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## Opportunities, Risks and Ethics in Rising AI-Powered Hiring

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### Abstract

Artificial intelligence (AI) is revolutionising the way hiring works by automating tasks such as parsing résumés, ranking candidates, and scheduling interviews to screen applicants more accurately and efficiently. Although it carries the potential benefits of efficiency and cost savings, it also brings risks with respect to algorithmic opacity, historical data bias and privacy damage. This article provides a PRISMA guided review of the AI-driven hiring research between 2020 and 2025, by analyzing data from 103 peer-reviewed studies in order to uncover opportunities, limitations, risks and ethical concerns. The results indicate that AI is a means for improving the speed of screening, optimizing job descriptions, scheduling and workforce analytics. Different kinds of challenges such as algorithmic bias, deepfake fraud, and barriers to accessibility have also been highlighted. Ethical issues revolve around openness, privacy, responsibility and justice. The article finds that AI hiring systems require the oversight of humans, systematic audits, inclusive design and strong data governance to generate maximum benefits for businesses while minimizing the risk of harm.

**Keywords:** AI-powered hiring; algorithmic recruitment; talent acquisition; resume screening; human-in-the-loop

### Introduction

The talent acquisition practice adopted data driven systems ([Nishar, 2022](#)). This can be viewed as a huge paradigm shift in talent recruitment. The advent of AI simplified the process; and therefore, it is natural for business users to utilize comfortable instrumentation to ease the task. In the traditional system, resume screening was carried out by human experience, which would be subjective in nature. Extracting the resumes

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from the database and handling them manually was time-consuming but now the same task is performed saving time and cost. The increasing usage of AI for talent acquisition has been rationalized by industry leaders due to fierce competition to attract talent in their organization as soon as possible so that they would not miss the right talent ([EI, Oualiki, 2025](#)). Today's talent market becomes volatile in that candidates and employers understand the job scope and therefore act swiftly. Employee turnover is higher than before due to various reasons. This is why the recruiters expedite talent hunt using software tools. As a result, they turned to fast working machinery and AI-powered systems. Employers such as Unilever, IBM, Hilton Hotels, Siemens, and Google reported lowering cost and increasing efficiency with the help of AI-powered systems ([Biradar et al., 2024](#)). AI-powered tools not only assist in hiring talent but also it helps in talent management and appraisal.

Furthermore, such tools give insight to the business manager about potential turnover of employees in future as well, which leads to a better decision-making process. While employment of AI in HR is being entertained by the company leaders and recruiters, other stakeholders and scholars have raised some concern of risk and ethical use. Various research articles raised questions about risk factors due to its "black box" nature of decision making ([Hunkenschroer & Kriebitz, 2023](#); [O'Brien, 2024](#); [Kassir et al., 2023](#)). The main concern was that the AI-powered tools make patterns from previously used resumes or from job descriptions, developing some algorithmic bias. This situation poses a threat such that inundated resumes may be screened embedding bias. Tactfully tailored resumes using AI tools now have a higher chance of being selected and thus creating issues of social exclusion in many ways. In this way, an AI-powered software system alone still does not suffice to meet all aspects of hiring requirements. This concept gave rise to an ethical question such as exclusion, surveillance on data privacy, data manipulation, lack of autonomy and debate over choice of algorithmic system or human-centric system ([Milossi et al., 2021](#)). At least at this time, some dilemma has prevailed on how to use AI systems for human-centric business purposes. The dilemma is twofold: (1) utilization of transformative power of AI in business and (2) effectiveness by minimizing algorithmic bias, data privacy violation and lack of transparency ([Bayan & Fayyard, 2024](#)).

While opportunities of AI-powered systems are being hailed and the number of web-based AI systems mushrooming at present, this research aims to critically examine opportunities, risks and ethical use of AI in business in the context of talent acquisition. In this backdrop of massive exploitation of AI based systems, this research endeavors to study opportunities that AI is creating, its risk factor and ethical dilemma.

