
Impact of Artificial Intelligence on Recruitment Practices in MNC Companies of Ahmedabad

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ABSTRACT

Artificial Intelligence (AI) is increasingly becoming an important part of modern recruitment practices in multinational companies. AI supports recruitment activities such as candidate sourcing, resume screening, identification of suitable candidates, candidate assessment, interview scheduling, and selection. Its use can help organisations manage a large number of applications, reduce the workload of HR professionals, improve recruitment efficiency, and reduce the time required to identify suitable candidates. At the same time, the use of AI is changing the role of HR professionals by reducing repetitive administrative work and providing greater support for data-based recruitment decisions. The present study examines the perception of HR Managers regarding the impact of AI on recruitment practices and examines the association between demographic characteristics and their perceptions. The study is based on primary data collected from 178 HR Managers working in MNC companies of Ahmedabad. Purposive (Judgement) Sampling was used to select respondents who were directly involved in recruitment and selection activities. A structured questionnaire with a five-point Likert scale was used for data collection. A one-sample t-test was applied using a test value of 3, while the chi-square test was used to examine associations between demographic characteristics and perceptions. The findings indicate that HR Managers have a significantly positive perception of AI in recruitment. They believe that AI improves recruitment speed and efficiency, supports identification of suitable candidates, improves resume screening, reduces HR workload, and reduces selection time. Demographic analysis shows that gender, age, and work experience have no significant association with the selected perceptions, while education has a significant association with the perception that AI helps identify suitable candidates. Overall, the study concludes that AI is a useful support tool for improving recruitment practices in MNC companies of Ahmedabad.

Keywords: Artificial Intelligence, Recruitment Practices, HR Managers, MNC Companies

1. Introduction

Artificial Intelligence (AI) is becoming an important technology in modern recruitment and human resource management. It refers to the use of computer systems and intelligent software to perform activities that normally require human intelligence, such as analysing information, identifying suitable candidates, understanding patterns, and supporting decision-making. In recruitment, AI can be used at different stages of the hiring process, from identifying job requirements and searching for candidates to screening applications, conducting assessments, scheduling interviews, and supporting final selection. The increasing use of AI is changing the traditional recruitment process and helping organisations manage a large number of applications more efficiently.

AI has made candidate sourcing and screening easier for organisations. Recruitment systems can search large databases, online professional profiles, and applications to identify candidates whose qualifications and experience match a particular job description. AI-based Applicant Tracking Systems can also screen resumes and rank candidates according to selected criteria. This can reduce the time required by HR professionals to manually examine a large number of applications. For companies receiving thousands of applications, particularly large multinational companies, AI can provide useful support in managing the initial stages of recruitment.



Another important application of AI is in candidate assessment and selection. AI-supported recruitment tools can analyse responses to online assessments, evaluate certain job-related skills, and help recruiters compare candidates. Chatbots can also interact with applicants, answer common questions, provide information about vacancies, and communicate the status of applications. Automated interview scheduling can further reduce administrative work for recruitment teams. As a result, HR professionals can spend more time on activities that require human judgement, communication, relationship building, and final decision-making.

AI can also contribute to improving recruitment efficiency and reducing recruitment time. Traditional recruitment involves several repetitive activities, including resume screening, data entry, communication with applicants, interview scheduling, and preparation of candidate lists. Automation of these activities can reduce the administrative workload of recruitment professionals. AI can process large amounts of recruitment information quickly and provide recommendations based on predefined requirements. This can help organisations respond to candidates more quickly and improve the overall recruitment process.

The use of AI in recruitment may also support data-based decision-making. Recruitment professionals can use information generated by AI systems to identify patterns related to applications, candidate sources, recruitment time, and hiring outcomes. Such information can help organisations understand which recruitment channels are producing suitable candidates and where improvements are required. However, AI should generally be considered a decision-support technology rather than a complete replacement for HR professionals. Human judgement remains important, particularly when assessing communication skills, cultural fit, motivation, leadership qualities, ethical considerations, and other characteristics that may not be accurately measured by automated systems.

