

OPTIMIZING TALENT ACQUISITION EFFECIENCY IN INDIAN IT: AN AI-ENABLED FRAMEWORK FOR SUSTAINABLE OPERATIONS

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Abstract— How AI is influencing the recruitment process is the subject of this research. The writers spoke with HR professionals, recruiters, and AI platform vendors. Their findings suggest that AI is altering the organizational makeup and recruitment practices of businesses. The research was able to fully grasp AI's role in talent acquisition by concentrating on these aspects. The authors also provide a theoretical framework to help readers better comprehend the effects of AI on the hiring process. Their research shows that fair implementation of AI is necessary to avoid prejudice in hiring, even though AI has the potential to increase output. The findings from the research will make the positive and negative aspects of AI in the workplace more-clear. Also included in this document is advice for businesses on how to make the most of AI.

Keywords—*Artificial Intelligence, Talent Acquisition, Best Practices, Organizational Productivity.*

I. INTRODUCTION

Among the many advantages of using AI in digital recruiting is an expansion of both the number and range of applications. This expansion may or may not, however, result in an improvement in the calibre of applicants. There is a critical trade-off when using AI for talent acquisition: facilitating transactions versus cultivating genuine connections. This research aims to analyse the ramifications of this compromise on organisations and their operations.

The way many businesses use AI is impacting their hiring practices. Artificial intelligence (AI)-powered document screening and other process automation increases productivity, but it also makes individuals nervous about their future communication skills. This degree of involvement is necessary for connection building and to attract exceptional individuals.

Algorithmic management and ambidexterity theory provide light on this intricate interaction. Algorithmic management recognises that algorithms are part of larger organisational systems and stresses the need for human supervision of AI-driven work. Ambidexterity theory posits that, alongside study, new ideas, human connection, and efficiency gains should take precedence.

A careful equilibrium, according to this research, is necessary for AI talent acquisition to be effective. Effortless human connection is essential for attracting and hiring top talent, and artificial intelligence (AI) may help companies save time and effort without replacing it. This highlights the need of hiring with a people-first mindset and giving serious thought to the appropriate usage of AI solutions.

By combining concepts from ambidexterity theory and algorithmic management literature, The purpose of this study is to explain why artificial intelligence (AI), and specifically chatbots, are used in talent acquisition. It zeroes in on how relational capabilities relate to transactional competencies. Consequently, we chose to investigate the possible operational and organisational

impacts of AI on the hiring process. The potential effects of AI's transactional and relational features on these organisational structures and operational work processes particularly pique our interest. To go more into this, we propose the following study topic:

RQ1. In the context of acquiring talent, how may the relational and transactional components of AI impact its operational and organisational components?

Meeting with and interviewing HR experts, recruiters, and an AI service provider comprised our qualitative study. Our results show that we shouldn't rely too much on algorithmic management to achieve peak operational performance. Coworker interactions are a rich source of learning about values, integration, and communication; a narrow perspective could miss these lessons (Wieland and Marcus Wallenburg, 2013).

II. ALGORITHMIC MANAGEMENT IN ORGANISATIONS' HIRING PROCESS

A. Organisational Recruitment Processes

Digital recruiting expands the applicant pool but doesn't guarantee quality, making it hard to quickly identify top talent among numerous applications. A versatile and cost-effective talent acquisition strategy is crucial, prioritizing cultural fit over just skills. The recruitment process involves four key stages: sourcing potential candidates online, screening applications against criteria, selection through evaluations considering person-job, person-team, and person-organization fit, and finally, extending offers to the chosen individuals.

By using this strategy, we want to improve service performance, meet corporate objectives, and hire top talent.

B. Organizational Productivity

Many steps make up the recruiting process. Regardless of HRM's status as a support function, its efficacy is critical. Due to the high volume of administrative work involved, the traditional recruiting procedure is tedious and time-consuming. Even competent people may decide not to apply if the process takes too long.

Relationships between individuals may take a back seat to operational efficiency, which algorithmic management advocates. In order to build solid connections with prospects, you need excellent interpersonal skills including communication and teamwork.

Finding the right balance between building relationships and being efficient is crucial for effective recruiting. While a strictly transactional strategy might lead to more efficiency, it could also derail efforts to enhance the applicant experience and get top personnel.

C. Artificial Intelligence In Recruitment

Chatbots are AI applications that automate many people responsible for hiring, among other things, with responding to frequently requested queries, doing interviews, and reviewing resumes. In addition to reducing expenses, this automation may provide recruiters more time to focus on long-term strategy. Removing demographic questions from early assessments is one way AI may help remove unconscious biases in hiring.