## Method

The systematic review was conducted according to PRISMA guidelines. Themes were deductively generated into three broad umbrella areas to align with the study

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criteria: Opportunities of AI, Risk of adopting AI and Ethical Issues in AI and functional themes were embedded under it. The first theme is divided into other sub-themes as: *Resume Automation and Matching, Optimizing Job Description Using Keyword Analysis, Reducing Biasness in Hiring, Facial Expression Analysis, Automate Interview Schedule Using AI Utility, Identifying the Top Scoring Talent through Analysis, Forecasting Workforce with Predictive Modelling, Schedule Design with AI Chatbots.* The second theme has been sub-divided into *Inherent Risk of Algorithmic Bias, Facilitates Fraudulent practice through Deepfake Technology, Overlooking Soft Skill in Candidate Scoring, Accessibility Issue in AI Driven Software, Surveillance Utility underneath Productivity Tracking, Data Leaks as Employee not Aware of Breach, Keyword Manipulation to Fit Job Description.* The final theme is divided into four other sub-themes: *transparency, privacy, privacy and fairness.*

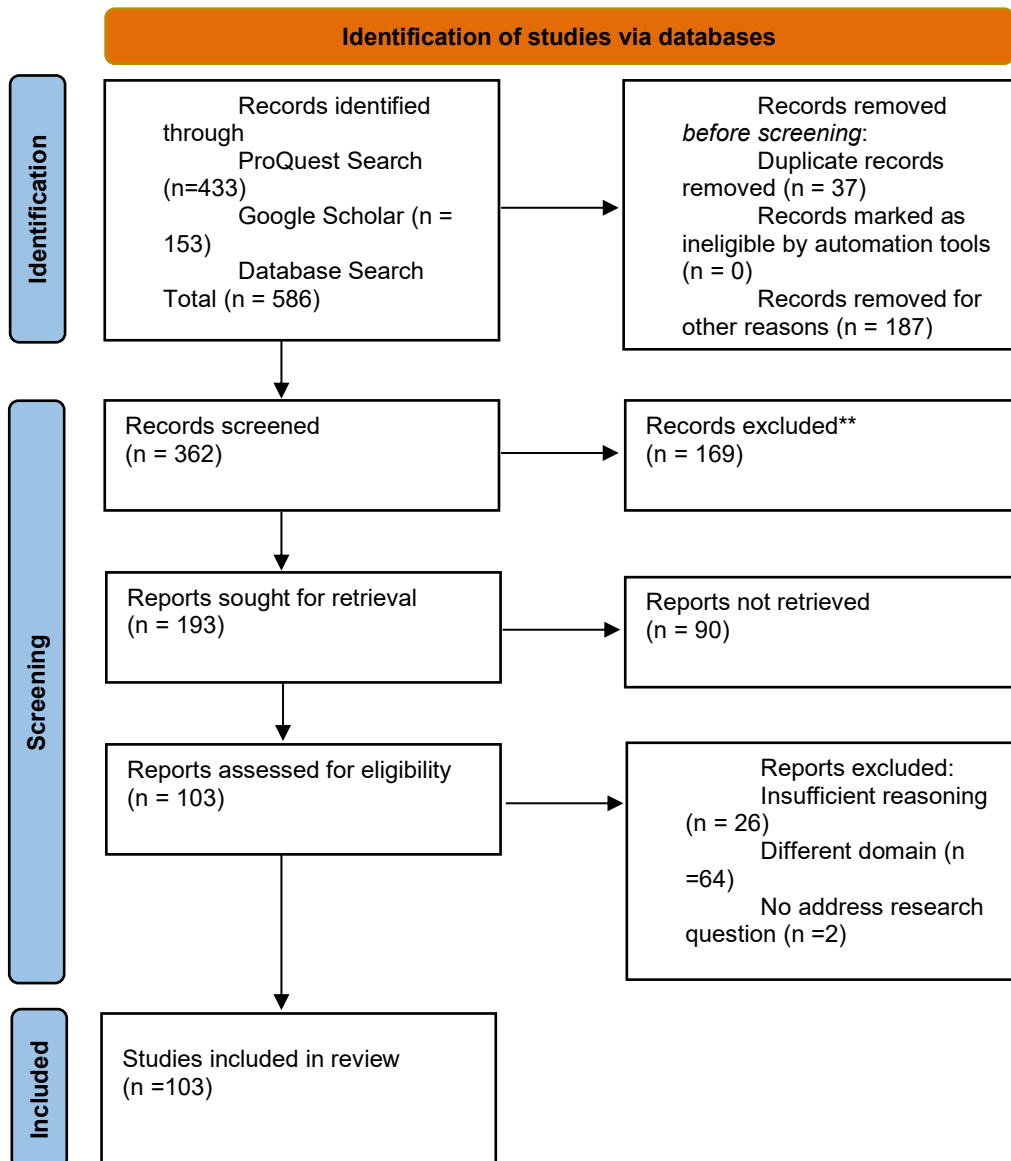
## **Selection Criteria and Search String**

