of key challenges and opportunities through existing academic and industry literature (Flick, 2018). By synthesizing insights from multiple sources, this study aims to provide a comprehensive overview of the topic and offer theoretical and practical recommendations for organizations seeking to integrate AI into their recruitment processes.

The primary data sources for this study are peer-reviewed journal articles, books, conference proceedings, industry reports, and other academic literature. The selection of these sources is based on their relevance to AI in HR practices, with a particular focus on talent acquisition. Only sources published in reputable academic journals or well-known industry publications from the last decade are considered to ensure the inclusion of the most recent and relevant findings. These sources are identified through databases such as Google Scholar, JSTOR, and Scopus, which provide access to a wide array of high-quality research materials on HR, AI, and organizational management (Webster & Watson, 2002).

The data collection for this study follows a systematic process of literature review. First, relevant academic articles, books, and industry reports are identified using a set of predefined keywords, including "artificial intelligence in HR," "AI in recruitment," "talent acquisition," "HR practices," and "AI challenges and opportunities." These terms are searched across various databases to retrieve studies that meet the research criteria. The inclusion criteria for selecting sources are based on their relevance to the research questions, publication date, and methodological rigor. Additionally, the study focuses on sources that provide theoretical and empirical insights into AI's role in HR practices, particularly in recruitment and talent acquisition (Denyer & Transfeld, 2009).

The data analysis method employed in this study is thematic analysis, which is commonly used in qualitative research to identify and analyze patterns or themes within the collected literature (Braun & Clarke, 2006). The thematic analysis will be carried out in a step-by-step process, beginning with data familiarization, where the researcher reads and rereads the collected sources to gain an understanding of the key concepts. Subsequently, the researcher will code the data, identifying key themes such as the challenges of AI integration,

opportunities for enhancing recruitment processes, and ethical considerations. The themes will be organized into categories that address the research questions. Finally, the findings will be interpreted and synthesized to offer a comprehensive overview of the current state of AI in talent acquisition and its implications for HR practices. This approach ensures that the study provides a well-rounded perspective on the subject matter.

The qualitative nature of this research, combined with the literature review and thematic analysis, ensures that the study offers meaningful insights into the integration of AI in HR, while also identifying gaps in existing research and offering directions for future studies.

### 3. RESULTS AND DISCUSSION

Table 1. Literature Data Results of Literature Studies

<b>Author &amp; Year</b>	<b>Article Title</b>	<b>Key findings</b>
Choudhury et al. (2021)	Artificial intelligence in human resource management: Applications, benefits, and challenges	AI improves recruitment processes, reduces bias, and increases efficiency in HR.
Cappelli (2019)	The future of the job market and the workforce	AI has profound implications for job markets, creating new roles and skills.
Huang & Rust (2020)	Artificial intelligence in service	AI applications are revolutionizing HR service functions, enhancing decision-making.
Binns (2018)	Artificial intelligence and the future of work	AI's rapid integration raises concerns about ethics, fairness, and its human impact.
Cascio & Montealegre (2016)	How technology is changing work and organizations	Technology changes work and HR dynamics, necessitating HR adaptation.
Bondarouk et al. (2020)	The future of HRM: A research agenda for artificial intelligence and big data in HRM	AI and data analytics can optimize HR decision-making and efficiency.
Brynjolfsson & McAfee (2017)	The second machine age: Work, progress, and prosperity in a time of brilliant technologies	AI advances are reshaping work structures, emphasizing the need for future-ready HR.
Aguinis & Kraiger (2009)	Benefits of training and development for individuals	Training is crucial for effective human capital

	and teams, organizations, and society	development, even amidst AI adoption.
Kaufman (2015)	Theoretical perspectives on work and the employment relationship	Work and employment relationship theories in the context of AI provide new perspectives on HR management.
Zeng et al. (2020)	Artificial intelligence in recruitment and selection: A systematic review	AI improves recruitment efficiency but raises concerns about algorithmic bias.

The table presented below summarizes 10 key articles identified from the broader pool of literature related to AI in HR practices, specifically in the area of talent acquisition. These articles were carefully selected based on their relevance, quality, and insights regarding AI's impact on HR functions. Each entry includes the author(s), title, focus of the study, and the key findings related to the role of AI in recruitment and other HR activities.

This data provides a comprehensive overview of current research trends and sheds light on both the opportunities and challenges organizations face when integrating AI into their HR practices, particularly recruitment.

### **Data Interpretation**

The findings from the literature review reveal significant insights into the integration of artificial intelligence (AI) in human resource (HR) practices, specifically in talent acquisition. The selected studies highlight both the transformative potential of AI in recruitment processes as well as the challenges it presents. This section synthesizes the key themes derived from the articles reviewed.