Using an AI perspective, the steps might be input, processing, and output. It discusses the human-AI link from a relational perspective.

The usage of AI in the recruiting process primarily leads to three benefits: enhanced applicant engagement, reduced bias, and enhanced efficiency. Artificial intelligence (AI) has the potential to create a more diverse and inclusive workplace by streamlining hiring procedures, enhancing communication, and attracting top talent.

D. Perspectives From Ambidexterity Theory And Algorithmic Management

According to Lee et al. (2015), algorithmic management is a way to systematically supervise algorithmic processes in a network that provides support for organisational devices.

Meijerink and Bondarouk (2023) define algorithms as data-fed computer formulas for decision-making, widely used in HR for data processing, decision support, and performance monitoring. These algorithms automate tasks from employee monitoring to enhancing human decisions, offering varying degrees of control. Addressing algorithm aversion requires empowering algorithms with human-centric skills. In talent acquisition, algorithmic management employs descriptive, predictive, and prescriptive algorithms for analysis, fit assessment, and automation. The human-AI interaction spectrum ranges from full automation to complete human involvement, presenting opportunities and challenges for transparent and engaging hiring processes in the evolving talent landscape.

E. Insights From Ambidexterity Theory

According to O'Reilly and Tushman (2021), ambidexterity theory highlights an organization's ability to handle two separate but linked tasks: coming up with new ideas and improving current ones.

AI exploitation in talent acquisition optimizes current processes for efficient screening. Exploration, conversely, uses AI for innovative strategies like personalized chatbots, fostering relational engagement. Achieving transactional efficiency requires operational ambidexterity in the dynamic talent market.

III. RESEARCH METHODOLOGY

The inductive method was used to examine the potential operational and organisational effects of AI on talent acquisition in this study. The data was arranged according to the methodology proposed by Corley and Gioia (2004) so that a comprehensive contextual analysis could be carried out.

In the tradition of Lincoln and Guba (1985), we used a naturalistic inquiry technique to get insights into interpretation. This expands upon previous study that explored the relationship between human contact and AI-assisted transactions in the context of selection and recruiting, which aligns with our research goals.

A. Data Collection

In order to gather information, two main sources were used. Table 1 illustrates that eleven human resources experts and recruiters were interviewed for the second set of data, while meetings with AI providers made up the first batch.

TABLE I. DATA COLLECTION SOURCE

S. No.	Data source	Industrial sectors
1	Interviews	Fintech Insurance
2	Meetings	Kick-off meetings Discussion on technical and practical use of AI. Internal presentations and discussions on future developments

This study utilized a mixed-methods approach. The first dataset was collected through semi-structured interviews with HR professionals of different IT companies. An examination of current recruiting procedures and the possibilities of AI led to the development and refinement of interview criteria. With the participants' approval, audio recordings of all interviews were made.

B. Data Analysis

To assess interview transcripts and interactions with AI recruiting platforms, this study used axial and open coding methodologies. The approach used was grounded theory. We actively searched for basic codes, developed them into themes, and examined cross-category relationships as part of this strategy. Braun and Clarke (2006) proposed six phases of theme analysis, which the research followed. This added rigour and reliability to the study. By comparing data with academic articles and HR reports, the study's authors discovered important themes, including the relationship between operational efficiency and recruitment quality. This made it possible for them to give comprehensive details about how both human and artificial intelligence are influencing the hiring process.

C. Limitations of the Study

This qualitative study, while providing rich insights into AI and recruitment through in-depth interviews with eleven participants, has limitations. The small sample size restricts generalizability. Focusing on IT sector, a mature AI adopter, offers strategic foresight but requires cautious application to the Indian IT context due to differing cultures, labor markets, and infrastructure. Although rigorous thematic analysis and data structuring were employed, subjective interpretation remains a potential influence, mitigated by triangulation, peer debriefing, and member checking to enhance validity and reliability. Future research should include comparative studies across geographies.