The systematic search was conducted on ProQuest and Google Scholar using string (“resume” OR “curriculum vitae” OR “job application”) AND (“algorithm” OR “artificial intelligence” OR “AI” OR “machine learning” OR “automated system” OR “algorithmic decision-making”) AND (“opportunities” OR “benefits” OR “advantages” OR “efficiency”) AND (“risks” OR “bias” OR “discrimination” OR “fairness issues” OR “errors” OR “exclusion”) AND (“ethical dilemmas” OR “ethics” OR “ethical concerns” OR “ethical challenges” OR “accountability”). The search was filtered by date ranging from 2020 to 2025 with full text and peer reviewed. Another set of search strings was developed to narrow down the search in the ProQuest database because searches used in Google Scholar resulted in enlisted duplicating articles and many of them were not related to the domain of this search domain. Therefore, (“algorithmic hiring” OR “AI recruitment” OR “automated recruitment”) (“resume screening” OR “CV screening” OR “job application”) (“bias” OR “discrimination” OR “fairness” OR “ethics” OR “accountability”) “talent acquisition”, was created and queried in ProQuest, date ranging from 2020 to 2025. Further filters were applied by clicking on full text and peer reviewed. The detailed PRISMA flow diagram shows identification, screening and inclusion of articles.

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**PRISMA 2020 flow diagram for new systematic reviews which included searches of databases**



## Synthesized Results by Themes

### Opportunities of AI

Artificial Intelligence (AI) introduced many opportunities in talent acquisition. Advocacy of AI increased decision making. It is natural to be enthusiastic for industry leaders to utilize AI instrumentation to automate hiring processes for better decisions

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when it is available at hand. The prevalence of AI impacted everyday life of people even in sub-urban areas ([Milossi et al.,2021](#)). AI became a buzzword in everyday life and people often used it without clear understanding; which leads them to use due to its magical capability rather than informed judgement. School students use it to complete assignments, to create imaginative pictures, course facilitators use it to create presentations slides, data analysts use it to analyze it, HR employees use it to screen resumes, hire new employees, and conduct appraisal of employees. Additionally, it has been used in surveillance, in the health care sector, in autonomous systems, in decision making and Natural Language Processing (NLP). A scholar argued that the AI opportunities can be categorized into four categories: efficiency enhancement, competence enhancement, creativity improvement and overall effectiveness. People used various types of AI system, including generative AI from generating business ideas to entrepreneurial activities ([Ge, 2022](#)). Therefore, benefits of

## ***Resume Automation and Matching***

Resume automation and matching involve sorting, resume parsing, matching and filtering. When resume parsing is conducted, structured information such as skill, experience, education, work history are extracted from the resume pool by AI powered software ([Chen, 2022](#); [Cohen et al., 2025](#); [Waghmare et al.,2024](#)). Then another step is engaged in matching this extraction to the job description. Once matching is completed, the filtering process starts such as shortlisting candidates with rank. Various perspectives are exploited to find the best fit for the job. For example, when in need, cultural fit is also tested in the process if the candidate comes from a cross-cultural background ([Gonzales, 2023](#)).

## ***Optimize Job Description Using Keyword Analysis***

Talent acquisition plan involves job descriptions ready based on what job had been advertised previously without violating the company's policy, norms and values ([Opada et al.,2024](#); [Venugopal et al.,2024](#)). The AI driven system optimizes job descriptions utilizing keyword analysis where keywords extraction from existing job advertisements, title of the job description, requirement, benefits and organization policy ([Mahdi et al.,2021](#)). This gives better visibility to the AI system for future automated tasks. The more data is fed to the AI system software, the more accurately it performs. Scholars argued that the selection of keywords matters in AI-powered systems ([Audeh et al.,2023](#), [Abraham et al.,2024](#)) because it facilitates matching the token well in the language model.

