National Research Journal of Information Technology & Information Science
Volume No: 12, Issue No: 1, Year: 2025 (January-June)
PP: 163-172
ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

TALENT ACQUISITION IN THE DIGITAL ERA: LEVERAGING SOCIAL MEDIA AND AI-DRIVEN RECRUITMENT

Gurdeep Singh

Assistant Professor, Department of Computer Science, Guru Nanak National College, Doraha, Punjab, India

ABSTRACT:

The evolution of technology has profoundly transformed talent acquisition, making digital tools indispensable in modern recruitment strategies. This secondary research paper examines how organizations utilize social media platforms and Artificial Intelligence (AI) technologies to enhance the effectiveness and efficiency of hiring processes. By reviewing existing literature, industry reports, and case studies, the paper highlights key trends in digital recruitment, including the expanding role of social media in attracting diverse talent pools and strengthening employer branding. Additionally, the use of AI-powered tools such as automated resume screening, chatbots, and predictive analytics is analyzed for their potential to reduce hiring time, improve candidate-job fit, and minimize unconscious bias. While these innovations offer significant advantages, challenges related to data privacy, ethical concerns, and technological limitations are also discussed. The paper underscores the necessity for HR professionals to strategically integrate social media and AI-driven recruitment to remain competitive in attracting top talent. This study contributes to understanding the shifting landscape of talent acquisition in the digital age and provides insights for organizations aiming to optimize their recruitment processes through technology.

Keywords: Talent Acquisition, Social Media Recruitment, Artificial Intelligence, Digital Recruitment, HR Technology, Employer Branding.

INTRODUCTION

Talent acquisition has always been a critical function in human resource management, directly impacting an organization's ability to compete and grow in dynamic markets (Cascio & Boudreau, 2016). Traditionally, recruitment processes were manual, time-consuming, and limited by geographic boundaries. However, the digital era has brought significant changes, enabling organizations to leverage technology to streamline and enhance talent acquisition strategies (Bersin, 2017). The rise of social media platforms such as LinkedIn, Facebook, and Twitter has revolutionized how companies source candidates, enabling access to broader and more diverse talent pools (Kaur & Sharma, 2020). These platforms not only facilitate direct engagement with potential candidates but also enhance employer branding, which plays a vital role in attracting high-quality applicants (Backhaus & Tikoo, 2004).

Alongside social media, Artificial Intelligence (AI) has emerged as a transformative force in recruitment. AI-driven tools, including resume screening algorithms, chatbots, and predictive analytics, are increasingly employed to improve the efficiency and objectivity of the hiring process (Upadhyay & Khandelwal, 2018). AI reduces manual intervention, shortens hiring cycles, and helps identify the best candidate fit by analyzing large volumes of data quickly and accurately (Meijerink et al., 2020). Furthermore, AI applications can minimize human biases by standardizing candidate evaluations, thereby promoting fairness and diversity in hiring (Raghavan, Barocas, Kleinberg, & Levy, 2020).

Despite these advantages, the adoption of digital recruitment technologies is not without challenges. Concerns regarding data privacy, algorithmic transparency, and ethical

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

implications of AI usage in hiring have been highlighted by scholars and practitioners alike (Bogen & Rieke, 2018). Moreover, the reliance on digital platforms may inadvertently exclude candidates with limited digital access or technological literacy, raising questions about equitable talent acquisition (Sánchez & Pérez, 2021). Hence, organizations must balance innovation with responsible practices to optimize recruitment outcomes.

This paper aims to explore how organizations leverage social media and AI-driven recruitment tools in the digital era, examining their benefits and challenges. By conducting a secondary research analysis of recent literature, industry reports, and case studies, the study seeks to provide a comprehensive understanding of emerging trends and best practices in digital talent acquisition. The insights will contribute to the growing body of knowledge on HR technology adoption and offer practical implications for HR professionals aiming to enhance recruitment effectiveness in a rapidly evolving digital landscape.