IV. AN ORGANISATIONAL AND OPERATIONAL DIMENSIONS CONCEPTUAL FRAMEWORK

Themes	Representative quotes
<i>Aggregate dimension 1: speed and efficiency Scalability</i>	Since we employ a screening tool to make the screening process simpler, we have eliminated some of the issues that arise with higher volume, which is typically a bottleneck that might be further automated. (Interviewee 4) "On occasion, you will be required to respond to questionnaire questions. in order to improve our filtering. That's excellent when you have a large pool of applicants. If such is the case, you can concentrate on those who respond in the affirmative rather than reading every application. Interviewee 5 Therefore, having basic tools is crucial. We switch to a more contemporary approach from our antiquated hiring procedure. When it comes to hiring, managers now have a lot less work. (Interviewee 5)
Time efficiency	"You have made a number of phone calls, emails, and contacts. You also need to take the time to review all of the applications, which is the most difficult task to find the time to complete." (Interviewee 5, "Since we talk about AI, we could have the opportunity to make AI any other

	simple tool, automatically reject those, and reduce some of the time needed for screening." Interviewee 4
Work redesign	"We now require fewer people to work manually than we did in the past, particularly in screening." "Continue the screening because we don't want to lose the candidates," said Interviewee 1. Interviewee 6 Because we are human, we may use our skills and energy where we can offer value or use AI where it can bring value, thus I believe that application of AI is partially where we can be more effective. Therefore, the proper balance between AI and HR is key to success. Interviewee 8
Aggregate dimension 2: quality, Validity and accuracy	"We use competency-based questions for positions to increase the validity of recruitment so that we can compare candidates and determine which ones are best suited for the position." (People interviewed 7) "We aim for 100% match rates when we declare that we will employ AI in recruiting. If you talk to organisations who use or provide AI, they always tell you a maximum of 95%, so it's not yet possible to get 100% matches. In the 5% range, you might be missing out on great applicants, so perhaps we should aim for 99.9% when utilising AI in recruitment. (Interviewee 10). Does anyone in the world parse resumes with 100% accuracy? in every language? I have that question. I'll pass that information to a chatbot if it exists.
Inputs quality	The most challenging part of the hiring process is obtaining resumes to use as a basis for selecting which of the 100 or 20 applicants would be the most qualified for the position. The CV is not a very good indicator of future performance. (Interviewee 2) Additionally, some candidates have poor resumes. They don't write much about how they're doing or why they want this employment, nor do they discuss the time period. Understanding the candidate's experience is challenging. The biggest problems, in my opinion, are that candidates either fail to properly convey their experience on their resumes, giving you the erroneous impression of the right person, or we recruiters misread and misinterpret the resume.
Functionality	We want our management and internal staff to have an easier time with the process. We want to give our managers who actively participate in hiring a great experience using systems and tools, and we want to back up our choice with accurate data. (Interviewee 1) However, its purpose is identical to that of the knockout question. It appears more contemporary and cooler. For the screening question, it might be a pleasant candidate experience. (Interviewee 8). "At this stage, I don't think we'll use a robot in place of our current procedure. The name should be picked up by the AI when it is fine-tuned, for instance, by reading a resume. Even though the robot is functioning, I still need to replace it when it picks up incorrect objects. For us to use it externally, it must be more stable. (Interviewee 2)
Aggregate dimension 3: dependability Service delivery	Due to the fact that recruiters like me assist with 15% of the entire hiring process, we also provide training for managers who handle the hiring process themselves. We shall thus train the managers to deal with this on their own. We strive to avoid having them complete lengthy procedures in that application; we want them to do it in around

	eight weeks. Interviewee 5 We require six weeks if you are good in four to five weeks because it takes a long time and we have a difficult task to do. But it requires good project planning and cooperation with the hiring managers. (Respondent 3)
Objective assessment	"You must have a strong case for not moving forward with the remaining candidates, and you must be exceptionally impartial and objective." (Interviewee 1) "We are aware of bias, so minimising them when we are away from CVs will be very beneficial." The first thing we must do is to become aware of bias. (Interviewee 3) "In the best case scenario, you have a job profile where you can use screens to ask questions. To focus objectively, concentrate on the requirement profile, and work strictly competency-based based." (Interviewee 8)
<i>Aggregate dimension 4: relational Candidate experience</i>	It is important to get in touch with candidates in person following their interview here at the office and offer feedback, rather than only sending an email, since they have invested their time and deserve it. (Respondent #3) "We need constant updates on their progress, so interaction is crucial." Additionally, when they are not proceeding with the process, we make an effort to at least provide as much feedback as we can [...]. You need to make sure that the applicants are also clients. We don't want people to feel that we aren't dealing with them, so if they get the best experience possible, even if they don't advance in specific roles, they will still go on buy with us and regard us as a partner. (Interviewee 10) "You must go quickly through your process. The interests of the candidates, not the companies, must come first. (Interviewee 11)
Rapport	The majority of people try to get to know the people they will be working with. As a manager, what do you expect from me and what do I anticipate from you? It is preferable to do it in person. (Interviewee 2) "Building relationships and trust is another aspect of recruitment that makes you want to come work for us." (Interviewee 2) "It is difficult to use words to define culture. The walls contain it. as well as during our meetings with the public. (Interviewee 3)