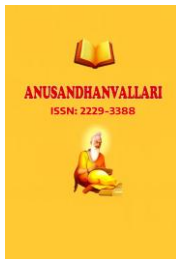
Despite its advantages, the use of AI in recruitment also creates several challenges and concerns. One major concern is algorithmic bias. If an AI system is developed or trained using biased historical recruitment data, it may reproduce or even increase existing patterns of discrimination. Privacy and data security are also important because recruitment systems process personal information such as educational qualifications, employment history, contact information, and assessment results. Lack of transparency can create another problem when candidates or HR professionals do not understand how an AI system has reached a particular recommendation. Therefore, organisations need appropriate policies, monitoring, human oversight, and responsible use of AI technologies.

AI is also changing the role of HR and recruitment professionals. Instead of spending most of their time on repetitive administrative activities, HR professionals may increasingly focus on strategic recruitment, candidate experience, employer branding, workforce planning, and human decision-making. This change requires recruitment professionals to develop technological and analytical skills along with traditional HR competencies. Understanding how AI systems work, interpreting AI-generated information, identifying possible bias, and maintaining ethical recruitment practices are becoming increasingly important skills for modern HR professionals.

Overall, Artificial Intelligence is transforming recruitment by increasing automation, improving the speed of candidate screening, supporting data-based decisions, and reducing repetitive work. At the same time, concerns related to bias, privacy, transparency, and human oversight cannot be ignored. The effectiveness of AI in recruitment depends not only on the technology itself but also on how responsibly it is implemented by organisations. Therefore, studying the impact and perception of AI in recruitment among HR professionals, particularly in the context of MNC companies in Ahmedabad, can provide useful understanding of the benefits, challenges, acceptance, and changing role of AI in modern recruitment practices.

2. Rationale of the study

The rapid development of Artificial Intelligence (AI) has brought significant changes in the way organisations perform their human resource activities. Recruitment is one of the major areas where AI is increasingly being used to improve the process of identifying, screening, assessing, and selecting candidates. MNC companies generally receive a large number of applications for different positions, making traditional recruitment processes



time-consuming and difficult to manage. AI-based recruitment tools can help organisations process large volumes of candidate information, identify suitable applicants, automate repetitive activities, and support recruitment professionals in making faster decisions.

The growing use of AI in recruitment provides an important reason to examine its actual impact on recruitment practices. AI can support activities such as resume screening, candidate sourcing, online assessments, interview scheduling, chatbots, and candidate matching. These applications may improve recruitment efficiency and reduce the workload of HR professionals. However, the effectiveness of AI depends on how the technology is adopted and used within an organisation. Therefore, it is important to understand whether the use of AI is actually improving recruitment practices in MNC companies and which areas of recruitment are most affected by its implementation.

Another important reason for the study is the changing role of HR and recruitment professionals. With the increasing use of AI, recruitment professionals are moving from routine administrative activities towards more analytical and strategic responsibilities. While AI can perform many repetitive tasks, human judgement remains important in evaluating communication skills, personality, motivation, organisational fit, and other factors that may not be fully understood by automated systems. Understanding this changing role can help organisations identify the skills and knowledge required by recruitment professionals in an AI-supported work environment.

The use of AI also raises concerns related to bias, privacy, transparency, and fairness in recruitment. An AI system may produce biased recommendations if the data used to develop or operate the system contains existing biases. Candidates may also have concerns about how their personal information is collected and evaluated. Therefore, the study is relevant for examining not only the benefits of AI but also the challenges associated with its use in recruitment. Understanding these issues can help MNC companies develop more responsible and effective approaches to AI-based recruitment.

Ahmedabad has developed as an important business and employment centre with the presence of companies operating across different sectors, including multinational organisations. The recruitment activities of MNC companies involve large and diverse workforces, making technology-based recruitment increasingly relevant. However, there is a need for greater understanding of how AI is being used in recruitment practices within MNC companies in Ahmedabad. A location-specific study can provide useful information about the adoption, effectiveness, advantages, and challenges of AI in the local corporate environment.