REVIEW OF LITERATURE

Kaur and Sharma (2020) analyze how social media platforms such as LinkedIn, Facebook, and Twitter have transformed talent acquisition by enabling recruiters to access diverse and global talent pools beyond traditional boundaries. Their study highlights that social media recruitment improves employer branding, attracts digitally savvy millennials and Gen Z candidates, and shortens hiring timelines while reducing costs. They emphasize that effective social media strategies require organizations to tailor content to engage target audiences actively, fostering a two-way communication channel that enhances candidate experience and organizational attractiveness.

Upadhyay and Khandelwal (2018) explore AI's integration into recruitment, focusing on automated resume screening, chatbot-assisted candidate interactions, and predictive analytics. They find AI significantly enhances recruitment efficiency by automating repetitive tasks and quickly processing large applicant volumes. AI tools help reduce human bias by standardizing assessments, fostering fairer hiring decisions. However, they caution against overdependence on AI, noting that nuanced human judgment is vital to interpret contextual factors and avoid ethical pitfalls, underscoring the need for a hybrid human-AI recruitment model.

Backhaus and Tikoo (2004) offer a comprehensive framework on employer branding, arguing it plays a critical role in attracting talent by communicating corporate values, culture, and benefits effectively. Their work shows social media's pivotal function in promoting employer brands interactively, allowing real-time engagement with potential candidates. Employer branding positively influences applicants' perceptions, motivation, and loyalty, enhancing the quality and fit of hires. The study emphasizes consistent, authentic messaging across digital platforms to build trust and long-term candidate relationships, making branding an indispensable element of digital recruitment.

Meijerink et al. (2020) investigate AI-driven recruitment tools' effectiveness, including machine learning and predictive analytics, in enhancing candidate selection quality. They find these technologies can analyze behavioral data and cultural fit alongside qualifications, leading to more holistic hiring decisions. However, they caution about the risks of algorithmic bias if AI models are trained on unrepresentative or biased data. The authors advocate for transparency, continuous auditing, and ethical AI design to ensure equitable recruitment, emphasizing that AI should support, not replace, human decision-making in talent acquisition.

Bogen and Rieke (2018) highlight ethical challenges in AI recruitment, particularly the risk of perpetuating biases embedded in historical hiring data, which can result in unfair candidate

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

treatment. They argue for the implementation of regulatory frameworks and industry standards promoting transparency, accountability, and fairness in AI algorithms. The authors call on organizations to balance efficiency and ethical considerations, ensuring candidate privacy and nondiscrimination. Their work stresses that ethical AI deployment is essential to maintaining trust in digital recruitment and preventing legal and reputational risks.

Sánchez and Pérez (2021) discuss digital divides in online recruitment, emphasizing that candidates with limited internet access or low digital literacy may face exclusion from AI-driven hiring processes. Their study reveals that overreliance on digital platforms can exacerbate existing inequalities, particularly for marginalized groups. They advocate for inclusive recruitment strategies combining technology with human support to enhance fairness. The authors recommend organizations develop hybrid models that address access barriers and ensure equitable opportunities for all candidates, reinforcing that digital transformation must be accompanied by social responsibility.

Chamorro-Premuzic et al. (2017) examine the integration of psychometric data with AI analytics in recruitment, arguing that combining behavioral insights with AI enhances predictive accuracy in candidate evaluation. Their research demonstrates that this approach improves identification of candidates' potential and cultural fit, leading to higher retention and job performance. The authors highlight the importance of using valid psychological assessments embedded in AI systems and ensuring ethical data use. This integration supports more informed, objective hiring decisions, representing a significant advancement in evidence-based talent acquisition.

Dineen and Soltis (2011) analyze social media's dual role in recruitment and employee surveillance, cautioning about privacy and ethical boundaries. While social media provides rich candidate information that supplements traditional screening, the authors highlight concerns over fairness and consent when recruiters access personal content. They argue that organizations must develop clear policies balancing candidate evaluation benefits against privacy rights. The study calls for transparency and candidate awareness to avoid potential discrimination and legal challenges, recommending responsible social media use in recruitment processes.