We found that relationship, efficiency and speed, quality, and reliability were the four key areas where AI affected talent acquisition. We can see how AI can simplify the hiring process and adjust to different needs inside the "Speed and Efficiency" component. The "quality" of outcomes produced by AI is determined by their correctness and validity. "Dependability" is of the utmost importance when it comes to the fairness of service delivery and application evaluations. The more subjective parts of the recruiting process, including the candidate's perspective and the importance of rapport, will be discussed at the conclusion of the "Relational" section. The fourth dimension is concerned with relationships, as opposed to the transactional aspects addressed in the previous three. These dimensions split the hiring process into relational and transactional components to show the intricate effects of AI on organisational procedures and operational effectiveness.

A. *Speed and Efficiency*

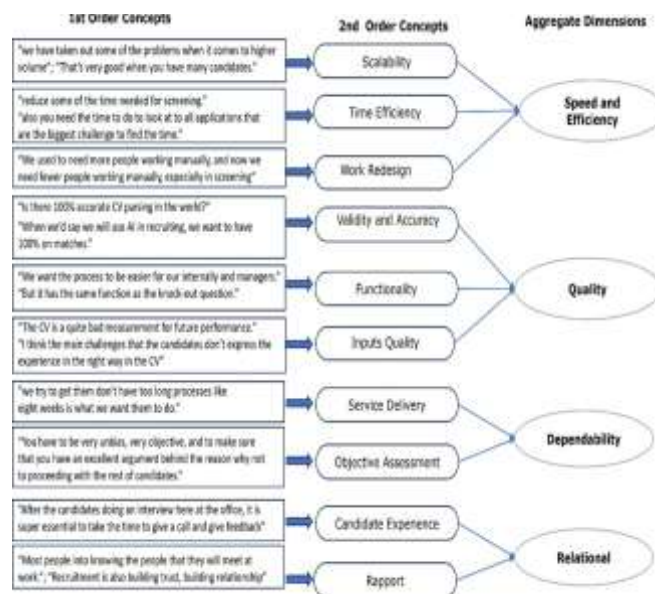
Our research simplifies the process of acquiring new talent by modelling it after a cycle in operations management: input, transformation, and output. Large firms receive a lot of

applications, thus processing times must be quite short. We discovered that scalability, time efficiency, and work design are the three primary components of speed and efficiency.

- a) In this context, "scalability" refers to the ability to increase the effectiveness of several applications. Using knockout questions, automated screening tools, or brief exams to rapidly review papers might be useful when seeking to recruit new employees. Due to the large volume of applications, the interviewees agreed that a screening tool would be helpful in shortening the application process. It was also noted that evaluations make the job of recruiters simpler, as "you don't need to read every single application, you can focus on candidates that answer yes to this."

TABLE II. DATA SUPPORTING INTERPRETATIONS

FIGURE I DATA STRUCTURE



- b) Time efficiency: linked to a simplified recruiting process; eight participants cited the time-consuming application and interview procedures as the biggest challenges in acquiring talent. One metric for speed is the sum of all the time needed to finish the recruitment process. "Do the screening ongoing because we do not want to lose the candidates." This is the typical reaction from companies who realise they need to act fast to retain their best employees from defecting to a competitor.
- c) The focus has shifted: among other things, the first responder said that "We used to need more people working manually, now we need fewer people working manually especially in screening," suggesting that AI may relieve humans of repetitive, physical tasks. "We can put our energy and skill where we add value or use AI where AI can add value," replies respondent 8, suggesting ways to reassess work in light of the transition. Therefore, if AI could manage administrative tasks, recruiters may have more time for strategy work.