## ***Reducing Biasness in Hiring***

Bias has been a debatable term in the AI domain. Bias refers to the unfair selection, evaluated and categorized by the AI System software where bias repeats in future selection process ([Mujtabs & Mahapatra, 2024](#)). Relying on AI based system's decisions on recruitment created ongoing debate ([Kim, 2025](#)). While biases are already

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embedded in the human-created data, one cannot deny the optimized and customized AI model for hiring can work much better with higher accuracy than human experience. Therefore, AI designers, engineers and scientists are working to address selection bias from various angles ([Albaroudi et al.,2024](#)); thus helping to select and shortlist a diversified list of candidates from the large pool of resumes ([Parasurama & Ipeirotis, 2025](#)).

## ***Facial Expression Analysis***

Usually, the initial interview of candidates is taken by an automated system. At the time of interview, it matters to explore the candidate's facial expression on the screen. Body language, movement of hands, body posture, background of the interview room and other bodily indicators help in identifying the type of candidates ([Rasipuram et al.,2020](#)). When recruiting new talent in the organization, the top-level management is concerned about the candidate's attitude, cooperativeness, flexibility, and adaptability. These parameters can be best evaluated by facial expression for job fitness ([Cannata et al.,2024](#)). AI driven systems provide opportunities for employers to identify the non-verbal cues from different cultural contexts from facial expressions. In this way, AI-powered systems became an essential tool in acquiring talent in the organization.

## ***Automate Interview Schedule Using AI Utility***

Shortlisting succeeds in interviews. The organization leader often gets interested in interacting with the candidate to better explore their personality and talents. The task is cumbersome as candidates, managers, and interviewers need timely information and calendar setting. Sending reminders and getting confirmation from the candidates or setting up video conference tools are conducted by AI powered systems ([Todericiu, 2025](#);[Doda et al.,2025](#)). Recent study revealed that AI powered systems schedule step by step processes by automating reminder, confirmation and meeting setup ([Liu, 2025](#); [Mujtaba & Mahapatra, 2025](#) b).

## ***Identifying the Top Scoring Talent through Analysis***

Recognizing candidates' personality and behavior needs thorough study of resumes and interviews([Kamble & Kulkarni, 2022](#)). Top ranking candidates usually perform better appraisal in the work station. Rather than relying on superficial keyword matching, AI tools can evaluate candidates comprehensively by giving results in greater depth and accuracy. ([Frazzetto et al., 2025](#)). AI driven tools handle decision making with precise alignment of the organization value and culture if utilized properly.

## ***Forecasting Workforce with Predictive Modelling***

Talent management and forecasting turnover of employees is another important task of HR. For this, the organization needs to measure overall performance periodically. Such performance measurement needs internal data for appraisal and for future recruitment. For example, how many employees are needed now and in future in the given skill sets ([Alabi et al.,2024](#)). AI powered models find such gaps. To find out

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the gap, past performance and employee turnover, hiring rates, promotion of employees, retirement and retention of employees, and demographics are analyzed for decision making with greater accuracy ([Chamara & Rostami, 2024](#); [Nalla, 2024](#)).

## ***Schedule Design with AI Chatbots***

The rate of hiring new employees using AI driven chatbot increased recently ([Albassam, 2023](#)). Such chatbots save time and speed with better work flow by streamlining the process. Therefore, various organizations depend on acquiring new talents. AI driven chatbot conducts pre-screen and reduces administration load ([Rukadikar & Khandewal, 2024](#)). This task had been handled in the traditional computer system. But with AI set of tools, scheduling jobs is handy in a timely manner with greater efficiency and even in batch processing.

## **Risk of adopting of AI**

No doubt, transforming business processes and digitalization are better handled by AI systems, but it is not risk free. In addition to this, the rumor about interviews, articles, blogs and public forums perplexed users about the use of AI powered software. The popular risk factors are algorithmic bias, lack of transparency, privacy, and black box problem ([Chaudhary, 2024](#); [Von Eschenback, 2021](#)). Various scholars have raised the concerns in the AI-used hiring process especially in cognitive foundations of AI and its transparency ([Kirsh, 1991](#); [Amodei et al., 2016](#); [Ullmann, 1965](#); [Hegendorff & Wezel 2020](#)). Although researchers are working to mitigate risk factors, they still haunt the decision-making process.