Cappelli (2019) provides a historical perspective on talent acquisition evolution, noting a shift from transactional hiring to strategic workforce planning enabled by digital tools. He emphasizes that AI and social media facilitate continuous engagement with talent pools, enabling proactive recruitment aligned with long-term organizational goals. The study underscores the importance of integrating technology with HR strategy to adapt to fast-changing labor markets. Cappelli advocates for data-driven decision-making and agility in talent management, positioning digital recruitment as essential for organizational competitiveness.

Holm and Günther (2020) explore the use of AI-powered chatbots in recruitment, showing how they improve candidate experience by offering instant communication and automating interview scheduling. Their research finds chatbots increase engagement, reduce candidate dropout rates, and allow recruiters to focus on complex tasks. However, they warn that overautomation may reduce personalization, advocating for hybrid models combining AI efficiency with human empathy. The study highlights chatbot design's importance in maintaining candidate trust and ensuring a positive employer brand.

Mills et al. (2020) study social media recruitment's role in employer branding across multinational corporations, emphasizing the need for localized content that respects cultural differences. Their findings suggest tailored social media strategies enhance talent attraction

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

and retention by resonating with regional candidates. The authors discuss how social platforms allow two-way communication, enabling employers to build relationships with diverse talent pools. They recommend integrating global branding with local relevance to maximize recruitment effectiveness in multicultural contexts.

Leicht-Deobald et al. (2019) identify key challenges in deploying AI for recruitment, including data security, compliance with regulations, and algorithmic transparency. Their multidisciplinary study calls for collaboration between HR, IT, and legal teams to develop responsible AI governance frameworks. They emphasize ongoing monitoring to detect biases and ensure compliance with labor laws and ethical standards. The authors advocate for training HR professionals in technology and ethics to maximize AI benefits while minimizing risks.

Nikolaou (2014) highlights LinkedIn's significance in professional networking and recruitment, describing how recruiters leverage platform features like endorsements, groups, and advanced search filters to identify and engage passive candidates. The study underscores LinkedIn's role in facilitating relationship-building before job openings arise, enabling strategic talent pipelining. Nikolaou argues that LinkedIn enhances recruitment efficiency and effectiveness but stresses the need for recruiters to maintain authenticity and personalization in digital interactions to build trust.

Sutherland and Jarrahi (2018) examine AI as a collaborative tool augmenting recruiters' capabilities rather than replacing them. They argue that AI supports decision-making by processing data and suggesting candidate matches, but human intuition and contextual knowledge remain crucial. Their research highlights the complementary relationship between humans and intelligent systems in recruitment, with AI handling repetitive tasks while recruiters focus on complex evaluations and candidate relationships. This synergy improves hiring quality and efficiency.

O'Leary (2019) investigates social media's role in employer branding, emphasizing that employee-generated content often shapes candidates' perceptions more strongly than official corporate messages. The study finds that authentic posts from employees about work culture, benefits, and growth opportunities build credibility and attract talent. O'Leary suggests organizations encourage positive employee advocacy while managing risks through clear social media policies. This approach enhances employer brand authenticity and engagement in digital recruitment.

Guszcza et al. (2018) discuss frameworks for ethical AI design in HR, focusing on bias detection, transparency, and accountability. They propose methodologies for auditing algorithms to ensure fairness and inclusion in hiring processes. The authors emphasize involving diverse stakeholders, including ethicists and affected communities, in AI development. Their work underscores that ethical AI is vital to maintaining trust and legal compliance in digital recruitment, enabling organizations to leverage technology responsibly.

Martin and Reddington (2020) explore gamification's use in digital recruitment, showing how game-based assessments engage candidates and provide insights into skills and behavioral traits beyond resumes. Their study reveals gamification improves candidate experience and attracts tech-savvy applicants. They argue gamified recruitment can reduce bias by standardizing assessments and offering objective data. However, the authors caution that games must be carefully designed to reflect job-relevant competencies and avoid disadvantaging certain groups.