B. Quality

The input-transformation-output cycle is characterised by excellence at every phase. The output quality (qualified candidates) is determined by the input quality (resumes) and the transformation quality (AI, for example). The following characteristics indicate that the product is of high quality:

- a) Accuracy and validity: Before making a hiring choice, we check each available position's criteria against a candidate's qualifications. The reply argues that in order for AI to conduct reliable assessments and, eventually, find the most qualified individuals for a job, it needs very high levels of accuracy. Having a perfect match rate is our objective when we announce that we will be employing AI for recruitment on number 10. It is currently impossible to use AI to find a perfect match. At the moment, it's at 95%. The maximum percentage that businesses using AI or providing AI services will always tell you is 95%. However, you may not attract top talent if you fall under that 5%. Since this is the case, maybe we should aim for a 99.9 percent success rate while using AI for the hiring process.
- b) Function: This attribute shows how successfully a product carries out its intended purpose, as stated by Slack and Brandon-Jones (2018). In other words, we want the AI to be able to analyse resumes (not just process them) and conduct interviews (chatbot interview) in the same way that a human recruiter would. Like the knock-out question, it serves a similar purpose. It exudes an air of cool modernity. For applicants, the screening question may be a life-changing event.
- c) How high-quality are the materials? "The biggest challenge is that for recruitment is really difficult in terms of getting the CV as a base on taking a decision," as the saying goes, refers to the issue that resumes frequently lack enough information to be evaluated objectively. This is true whether the screening results are produced by human recruiters or automated systems. As previously stated, "I think the main challenges that the candidates do not express the experience in the right way in the CV." People run the risk of this happening if they don't emphasise their most impressive qualifications on their resumes.

C. Reliability

The reliability of chatbots and AI in hiring new employees This determines their capacity to streamline and enhance the employment procedure. According to our research, this kind of method can only work if it complies with privacy and ethical regulations and can be seamlessly integrated with current systems. Artificial intelligence (AI) still faces obstacles when it comes to human emotions, despite its ability to learn and forecast a candidate's performance. Based on our findings, these methods are reliable and useful for finding fresh talent since they include the following characteristics:

a) Boosting service delivery is an operational performance goal that is similar to the dependability target. It opens the path for improved service delivery in the talent acquisition environment by using current, user-friendly technologies. Our third interviewee estimated a six-week timeframe (or four or five weeks if you're really skilled) due to the nature of our work. But you and the HR managers in charge of hiring must coordinate your efforts and come up with a strategy.

(a) An unbiased evaluation: artificial intelligence and chatbots greatly improve the employment process. Uniform assessments based on quantitative criteria and the simplification of repetitious activities allow for fair review at every stage of the employment process. More data-driven and fair judgements will result from this automation, as human bias will have less space to operate. However, AI doesn't work unless trained on neutral data and supplemented with human judgement to pick up on subtleties. Objective evaluation is crucial since there must be a solid reason to reject an application. Using AI responsibly and transparently is crucial for achieving hiring equality, even if AI may help reduce unconscious prejudices, especially when processing a high number of applications.

D. Relational

- a) We discovered that situations requiring substantial in-person contact, like job interviews or performance evaluations, may be drastically changed by AI. Fearing a loss of trust and an

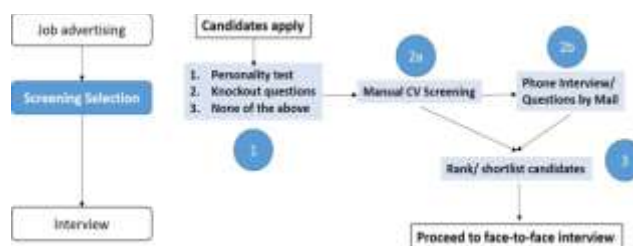
impersonal experience due to AI-driven procedures' lack of human connection, a number of respondents raised this issue. The following characteristics best characterise relational, according to our research:

- b) When we talk about candidates' experiences, what we mean is the level of involvement they have in the recruiting process. The public may see AI as emotionally cold and cruel if screenings conducted using AI are too clinical and impersonal. It may not be obvious at first glance. The best way to gauge prospective clients is via face-to-face communication:
- c) Additionally, many see AI as biased because of its more survey-like attitude compared to conversational one. Most people really like the personal touch. Based on the data, personalised remarks are much valued. It is critical to get in touch with candidates who have been interviewed in person to give them feedback, not only via email. Candidates deserve tailored feedback since they have worked hard.
- d) Candidates should maintain constant communication with the organisation during the hiring process to guarantee their continued attention. If you don't, your rival could snag your eligible applicants.
- e) The importance of social contacts in creating partnerships that benefit both parties is referred to as rapport. Face-to-face meetings enhance the evaluation process overall because "the personal communication is very important to do the evaluation of the candidates." "Recruitment is also building trust, building relationship that you want to come and work for us." The statement highlights the importance of developing a personal relationship with potential employees. Because of this, most interviewees prefer in-person interviews.