The study is therefore undertaken to examine the impact of Artificial Intelligence on recruitment practices in MNC companies of Ahmedabad. It can provide an understanding of how AI is influencing candidate sourcing, screening, assessment, selection, recruitment efficiency, and the work of recruitment professionals. The findings may be useful to HR managers, recruitment professionals, organisational decision-makers, and researchers in understanding the opportunities and challenges associated with AI-based recruitment. The study can also contribute to the development of more efficient, transparent, and human-centred recruitment practices in MNC companies.

3. Literature Review

Preeti Singh. (2024), Higher AI implementation was strongly associated with greater perceived recruitment efficiency among HR professionals (Spearman's $\rho \approx 0.854$; high- versus low-usage groups differed significantly). The study also reported a 30% reduction in time-to-hire and a 25% decrease in cost-per-hire in the TechForward case study. High-AI-usage organizations reported increased candidate-pool diversity more often than low-AI-usage organizations.



A. Hemalatha et. al. (2021), Natural Language Processing, Machine Vision, Automation, and Augmentation significantly impacted recruitment and selection, with potential benefits including time and cost savings, greater accuracy, reduced bias and workload, increased efficiency, and improved candidate experience.

Alhousseiny Samba Traore et. al. (2024), AI integration improves recruitment-process efficiency and optimizes talent acquisition through automation, candidate screening, ranking, and faster recruitment. AI adoption presents unresolved risks related to algorithmic bias, diversity and inclusion, ethics, and privacy. Organizations should adopt AI strategically and responsibly to maximize recruitment benefits while mitigating its ethical and social risks.

Anees Faroozan (2025), AI significantly improves recruitment efficiency by automating resume screening, candidate sourcing, and interview scheduling, with 69% of survey respondents emphasizing faster recruitment when AI is implemented correctly. AI can mitigate recruitment bias through NLP, machine learning, and anonymized resumes, but it may perpetuate historical training-data biases and raise algorithmic-transparency concerns. AI recruitment remains limited by reduced human judgment, accuracy and reliability problems, privacy and ethical risks, and the need for human oversight and regulatory frameworks.

Sandeep Kumar Gupta et. al. (2025), AI-driven recruitment tools automate administrative work, improve candidate sourcing and assessment accuracy, increase efficiency, reduce hiring time, and broaden access to diverse talent. The paper reports that AI can support more objective, data-driven hiring decisions, reduce bias, and improve the candidate experience, but algorithmic bias may also be reinforced. Fair and effective adoption requires ongoing human oversight and ethical guidelines addressing data privacy, transparency, and bias.

Srinivas Manthena (2021), The paper examines AI's impact on recruitment using questionnaire and secondary data with one-way ANOVA, and concludes that AI can improve recruitment quality, optimization, accuracy, paperless processing, productivity, time efficiency, bias reduction, person-job matching, and candidate experience, although the reported ANOVA table shows no statistically significant result ($P = 1$). The study used questionnaire-based primary data, secondary sources, and one-way ANOVA to assess recruitment performance variables. The authors report benefits including quality, optimization, accuracy, paperless processing, and productivity. The recruitment-benefits table lists time savings, bias removal, correct placement, and improved candidate experience.

Priyanka Mahajan et. al. (2026), Among 50 respondents, 85% were aware of AI hiring tools, 60% reported organizational use of AI recruitment platforms, 80% believed AI reduces hiring time, and 55% expressed concerns about bias, transparency, and excessive reliance on technology. AI and automation improved recruitment efficiency, reduced administrative workload, enhanced screening accuracy, and helped organizations manage large applicant pools more effectively. AI cannot fully replace human recruiters, so responsible adoption requires human supervision to address empathy, interpersonal judgment, algorithmic bias, privacy, and transparency concerns.

V. R. S. B. Yalamarthy (2025), AI can improve recruitment efficiency, reduce hiring costs, and enhance candidate-job matching through data-driven insights. Applicant tracking systems, chatbots, predictive analytics, and automated video interviews are increasingly used in early hiring, either complementing or replacing human judgment. The paper concludes that AI should augment rather than replace human intuition, while addressing algorithmic bias, data privacy, and decision-making transparency.