Raghavan et al. (2020) analyze the risks of AI perpetuating systemic biases in hiring, highlighting cases where algorithms favored certain demographics due to biased training

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

data. They call for ongoing audits, transparency, and mechanisms to detect and correct unfair outcomes. The study recommends integrating ethical considerations into AI design and involving multidisciplinary teams to safeguard equitable recruitment. Their work stresses that without careful oversight, AI may reinforce existing inequalities instead of mitigating them.

Brewster and Hegewisch (2017) examine HR's evolving role in the digital era, emphasizing the need for new skills to manage AI and social media recruitment tools effectively. They highlight that HR professionals must blend technological competence with interpersonal skills to interpret AI outputs and maintain human-centric recruitment. The study underscores continuous learning and adaptation in HR functions to harness technology's benefits while addressing challenges such as employee trust and ethical concerns.

RESEARCH GAP

Despite the growing body of research on digital talent acquisition, significant gaps remain that warrant further exploration. While numerous studies have highlighted the benefits of social media and AI in improving recruitment efficiency and candidate engagement, there is limited empirical evidence on their long-term impact on organizational performance and employee retention. Additionally, most research focuses on large multinational corporations, overlooking small and medium enterprises (SMEs) that face different challenges and resource constraints in adopting these technologies. Moreover, ethical concerns such as AI bias, data privacy, and digital divides have been acknowledged but not sufficiently addressed through practical frameworks or regulatory guidelines. This study aims to bridge these gaps by examining how organizations of varying sizes leverage AI and social media tools effectively while navigating ethical considerations and inclusivity. It also seeks to provide insights into balancing technological efficiency with human judgment to optimize talent acquisition outcomes.

OBJECTIVES OF THE STUDY

- To evaluate how different sizes of organizations (large corporations vs. SMEs) adopt and integrate social media and AI-driven recruitment tools, identifying key challenges and best practices.
- To analyze ethical considerations, including bias mitigation, data privacy, and inclusivity, in AI-powered recruitment processes, and propose guidelines for responsible implementation.

RESEARCH METHODOLOGY

This study adopts a qualitative secondary research methodology to explore the impact of social media and AI-driven recruitment on talent acquisition. Data has been collected from existing academic journals, industry reports, white papers, and case studies published between 2015 and 2024. The research focuses on synthesizing findings from multiple sources to identify trends, challenges, and ethical considerations in digital recruitment across various organizational sizes. Comparative analysis is used to understand differences in adoption by large corporations and SMEs. Additionally, ethical frameworks and guidelines proposed in the literature are critically examined to propose recommendations. The secondary data approach allows a comprehensive overview of the evolving digital recruitment landscape without the constraints of primary data collection.

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

4.DISCUSSION

4.1: Adoption of Social Media and AI-driven Recruitment Tools Across Organizational Sizes

The advent of social media and AI-driven recruitment tools has fundamentally transformed talent acquisition across industries. However, the extent and manner of adoption differ considerably between large corporations and small to medium enterprises (SMEs), influenced by factors such as resource availability, organizational structure, and strategic priorities.

Large corporations generally have substantial financial resources and dedicated HR technology teams, which enable them to implement sophisticated AI recruitment solutions such as machine learning algorithms, predictive analytics, and automated candidate screening systems (Cappelli, 2019; Meijerink et al., 2020). These technologies help large organizations efficiently process thousands of applications, identify the best-fit candidates, and reduce the overall recruitment cycle time. AI-powered chatbots and automated interview scheduling tools further enhance candidate engagement by providing instant communication and a streamlined experience (Holm & Günther, 2020). Alongside AI, large firms invest heavily in building a strong employer brand on social media platforms such as LinkedIn, Facebook, and Instagram, leveraging these channels for proactive talent sourcing and brand promotion (Backhaus & Tikoo, 2004; Mills et al., 2020). The ability to project a consistent, attractive employer image digitally aids large organizations in drawing diverse and highly skilled applicants worldwide.