## ***Inherent Risks of Algorithmic Bias***

Despite AI's commitment to reduce bias in hiring, various studies revealed that the AI model replicated previous anomalies when used past data ([Chaturvedi & Chaturvedi, 2025](#)). This raised questions about fairness and bias-free talent acquisition systems. The recruiter, manpower supplier and organization are in a dilemma on how to minimize this effect. For example, Amazon, the top recruiting organization, scrapped its AI driven hiring systems due to the system being biased to select the majority of the male by giving five stars ([Chang, 2023](#)). Now, it is high time to redefine a frame of reference to minimize such bias. Linguistic and cultural bias were spotted in decision making; especially with English language with Western norms and values ([Cao et al., 2023](#), [Johnson et al., 2022](#)). Thus, different cultural settings suffer when one system is fit for all.

## ***Facilitates Fraudulent Practice through Deepfake Technology***

Deep learning underpins deepfake technologies ([Westerlund, 2019](#)). With the growing demand of AI systems, developers built deepfake web applications. This trend is seen in candidates to deepfake resumes, pictures, audio and video to deceive employers ([Seng et al., 2024](#); [Jones, 2020](#)). A study mentioned that such a deepfake resume may lead potential employers to deceptive information where employers struggle with

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employees after recruitment ([Yamashita et al.,2025](#)). It has been found 72% percent of candidates fake their document in the hiring process in one way or another, including face swapping technology during video interviews ([Steve, 2025](#)).

## ***Overlooking Soft Skill in Candidate Scoring***

Automated scoring systems can work with quantifiable and measurable traits well.

However, soft skills such as communication, team playing capacity, adaptability and creativity are hard to measure in the software ([Rao et al.,2025](#)). By applying filters ignoring soft skills, the organization may not be able to acquire the right talent. It was reported in the Washington Post that rights groups filed a complaint against an AI driven hiring company named HirVue in the USA for deceptive hiring practices..

## ***Accessibility Issue in AI Driven Software***

Many AI-driven software tools are not designed to meet the requirements of disabled people such as people struggling with visual, hearing and cognitive issues. Speech analysis tools may penalize the accent and AI based video software may create unfavorable conditions for people with physical disabilities. [Taylor \(2025\)](#) argued that people with speech impairments were handling poorly in Australia due to their imperfect accent. [Yanamala](#)

[\(2022\)](#) also reported that AI based software engaged in bias selecting candidates and needs reforms on it. Overall, fewer studies were conducted on accessibility issues.

## ***Surveillance Utility underneath Productivity Tracking***

Employers can control employee behavior and other activities such as gossiping and groupism along with productivity tracking using inbuilt AI based utility software. Famous techno-business person, Elon Musk was reported to have pressed his employees to install surveillance software in their laptops ([Kay, 2025](#)). The workplace watches employees by restricting behavior, by recording activities, rating performance in real time, and recommending course of action. Surveillance of employees by any means may provoke employees and lead to low productivity ([Kellogg et al.,2020](#)). This builds resistance among employees and turnover increases. In this situation, employees feel that the human right is lost and can protest, leading to some other type of conflict in the organization. Scholars pointed out that controlling and surveillance has been increasing without employee's consent in the workplace ([Munn, 2024](#), [Andrejevic, 2024](#)).

## ***Data Leaks as Employee not Aware of Breach***

While employees are not well trained about a company's plan and policy, they may take things for granted and make their own decisions. 38% of employees surveyed in the UK reported that they uploaded organizational data into an AI platform without managerial approval ([Pacelli, 2025](#)). One of the online news forums about AI reported that even when there exists AI guides in the company, the employees in the following

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countries leaked data (the percentage is inside parenthesis) : India(95%), UAE(94%), Indonesia(93%), Brazil(89%), Singapore(89%), South Africa(89%), Mexico(86%), Italy(83%), Hong Kong(83%), US(79%), Spain(79%), UK(77%), Australia(76%), France(75%), Germany(72%), Canada(72%) ([Wyman, 2023](#)). Some other sites have also mentioned data leaks from employees without knowing its consequences([Sedoian, 2023](#);[Coetzee, 2025](#))Such leaks indicate that either employees were not serious about data leaks or they were not well trained or they wanted to damage the reputation of the company, risking their job. There should be some interactive mechanism that, while uploading or pasting any data, the AI system should prompt some preventive measures such as asking questions in the dialogue boxes with options.