A. Alzyoud et. al. (2024), AI makes recruitment more effective by reducing bias, limiting impression-management effects, expanding access to global talent, and automating repetitive tasks, thereby saving HR time. AI-based virtual interviews and gamified recruitment can support fairer assessment and help recruiters evaluate candidates' work skills. Although AI's main expected benefits are increased productivity and automation, widespread adoption remains limited because organizations may not be ready to implement innovative technology.

Saju Mathew et. al. (2025), AI can streamline and automate candidate screening and selection processes, while facilitating more objective decisions. screening_selection objective_decisions Leveraging AI technologies may enable faster and more accurate recruitment decisions and help create a positive candidate experience. improved_recruitment The study identified potential challenges to implementing AI in recruitment. implementation_challenges

V. Iyer (2023), AI was found to improve recruitment efficiency and precision through capabilities including application screening, job-fit assessment, candidate interaction, and virtual interviews, with benefits outweighing limitations. AI can reduce human recruiter bias, but developer-encoded, gender, and language biases remain important risks requiring continuous oversight.

4. Research Objectives

1. To study the perception of employees/HR professionals regarding the impact of Artificial Intelligence on recruitment practices in MNC companies of Ahmedabad.
2. To examine the association between demographic characteristics of respondents and their perception regarding the impact of Artificial Intelligence on recruitment practices in MNC companies of Ahmedabad.

5. Sample Size

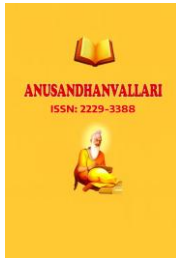
The sample size for the study is 178 HR Managers working in MNC companies of Ahmedabad. The respondents are selected from MNC companies operating in Ahmedabad.

6. Sampling Techniques

In this study Purposive Sampling (Judgement Sampling) has been used. Under this technique, HR Managers who are directly involved in recruitment and selection activities in MNC companies of Ahmedabad are deliberately selected as respondents. The technique is suitable because the study requires respondents who have relevant knowledge and experience of recruitment practices and the use of Artificial Intelligence in recruitment.

7. Data Analysis

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Artificial Intelligence makes the recruitment process faster and more efficient.	8.877	177	.000	.680	.53	.83
AI helps in identifying suitable candidates from a large number of applications.	8.714	177	.000	.753	.58	.92
AI-based tools improve the accuracy of resume screening during recruitment.	7.120	177	.000	.489	.35	.62



Artificial Intelligence reduces the workload of HR Managers in recruitment activities.	9.533	177	.000	.646	.51	.78
AI helps MNC companies to reduce the time required to select suitable candidates.	6.409	177	.000	.511	.35	.67

1. Artificial Intelligence makes the recruitment process faster and more efficient.

H0: Respondents do not believe that Artificial Intelligence makes the recruitment process faster and more efficient.

The calculated t-value is 8.877 with 177 degrees of freedom, and the p-value is .000, which is less than 0.05. Therefore, the null hypothesis is rejected. The mean difference is 0.680, showing that the average response is 0.680 points above the neutral value of 3. The 95% confidence interval ranges from 0.53 to 0.83, which is entirely positive. This indicates that the respondents significantly believe that Artificial Intelligence makes the recruitment process faster and more efficient.

2. AI helps in identifying suitable candidates from a large number of applications.

H0: Respondents do not believe that AI helps in identifying suitable candidates from a large number of applications.

The calculated t-value is 8.714 with 177 degrees of freedom, and the p-value is .000, which is less than 0.05. Therefore, the null hypothesis is rejected. The mean difference is 0.753, indicating that the average response is 0.753 points higher than the neutral value of 3. The 95% confidence interval is 0.58 to 0.92, and both limits are positive. Hence, the respondents significantly believe that AI helps in identifying suitable candidates from a large number of applications.