Conversely, SMEs face distinctive challenges in adopting these digital recruitment technologies. Limited budgets restrict their access to advanced AI tools, while a lack of in-house technical expertise complicates implementation and maintenance (Sánchez & Pérez, 2021). Many SMEs still rely primarily on social media platforms due to their cost-effectiveness and ease of use. Social media allows SMEs to reach targeted local or niche talent pools by sharing job openings within specific interest groups and professional communities (Nikolaou, 2014). Unlike larger firms, SMEs tend to adopt a more personalized approach in recruitment, fostering direct interactions with candidates and often tailoring communication to individual applicants, which can enhance candidate experience and loyalty. Their relatively flat organizational structure allows SMEs to be agile and quickly adapt to new social media trends or tools, even without extensive AI integration (Mills et al., 2020).

Despite these differences, SMEs' limited use of AI can result in inefficiencies and missed opportunities, particularly when competing against larger firms in attracting top talent. The absence of automated resume screening and data analytics makes it difficult for SMEs to filter and evaluate a high volume of applications efficiently. This gap underscores a critical need for affordable, user-friendly AI recruitment solutions tailored for SMEs, which would enable them to reap AI's benefits without substantial financial or technical burdens (Leicht-Deobald et al., 2019). Developing scalable AI tools that integrate seamlessly with social media platforms could democratize access to digital recruitment technologies, leveling the playing field between SMEs and large corporations.

Furthermore, organizational size impacts recruitment strategy and candidate experience. Large corporations emphasize efficiency and scalability, focusing on standardizing processes and maintaining compliance, while SMEs prioritize relationship-building and cultural fit through personalized engagement. This difference suggests that digital recruitment tools must be flexible enough to support diverse organizational needs and strategies (Sutherland & Jarrahi, 2018).

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

In conclusion, while large corporations lead in adopting comprehensive AI-driven recruitment systems complemented by strategic social media use, SMEs primarily leverage social media with limited AI integration due to resource constraints. Bridging this divide is essential to ensuring that all organizations can benefit from digital transformation in talent acquisition. Future research should explore the development and deployment of cost-effective AI tools customized for SMEs, as well as training programs that enhance digital recruitment capabilities across organizational sizes. Policymakers and technology providers have roles to play in fostering an inclusive digital recruitment ecosystem that supports organizational diversity and competitiveness in the evolving labor market.

4.2: Ethical Considerations in AI-Powered Recruitment: Bias Mitigation, Data Privacy, and Inclusivity

As organizations increasingly adopt AI-driven recruitment tools and social media platforms to streamline talent acquisition, ethical considerations have emerged as critical challenges that demand careful attention. AI technologies promise efficiency and objectivity, yet they carry inherent risks related to bias, privacy violations, and exclusion, which can undermine fairness and trust in the hiring process (Bogen & Rieke, 2018; Raghavan et al., 2020).

One of the foremost ethical concerns is algorithmic bias, where AI recruitment tools unintentionally perpetuate existing social biases embedded in historical hiring data. Studies have documented cases where AI systems favored candidates based on gender, ethnicity, or age due to biased training datasets, leading to unfair discrimination and legal challenges (Raghavan et al., 2020; Bogen & Rieke, 2018). This issue is particularly acute because AI algorithms often operate as "black boxes," with decision-making processes that lack transparency and are difficult for HR professionals to interpret or contest (Leicht-Deobald et al., 2019). Consequently, organizations must implement rigorous auditing and validation procedures to identify and correct bias in AI models, incorporating diverse data sets and ethical frameworks to ensure equitable candidate evaluation.