E. Artificial intelligence against traditional organisational components in the hiring process

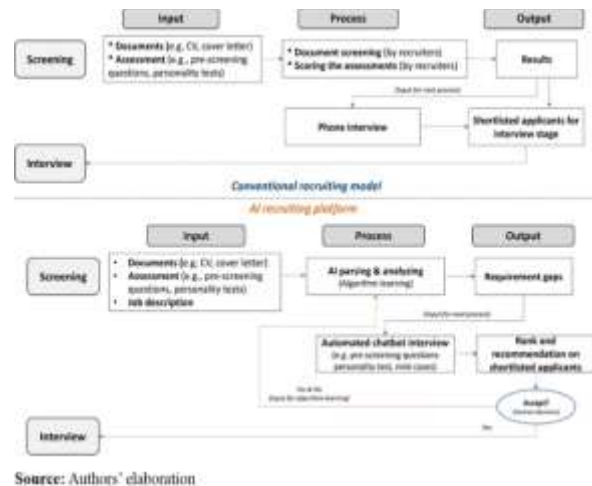
The following three-step model for the recruiting process emerged from our talks with HR experts and recruiters: There are three steps to the screening process: 1. Initial applicant evaluation; 2. Screening; and 3. Selection of interviewees. Candidates are required to pass a pre-screening phase, as shown in Figure 2. Participant submission of papers and/or completion of pre-screening examinations may be required prior to advancement to the next level. Recruiters may opt to do a phone screening interview or, in certain cases, an in-person interview after examining applications and making first contact.

FIGURE II FINDINGS IN RECRUITMENT PROCESS BASED ON INTERVIEWS



Turning the tables on traditional recruiting methods, we discovered that AI may enhance them (Figure 3). Conversations and meetings with an AI company that specialises in chatbots and employs AI for hiring produced this data.

FIGURE III PROCESS ROWS FOR THE AI RECRUITMENT PLATFORM AND THE CONVENTIONAL RECRUITMENT MODEL



Source: Authors' elaboration

AI-driven recruitment algorithms streamline initial candidate screening by extracting data from resumes and cover letters, identifying gaps against job descriptions. Automated chatbots handle initial interviews, while computers administer and score tests. This provides recruiters with data-driven insights for shortlisting qualified candidates.

Interpreting AI's impact requires integrating ambidexterity theory (exploration vs. exploitation) and algorithmic management. While AI's current application in CV screening and ranking reflects exploitation for efficiency, relational aspects like candidate experience and personalized feedback remain explorative, demanding human involvement. This highlights the need for an ambidextrous approach: AI should complement, not replace, human oversight to ensure fairness and organizational adaptability in recruitment.

V. PRACTICAL IMPLICATIONS

The findings of this study offer several **practical implications** for organizations seeking to integrate AI into their talent acquisition processes. Firstly, while AI tools offer significant benefits in terms of **efficiency, scalability, and bias mitigation**, they should not function in isolation. Organizations are advised to adopt **hybrid models** where AI handles repetitive, data-driven tasks (e.g., initial CV screening), and recruiters focus on **relational aspects**, such as interviews and feedback communication. Secondly, to improve the **candidate experience**, companies should implement AI solutions that allow **personalized engagement**, such as intelligent chatbots capable of offering contextual feedback and updates. Furthermore, HR teams must undergo regular training to develop **algorithmic literacy**, enabling them to monitor and audit AI decisions for fairness, explainability, and potential bias. Finally, organizations must establish **governance frameworks** to ensure that AI usage aligns with ethical standards and diversity goals, thus reinforcing trust in the recruitment process. These strategies will enable a more **people-centric yet data-informed** approach to hiring, resonating with the ambidextrous model of balancing innovation with operational excellence.

VI. DISCUSSION & CONCLUSION

Striking a balance between transactional efficiency and relationship dynamics was the primary goal of this study on the operational and organisational repercussions of AI in talent acquisition. The automation of processes by AI has an impact on relational and transactional elements, as our study indicates. Even with the most standard hiring practices, the screening process requires almost little human interaction. A potential use of AI is to facilitate better internal communications, which in turn might increase the efficiency and effectiveness of teamwork. Due to the elimination of biased decision-making processes brought about by a lack

of human intervention, all candidates would get equal consideration regardless of their background.

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