3. AI-based tools improve the accuracy of resume screening during recruitment.

H0: Respondents do not believe that AI-based tools improve the accuracy of resume screening during recruitment.

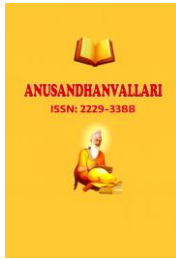
The calculated t-value is 7.120 with 177 degrees of freedom, and the p-value is .000, which is less than 0.05. Therefore, the null hypothesis is rejected. The mean difference is 0.489, showing that the average response is 0.489 points above the neutral value of 3. The 95% confidence interval ranges from 0.35 to 0.62, remaining completely above zero. Thus, the respondents significantly believe that AI-based tools improve the accuracy of resume screening during recruitment.

4. Artificial Intelligence reduces the workload of HR Managers in recruitment activities.

H0: Respondents do not believe that Artificial Intelligence reduces the workload of HR Managers in recruitment activities.

The calculated t-value is 9.533 with 177 degrees of freedom, and the p-value is .000, which is less than 0.05. Therefore, the null hypothesis is rejected. The mean difference is 0.646, indicating that the average response is 0.646 points higher than the neutral value of 3. The 95% confidence interval is 0.51 to 0.78, with both limits being positive. Therefore, the respondents significantly believe that Artificial Intelligence reduces the workload of HR Managers in recruitment activities.

5. AI helps MNC companies to reduce the time required to select suitable candidates.



H0: Respondents do not believe that AI helps MNC companies to reduce the time required to select suitable candidates.

The calculated t-value is 6.409 with 177 degrees of freedom, and the p-value is .000, which is less than 0.05. Therefore, the null hypothesis is rejected. The mean difference is 0.511, showing that the average response is 0.511 points above the neutral value of 3. The 95% confidence interval ranges from 0.35 to 0.67, which is entirely positive. Hence, the respondents significantly believe that AI helps MNC companies reduce the time required to select suitable candidates.

CHI-SQUARE TESTING

Variable	Pearson Chi-Square	P Value	Decision
Gender * Artificial Intelligence makes the recruitment process faster and more efficient.	4.242	0.236	Not Significant
Gender * AI helps in identifying suitable candidates from a large number of applications.	0.693	0.952	Not Significant
Gender * AI-based tools improve the accuracy of resume screening during recruitment.	1.856	0.762	Not Significant
Gender * Artificial Intelligence reduces the workload of HR Managers in recruitment activities.	1.03	0.794	Not Significant
Gender * AI helps MNC companies to reduce the time required to select suitable candidates.	0.771	0.942	Not Significant
AgeGroup * Artificial Intelligence makes the recruitment process faster and more efficient.	20.54	0.058	Not Significant
AgeGroup * AI helps in identifying suitable candidates from a large number of applications.	17.99	0.324	Not Significant
AgeGroup * AI-based tools improve the accuracy of resume screening during recruitment.	17.29	0.367	Not Significant
AgeGroup * Artificial Intelligence reduces the workload of HR Managers in recruitment activities.	9.124	0.692	Not Significant
AgeGroup * AI helps MNC companies to reduce the time required to select suitable candidates.	15.533	0.486	Not Significant
Education * Artificial Intelligence makes the recruitment process faster and more efficient.	19.176	0.084	Not Significant
Education * AI helps in identifying suitable candidates from a large number of applications.	26.437	0.048	Significant
Education * AI-based tools improve the accuracy of resume screening during recruitment.	17.993	0.324	Not Significant

Education * Artificial Intelligence reduces the workload of HR Managers in recruitment activities.	11.282	0.505	Not Significant
Education * AI helps MNC companies to reduce the time required to select suitable candidates.	15.512	0.487	Not Significant
Years of Experience * Artificial Intelligence makes the recruitment process faster and more efficient.	10.806	0.289	Not Significant
Years of Experience * AI helps in identifying suitable candidates from a large number of applications.	9.929	0.622	Not Significant
Years of Experience * AI-based tools improve the accuracy of resume screening during recruitment.	6.288	0.901	Not Significant
Years of Experience * Artificial Intelligence reduces the workload of HR Managers in recruitment activities.	7.118	0.625	Not Significant
Years of Experience * AI helps MNC companies to reduce the time required to select suitable candidates.	6.628	0.881	Not Significant