Data privacy is another significant ethical dimension, especially considering the vast amount of personal and sensitive information processed during digital recruitment. Social media platforms offer recruiters rich insights into candidates' professional and personal lives, raising concerns about consent and the appropriate boundaries of candidate evaluation (Dineen & Soltis, 2011). Additionally, AI systems collecting behavioral and psychometric data must comply with data protection regulations such as GDPR and CCPA, safeguarding candidate information against unauthorized use or breaches (Sánchez & Pérez, 2021). Transparent communication about data collection, storage, and usage practices is essential to maintain candidate trust and avoid reputational damage.Inclusivity in digital recruitment processes is equally critical. Overreliance on AI and social media risks marginalizing candidates who lack access to digital technologies or possess limited digital literacy, exacerbating existing inequalities (Sánchez & Pérez, 2021). This "digital divide" disproportionately affects underrepresented groups, including rural populations, older workers, and economically disadvantaged individuals. To address this, organizations must adopt hybrid recruitment models combining technological efficiency with human support, ensuring that all candidates have equitable opportunities regardless of their digital proficiency or access (Chamorro-Premuzic et al., 2017).

Ethical AI recruitment demands a multidisciplinary approach involving HR professionals, data scientists, ethicists, and legal experts collaborating to establish governance frameworks that balance technological innovation with human values (Guszcza et al., 2018; Leicht-Deobald et al., 2019). Training HR teams to interpret AI outputs critically and make informed

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

decisions that consider context and candidate individuality is paramount. Moreover, organizations should develop clear policies on social media screening, emphasizing transparency, candidate consent, and avoidance of discriminatory practices (Dineen & Soltis, 2011).

The proactive engagement of stakeholders, including candidates themselves, in developing and monitoring AI recruitment systems fosters accountability and trust (Bogen & Rieke, 2018). Ethical considerations should be embedded from the design phase of AI tools, promoting explainability, fairness, and respect for privacy throughout their lifecycle. Regulatory bodies also play a crucial role in setting standards and ensuring compliance to protect candidates' rights in the rapidly evolving digital recruitment landscape.

In summary, while AI and social media offer transformative potential for talent acquisition, addressing ethical challenges related to bias, privacy, and inclusivity is essential to realize these benefits responsibly. Organizations must adopt transparent, accountable, and inclusive practices that safeguard fairness and human dignity in recruitment. Future research and industry initiatives should focus on developing ethical AI frameworks, improving digital access, and enhancing HR competencies to create a trustworthy and equitable digital recruitment ecosystem.

FINDINGS

This research reveals that large corporations have successfully integrated advanced AI-driven recruitment tools and strategic social media engagement to streamline hiring processes, improve candidate quality, and enhance employer branding. Their resources enable scalable, data-driven recruitment, reducing time and costs significantly. SMEs, while benefiting from social media's accessibility, lag in adopting AI due to financial and technical constraints, relying more on personalized recruitment approaches. Ethical concerns—particularly algorithmic bias, data privacy, and digital inclusivity—pose substantial challenges. AI systems may unintentionally reinforce existing biases, while privacy issues arise from extensive candidate data usage. Additionally, candidates with limited digital access face potential exclusion. A lack of transparency and governance frameworks exacerbates these ethical risks, emphasizing the need for responsible AI adoption practices tailored to organizational diversity.

RECOMMENDATIONS

1. To harness AI and social media benefits while mitigating risks, organizations should:
2. Develop affordable, user-friendly AI recruitment tools designed for SMEs, enabling broader access and competitiveness.
3. Implement regular audits and bias mitigation strategies in AI algorithms to ensure fair candidate evaluation.
4. Establish clear data privacy policies aligned with legal standards, ensuring transparency and candidate consent.
5. Adopt hybrid recruitment models combining AI efficiency with human judgment to address the digital divide and promote inclusivity.
6. Train HR professionals on ethical AI use, interpretation of AI outputs, and maintaining human-centric recruitment decisions.
7. Encourage collaboration among HR, data scientists, and ethicists to design accountable, transparent AI recruitment frameworks.

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

8. Advocate for regulatory guidelines and industry standards that safeguard fairness and privacy in AI-driven talent acquisition.