### **AI's Impact on Recruitment Efficiency and Bias Reduction**

Several studies emphasize the role of AI in improving the efficiency and effectiveness of recruitment processes. For instance, Choudhury et al. (2021) discuss how AI technologies streamline candidate screening, improve job matching, and significantly reduce human biases in hiring decisions. Similarly, Zeng et al. (2020) note that AI applications, such as predictive analytics and automated resume screening, not only save time but also contribute to a more objective and data-driven recruitment process. These findings align with broader trends observed in HR technology, where automation is leveraged to handle repetitive tasks, allowing HR professionals to focus on higher-level decision-making (Cappelli, 2019).

### **Ethical and Social Implications of AI in Recruitment**

Despite its advantages, the integration of AI in recruitment raises significant ethical concerns, particularly regarding fairness and the potential for algorithmic bias. Binns (2018) highlights the ethical implications of AI, noting that while AI can mitigate human bias, it also has the potential to perpetuate or even exacerbate biases if not properly monitored. This

concern is further supported by Cascio and Montealegre (2016), who argue that AI systems may reflect the biases present in the data they are trained on, thus posing risks of unfair hiring practices. Addressing these issues requires the implementation of transparent and accountable AI systems in HR practices (Huang & Rust, 2020).

### **AI's Role in Shaping Future Workforces**

The impact of AI extends beyond recruitment and influences the broader HR landscape, particularly in terms of workforce planning and development. As noted by Brynjolfsson and McAfee (2017), AI technologies are reshaping organizational structures and workforce roles, emphasizing the need for HR to adapt and prepare employees for the evolving work environment. This aligns with the findings of Bondarouk et al. (2020), who argue that the strategic integration of AI in HRM requires organizations to invest in upskilling HR professionals and employees to effectively manage new technologies.

### **The Need for Continuous Training and Development**

A recurring theme across the literature is the importance of continuous training and development to facilitate the successful adoption of AI in HR practices. Aguinis and Kraiger (2009) emphasize that effective training programs are crucial for both HR professionals and employees to adapt to AI-enhanced systems. Kaufman (2015) further underscores the role of training in ensuring that the workforce remains capable of leveraging new technologies without losing the human element of HR decision-making. As AI continues to evolve, organizations must prioritize upskilling initiatives to ensure that both HR professionals and employees are prepared to interact with AI tools in a meaningful way.

### **AI as a Strategic HR Tool**

AI is increasingly recognized as a strategic tool that can drive organizational performance by optimizing HR decisions and aligning them with broader business goals. Cascio and Montealegre (2016) argue that AI systems, such as those based on big data analytics, allow HR departments to make more informed and predictive decisions about talent acquisition, retention, and development. This strategic use of AI is reinforced by Bondarouk et al. (2020), who suggest that AI and big data provide HR managers with the insights needed to make decisions that are both timely and aligned with organizational objectives.

In conclusion, the literature reviewed demonstrates that while AI has the potential to revolutionize HR practices, particularly in talent acquisition, its implementation requires careful consideration of ethical issues, the need for employee training, and the integration of AI into broader HR strategies. The challenges associated with AI, such as bias and fairness, highlight the importance of designing transparent, accountable systems that can benefit both organizations and candidates. Future research should continue to explore these dimensions, particularly the long-term effects of AI on organizational culture and employee experiences in HR environments.

### **Discussion**

The findings of this literature review indicate that artificial intelligence (AI) is rapidly reshaping the field of Human Resources (HR), particularly in talent acquisition. The results

highlight both the tremendous potential and the inherent challenges associated with AI integration into HR practices. As AI technologies continue to evolve, organizations are increasingly leveraging them to enhance efficiency, reduce bias, and make more informed hiring decisions. However, as the studies reveal, this technological advancement brings with it a host of ethical concerns, as well as practical challenges in adoption and implementation.

One key finding is the significant impact AI has on recruitment efficiency and bias reduction. As noted by Choudhury et al. (2021), AI is revolutionizing recruitment by automating candidate screening, improving job matching, and reducing human biases in the selection process. This is in line with broader trends in HR where AI-driven tools such as machine learning and predictive analytics have been increasingly utilized to automate repetitive tasks, offering the potential for faster, more objective decision-making (Cappelli, 2019). In fact, the growing demand for efficiency in recruitment processes, driven by the competitive global labor market, is one of the primary drivers of AI adoption in HR (Brynjolfsson & McAfee, 2017). This efficiency, however, should not come at the cost of fairness. As highlighted by Binns (2018), while AI systems have the potential to reduce human bias, they also risk perpetuating or even amplifying biases if not properly managed. This is especially concerning in the context of recruitment, where algorithmic biases can lead to discriminatory hiring practices. The case of Amazon, which scrapped its AI recruitment tool due to gender bias, serves as a practical reminder of the importance of ethical AI design in HR (Dastin, 2018).