## **Keyword Manipulation to Fit Job Description**

Today's employees are aware of AI driven talent acquisition systems and AI software may drop their resume due to missing keywords in their resume. They use public AI forums to manipulate their resumes to meet AI systems' criteria. However, this manipulation gives more advantage to the knower of the game of recruitment system than those who don't know about it. To mitigate this problem, scholars proposed a two-ticket scheme ([Cohen at al., 2025](#)). In this system, a counteraction method is adopted to stabilize all resumes into the same level. In the two-ticket system all submitted resumes are manipulated. Top scorer resume is selected; others are rejected.

## **Ethical Issues in AI**

AI systems fail to meet many human-made ethical criteria when it comes to machine- led decision making ([Siau & Wang, 2020](#)). To resolve various ethical issues along with building trust with AI, many countries formulated AI principles in Organization of Economic Cooperation and Development (OECD)'s recommendation ([Yeung, 2020](#)). Seventy-two countries and nine other international associations started 1363 initiatives according to the OECD website ([OECD, n.d.](#)). While countries, organizations, federations and associations are committed to mitigate operational efficiency in decision making, there still exist dilemmas such as fairness, responsibility and openness ([Hasanah, 2025](#)). One of the grey literatures also emphasizes creating an *ethical path* while designing AI based systems so that ethical dilemmas can be mitigated in future ([Ma et al.,2018](#)). Research conducted on ethical and artificial morality argued that there should be some sort of *ethical sensor* utility in the AI based system ([Casas-Roma, 2021](#)). Other scholars advised that ethical dilemmas can be mitigated with detailed development of metrics.Furthermore, it was suggested to collaborate with humans, establishing ethical norms in R & Ds, and improving the legal framework ([Xiaoling,2021](#)). To add more on the list of suggestions, [Radanliev \(2025\)](#) proposed a fairness algorithm, regular audit, and interaction with diverse stakeholders. Some of this idea aligns with Casas-Roma's idea above. Based on this literature reviewed, I have categorized ethical standards into transparency, privacy, accountability and fairness.

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## *Transparency*

How much transparency with AI system software needed is debatable. Researchers opined that transparency depends on the context of tasks augmented using AI, but at the same time they focused on being pragmatic while designing AI systems ([AI-Sulaiti et al.,2024](#)).

While discussing transparency it is important to bring into consideration the explainability of AI systems. As the technology serves people, the explainability of AI sits between people and technology ([Ehsan et al.,2021](#)). The AI system should be able to explain its decision procedure with an open box system. Although explainability is tightly attached with the transparency concept, it should not be avoided while framing at the time of design ([Balasubramaniam et al., 2022](#)).

## *Privacy*

AI systems hold vast amounts of organizational and individual data collected in several durations. Mere possession and deposition of such data may not necessarily impact people's privacy the way people have understood it, because it sits in the database idle ([Elliott & Soifer, 2022](#)). Privacy is more concerned when data is transmitted in the network unauthorized. In this sense, privacy became a relative concept in the context of AI. Privacy in individualistic society and collective society happens to differ due to cultural context. However, privacy concerns have been strongly raised by researchers and suggested to frame legislation by embedding in cyber security ([Carmody et al.,2021](#); [Oseni et al.,2021](#); [Santos & Radiancies, 2024](#)).

## *Accountability and Explainability*

Accountability, in the context of AI, refers to the explainable ability of the system software to follow procedure under social and regulatory conditions. The issue of accountability became debatable in the scholarly community in case an AI based system fails to be answerable ([Collina & Provitera, 2023](#)). Who is going to be blamed if something goes wrong in the system, a single employee, single manager or promoters? To reach a solution, we should know where exactly and how exactly something went wrong. Many scholars have agreed that AI systems should be able to hold accountable at least the way humans are ([Doshi-Velez et al.,2017](#)). One of the types of research rationalized that duty of care, transparency and explainability, regularity approach, moratoria, moral and regularity disagreement, opacity and unintelligibility, distributed agency needs addressing well if we want to make AI systems accountable ([Lechterman, 2022](#)). Arriving at one-point, various scholars opined that AI system software's accountability must relate to answerability in any case because it serves humans ([Novelli & Floridi, 2024](#); [Toth et al., 2022](#); [Lu et al.,2024](#)).