The results show that Gender has no significant association with any of the five AI-related recruitment statements because all p-values are greater than 0.05. Similarly, Age Group does not have a significant association with any of the statements. Although the p-value for Age Group and the statement regarding faster and more efficient recruitment is 0.058, it is still slightly above the 0.05 significance level and is therefore treated as not significant. Education has a significant association with only one statement: “AI helps in identifying suitable candidates from a large number of applications”, with a p-value of 0.048, which is less than 0.05. The remaining four education-related associations are not significant. Years of Experience does not have a significant association with any of the five statements, as all p-values are greater than 0.05.

8. Conclusion

The study examined the impact of Artificial Intelligence on recruitment practices in MNC companies of Ahmedabad based on the perceptions of 178 HR Managers. The one-sample t-test was conducted by taking 3 as the test value, representing a neutral level of perception. The results for all five statements were statistically significant, as the p-value for each statement was 0.000, which is less than 0.05. Therefore, the null hypotheses for all five statements were rejected.

The findings show that HR Managers have a positive perception of the role of Artificial Intelligence in recruitment. The respondents significantly believe that AI makes the recruitment process faster and more efficient. They also believe that AI helps in identifying suitable candidates from a large number of applications. The respondents further agreed that AI-based tools improve the accuracy of resume screening during recruitment. The result also indicates that AI helps to reduce the workload of HR Managers and assists MNC companies in reducing the time required to select suitable candidates. Since the mean differences for all five statements are positive, the overall perception is above the neutral level.

The highest mean difference was observed for the statement that AI helps in identifying suitable candidates from a large number of applications (0.753). This indicates a particularly positive perception of AI's ability to handle large numbers of applications and support candidate identification. The statement relating to faster and more efficient recruitment also showed a strong positive result, while AI's ability to reduce the workload of HR Managers and reduce selection time was also positively perceived.



The chi-square results were used to examine whether demographic characteristics were associated with the respondents' perceptions of AI in recruitment. The results show that Gender was not significantly associated with any of the five statements, as all p-values were greater than 0.05. This indicates that male and female HR Managers generally show similar perceptions regarding the role of AI in recruitment.

Similarly, Age Group was not significantly associated with any of the five statements. Although the association between Age Group and the belief that AI makes recruitment faster and more efficient produced a p-value of 0.058, it remains above the 0.05 significance level and is therefore considered not significant. Thus, differences in age do not significantly influence the perceptions of HR Managers regarding the selected AI-based recruitment practices.

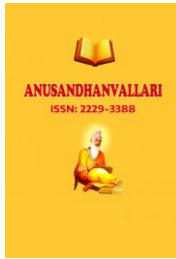
Educational Qualification showed a significant association with only one statement, namely that AI helps in identifying suitable candidates from a large number of applications, with a p-value of 0.048. This indicates that perception regarding AI's ability to identify suitable candidates differs significantly according to educational qualification. However, education was not significantly associated with the other four statements.

Finally, Years of Experience was not significantly associated with any of the five AI-related recruitment statements. This indicates that HR Managers with different levels of professional experience have broadly similar perceptions regarding the benefits of AI in recruitment.

Overall, the study concludes that Artificial Intelligence has a positive perceived impact on recruitment practices in MNC companies of Ahmedabad. HR Managers recognise AI as a useful technology for improving recruitment efficiency, identifying suitable candidates, improving resume screening, reducing workload, and reducing selection time. At the same time, the chi-square findings indicate that these perceptions are generally not dependent on gender, age, or years of experience. Educational qualification has a significant association only with the perception that AI helps identify suitable candidates. Thus, the findings suggest that AI is increasingly viewed as a valuable support tool for HR Managers in modern recruitment, while human involvement continues to remain important in the recruitment process.

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