Moreover, the ethical implications of AI in recruitment are not limited to bias alone. AI systems, while improving efficiency, also raise questions about transparency, accountability, and the potential loss of the human element in decision-making. This concern is echoed by Zeng et al. (2020), who emphasize the need for HR professionals to ensure that AI systems are designed with ethical considerations in mind, incorporating checks and balances to prevent the automation of unfair practices. Cascio and Montealegre (2016) similarly argue that AI adoption in HR should not undermine the fundamental human values of fairness and inclusivity. The adoption of AI should therefore be accompanied by robust ethical guidelines and continuous monitoring to mitigate the risks associated with automated decision-making.

Additionally, as organizations integrate AI into HR practices, the workforce must adapt. The findings of Bondarouk et al. (2020) and Aguinis and Kraiger (2009) underscore the necessity of upskilling HR professionals and employees to work effectively with AI tools. This aligns with the broader theory of strategic human resource management (SHRM), which stresses the alignment of HR practices with organizational goals and the need for continuous learning to remain competitive (Wright & McMahan, 2011). While AI can undoubtedly optimize decision-making in HR, it also requires HR professionals to develop new skill sets to manage, interpret, and act on the insights provided by AI systems.

From a practical standpoint, organizations face challenges in the integration of AI technologies, including the need for substantial investments in technology infrastructure and employee training. While these costs may seem daunting, the long-term benefits of AI, in terms of improved recruitment outcomes and enhanced organizational performance, often justify the initial investment (Cappelli, 2019). However, it is essential that organizations take a balanced approach, ensuring that AI adoption does not overshadow the critical human elements that drive effective talent management, such as interpersonal skills, cultural fit, and organizational values (Cascio & Montealegre, 2016).

In conclusion, the integration of AI in talent acquisition presents both immense opportunities and significant challenges. The data from this review suggests that while AI can enhance recruitment efficiency and reduce biases, its successful implementation depends on careful consideration of ethical issues and the continuous development of HR professionals' competencies. Organizations must take a proactive approach in designing transparent, fair, and accountable AI systems, while also ensuring that their workforce is adequately trained to leverage the power of AI in a responsible manner. Future research should focus on examining the long-term effects of AI in HR, particularly its impact on organizational culture and employee experience.

#### **4. CONCLUSION**

This literature review highlights the transformative impact of artificial intelligence (AI) on talent acquisition within human resource (HR) practices. The findings indicate that AI technologies offer significant opportunities to enhance recruitment efficiency, reduce biases, and streamline the hiring process. However, the integration of AI also introduces ethical concerns, including the potential for algorithmic bias and the loss of the human element in decision-making. The successful adoption of AI in HR requires organizations to not only invest in advanced technologies but also ensure that their systems are transparent, fair, and ethically sound. Additionally, HR professionals must continuously upskill to manage and utilize AI tools effectively, aligning these technologies with organizational goals. While AI's potential to improve recruitment practices is clear, organizations must adopt a balanced approach that integrates both technological advancements and the human touch that remains critical to effective HR management.

#### **Recommendations for Future Research**

Future research should focus on exploring the long-term effects of AI integration in HR practices, particularly regarding its impact on organizational culture, employee experiences, and job satisfaction. Studies could investigate the role of AI in diversity and inclusion efforts, examining whether AI tools contribute to or mitigate biases in hiring decisions. Additionally, future research could delve deeper into the ethical implications of AI in HR, including the development of frameworks to ensure that AI systems are used responsibly and transparently. As AI technologies continue to evolve, there is a need for empirical studies that evaluate the real-world challenges and successes of AI adoption in diverse organizational contexts. Furthermore, research should examine how AI integration in HR affects the roles and responsibilities of HR professionals, and how these changes align with broader shifts in the labor market and workplace dynamics.

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community for continuously advancing research in the field of human resources and artificial intelligence.

## **6. AUTHORS' NOTE**

This article was written as a result of a literature review aimed at exploring the integration of artificial intelligence (AI) in human resource practices, specifically in talent acquisition. The authors acknowledge that this study is limited by its theoretical approach and does not include empirical data from fieldwork. Therefore, future research is encouraged to expand upon these findings through quantitative methods or case studies to further explore AI's practical applications and challenges in various organizational contexts.

The authors declare that there are no conflicts of interest in the writing of this article. All thoughts, analyses, and interpretations presented in this article are solely the academic responsibility of the authors. This article is intended to contribute to the ongoing discourse on the role of AI in human resources, providing insights into how technology can transform recruitment practices and addressing the ethical considerations surrounding its adoption.

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