## *Fairness*

There are many reasons why AI systems act unfairly. It is believed that AI systems should take decisions without bias, discrimination and provide equal

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opportunity. But are these human qualities addressed by the machine unless the machine is told to do so? To understand this, one has to dive into the difference between world and reality. Reality may not appear as the world really looks alike ([John-Mathews et al., 2022](#)). This illusion can be embedded into AI systems secretly. Therefore, from all perspectives, reality and the world first have to be stabilized because an operational neighboring node may impact another neighboring node's position while being under same time and space complexity (Zhang 2024). By and large, scholars agreed to designate a separation position as fairness developer in AI system design (Richardson & Gilbert, 2021).

## Discussion

When a resume is uploaded in an employer's system, it has to go through various states to become an algorithmic state space. The automated screening starts. The system stores resume as raw data. The system identifies the file format and starts text clearing ([Ujlayan et al.,2023](#)). The process includes removing extra spaces, header if any and normalizing into plain text. After clearing and normalization, the act of parsing resumes begins. The process involves finding the structure such as name, education, work experience,skills, certification and contact information. This process was done using rule-based pattern finding in the conventional computing system. However, in the present day, it is performed through NLP mode or ML mode training on resume. Once this key information is extracted, the feature engineering starts. The process involves a stage where the extracted information would be converted for machine understandable numerical forms; then after ro related vector embeddings ([James et al., 2022](#)). Machine understandable number refers to compound structured numeric vectors to capture the similar meaning and this processing is known as embeddings. These embeddings will be fed to the transformer architecture and finally resume ranking and shortlisted candidates.

AI powered hiring systems brought advancement, efficiency, scalability, cost and time effective methods in the HR department. While there is opportunity for AI in the business, it simultaneously introduced yet unresolved issues between human and machine. The literature revealed that Artificial Intelligence is used in resume parsing, optimizing job description, automating interview processes ([Dadaboyeve et al.,2025](#); [Hamadneh et al.,2024](#)). But literature revealed some issues. Reliance on historical dataset may create wrong decisions if not well planned (Chaturvedi & Chaturvedi, 2025). Despite the fact that the organization also endeavors to save cost, time and hire the right candidates with merit, talent acquisition does not sufficiently become holistic in that there are other factors needs considering such transparency, explainability of decision, fairness, and accountability ([Balasubramaniam et al., 2022](#); [AL-Sulaiti et al., 2024](#)). Transparency, accountability and fairness have been regarded as a corrective measure of

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decision making.

AI -based systems refers to human intelligence delegated to the machine with algorithms so that the machine can perform better for humans again. When errors are embedded into the training data set, biased decisions are made; and therefore, accountability, which is the relation between agent and its environment, is dissolved into nothing ([Novelli & Floridi, 2024](#)). Let's take another instance, facial expression analysis tools have also been criticized for cultural reasons and individual personality traits ([Cannata et al.,2024](#)). This concludes that an adoption of AI into talent acquisition can never be further reduced to technological repair but it has to be regulated by the socio-technical framework of each country and organization ([Arkinrinola et al.,2024](#)). If we cannot move ahead taking some measure to build such a framework, AI based systems cannot promisingly serve human purpose the way it is expected.

## Conclusion

In conclusion, AI based software does not alone suffice for decision making, it has to be accompanied by human decision. AI needs a good governing body based on what each country and organization does for social inclusion. Various research proposes that we need AI that can customize users' needs. It may be called Customization Artificial Intelligence (CAI) which works identifying business needs. Various scholars argue that we should be able to customize AI for our tailored needs ([Tiwari, 2024](#); [Ronaldo, 2024](#); [Collins et al., 2024](#); [Shahim et al.,2024](#)).

## Conflict of Interest

We would like to declare that there is no conflict of interest with any party or individuals

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