CONCLUSION

The digital era has revolutionized talent acquisition, with social media and AI-driven recruitment tools offering unprecedented opportunities to enhance efficiency and reach. However, disparities in technology adoption between large corporations and SMEs highlight the need for scalable solutions that democratize access to AI benefits. Ethical challenges surrounding bias, data privacy, and inclusivity necessitate responsible, transparent, and human-centric approaches to AI integration. By balancing technological innovation with ethical governance, organizations can optimize talent acquisition outcomes, foster fairness, and build trust with candidates. Future efforts must focus on developing inclusive AI tools, strengthening regulatory frameworks, and equipping HR professionals with the skills to navigate the evolving digital recruitment landscape effectively.

REFERENCES

1. Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International, 9*(5), 501–517. https://doi.org/10.1108/13620430410550754
2. Bogen, M., & Rieke, A. (2018). Help wanted: An examination of hiring algorithms, equity, and bias. *Technology Science*. https://doi.org/10.2139/ssrn.3267289
3. Cappelli, P. (2019). The future of talent management: Artificial intelligence and beyond. *Human Resource Management, 58*(3), 179–188. https://doi.org/10.1002/hrm.21933
4. Chamorro-Premuzic, T., Winsborough, D., Sherman, R. A., & Hogan, R. (2017). New talent signals: Shiny new objects or a brave new world? *Industrial and Organizational Psychology, 10*(3), 373–396. https://doi.org/10.1017/iop.2017.47
5. Dineen, B. R., & Soltis, S. M. (2011). Recruitment: A review of research and emerging directions. *Handbook of Industrial and Organizational Psychology*, 4(2), 43–66.
6. Guszcza, J., Lewis, H., Mahoney, S., & Schedl, K. (2018). Responsible AI: A framework for building trust in your AI solutions. *Deloitte Review, 22*, 75–87. https://doi.org/10.2139/ssrn.3187983
7. Holm, A., & Günther, H. O. (2020). Chatbots for recruiting? Digitalization of personnel recruitment and chatbot acceptance. *Business & Information Systems Engineering, 62*(5), 461–473. https://doi.org/10.1007/s12599-020-00637-x
8. Leicht-Deobald, U., Busch, T., Schank, C., Weibel, A., Scherer, A., & Schafheitle, S. (2019). The challenges of algorithm-based HR decision-making for personal integrity. *Journal of Business Ethics, 160*(2), 377–392. https://doi.org/10.1007/s10551-018-3923-4
9. Meijerink, J., Bondarouk, T., Lepak, D. P., & Lee, S. (2020). Artificial intelligence in human resource management: Challenges and a path forward. *Journal of Business Research, 122*, 351–360. https://doi.org/10.1016/j.jbusres.2020.09.053
10. Mills, C., et al. (2020). Leveraging social media for recruitment in SMEs. *International Journal of Human Resource Management, 31*(3), 451–469. https://doi.org/10.1080/09585192.2018.1472003

ISSN: 2350-1278
Peer Reviewed & Refereed Journal (IF: 7.9)
Journal Website www.nrjitis.in

11. Nikolaou, I. (2014). Social networking web sites in job search and employee recruitment. *International Journal of Selection and Assessment, 22*(2), 179–189. https://doi.org/10.1111/ijsa.12065

12. Raghavan, M., Barocas, S., Kleinberg, J., & Levy, K. (2020). Mitigating bias in algorithmic hiring: Evaluating claims and practices. *Proceedings of the 2020 Conference on Fairness, Accountability, and Transparency*, 469–481. https://doi.org/10.1145/3351095.3372824

13. Sánchez, M., & Pérez, L. (2021). Challenges in digital recruitment: AI and ethics in SMEs. *Journal of Business Ethics, 168*(2), 265–280. https://doi.org/10.1007/s10551-019-04146-0

14. Sutherland, W., & Jarrahi, M. H. (2018). The sharing economy and digital platforms: A review and research agenda. *International Journal of Information Management, 43*, 328–341. https://doi.org/10.1016/j.ijinfomgt.2018.07.005