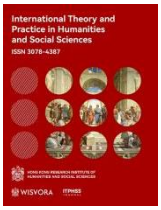
WISVORA

International Theory and Practice in Humanities and Social Sciences
2025 Volume2,Issue2 ISSN 3078-4387



The Impact of Artificial Intelligence on Talent Acquisition in Small and Medium-sized Enterprises: A systematic review

Shang Gao[1*] Reynaldo Gacho Segumpan[1]

[1]City Graduate School, City University Malaysia

Article Info

Accepted:24 December 2024

Keywords:

artificial intelligence; talent acquisition; SMEs

Corresponding Author:
Shang Gao

Abstract

Artificial Intelligence has come of age, AI applications can also steadily empower Small and Medium-sized Enterprises (SMEs) through big data, cloud computing, and other avenues, thus reducing the threshold of technology application. Therefore, this paper comprehensively examines the current situation of adopting AI in the field of talent recruitment and discusses in depth the talent management of SMEs with the help of AI to create an intelligent recruitment environment, expand intelligent recruitment channels, and develop intelligent recruitment processes. In order to gain an in-depth insight into the development of this cutting-edge field, this study relies on authoritative databases in the field, such as Scopus, and adopts bibliographic analysis, an advanced and rigorous research methodology, to scientifically and systematically screen and analyse the relevant literature published between 2020 and October 2024. During the screening process, keywords such as "artificial intelligence, talent acquisition, Small and small and medium-sized enterprises" were carefully selected to ensure the relevance of the literature. In addition, this study provides a reference program for other SMEs to build an AI-based talent acquisition management program.

1. Introduction

In China's industry, small and medium-sized enterprises (SMEs) are defined as those with less than 300 employees or operating revenues of less than RMB 20,000,000 yuan. Among them, those with 50 or more employees and operating revenues of 5 million yuan or more are considered medium-sized enterprises, those with 10 or more employees and operating revenues of 1 million yuan or more are considered small-sized enterprises. To help Chinese small and medium-sized enterprises (SMEs) establish a sustainable competitive advantages, it is necessary to comprehensively absorb excellent talents and reasonably use human resources technical means. By analysing the current background, It can be found that the fierce market competition makes the industry pay more attention to the intelligentization of talent management, and keeping abreast of the trend of the times is the key to realising the effective and rational use of human resources. In-depth research on this basis can bring the relevant leaders of small and medium-sized enterprises new thinking about the intelligence of human resource management and change the traditional thinking method of enterprise human resource management so as to promote the long-term development of the company in the new period. Its scientific research

significance is mainly manifested in both theoretical and practical aspects.

As Sithambaram & Tajudeen (2022) said, there exists a large amount of independent research on talent management and artificial intelligence in the academic field, but there are few theoretical studies on how artificial intelligence can be applied to talent management. In this paper, by analysing the internal and external environment of the company and its own strengths and weaknesses in a small and medium-sized case study, we determine the human resource objectives, scientifically predict the changes of talent in the company's future environment based on the theoretical model and the company's own experience, help the company to improve the efficiency of recruitment, and solve the problem of talent demand. It also formulates talent strategic planning and tasks to ensure the steady development and continuous progress of the company and its employees. Through actual case studies of small and medium-sized enterprises, qualitative as well as quantitative empirical research methods are carried out to explore how to scientifically use artificial intelligence to optimise the talent recruitment management of enterprises, to improve the efficiency of the formulation of corporate recruitment planning and management, and how to efficiently recruit and cultivate talents. And put forward, the application of artificial intelligence can solve the current problems of the corresponding strategy, which is conducive to enterprises improving their own human resource management system so that small and medium-sized enterprises can strengthen their market competitiveness (Pillai & Sivathanu, 2020).

Under the impact of the of artificial intelligence, some enterprises are eliminated by the times, and some enterprises seize the opportunity to leap forward. Under the continuous innovation of technology and society, the competition among enterprises is increasing. The purpose of studying the talent recruitment management of SMEs based on artificial intelligence can help SMEs solve the phenomenon of recruitment difficulties in the Internet era, help enterprises recognize the advantages of data and information technology, and optimize the enterprise talent recruitment mode. Especially for the current phenomenon of the company's rapid talent flow, poor organisational structure, or high demand for talent, it provides efficient, intelligent, and fast solutions to help enterprises tide over the difficulties. Artificial intelligence technology, as an emerging technology combined with traditional recruitment management, simplifies or replaces complex and repetitive work, changing the traditional HR recruitment model. Moreover, AI technology can help enterprises to better carry out the transformation of data and information, and the combination of the two is conducive to promoting the transformation of talent recruitment management and realising the innovation of human resources value.

2. Literature Review

2.1 Artificial Intelligence Helps Talent Management in SMEs

For small and medium-sized enterprises, artificial intelligence technology is not only a new management tool but also inspires new ways of thinking and management concepts. With the rapid development of AI technology, in order to be able to reasonably use SaaS services proposed by some large companies, SMEs should take the initiative to learn from the successful experience of other large companies and master their management methods of big data analysis samples for the enterprise's human resource management services, or take the initiative to carry out co-operation with a third-party company to reduce the development cost (Johnson et al. 2022). In addition, as mentioned by Biradar et al. (2024b), SMEs should also rationally understand their own situation and actively carry out the integration of AI technology and talent management. And

according to the specific business problems, learn to use the simplest statistical analysis tools to obtain data information with applied value to assist management decisions and ultimately improve the efficiency of human resource management. No matter what type of enterprise, you can first start from your own business problems, with simple tools and intelligent thinking that every employee can use to help talent managers use data for reference and make more professional decisions.

2.2 Necessary conditions for the application of artificial intelligence

The basis of artificial intelligence is to analyse and learn some data through intelligent algorithms and then form intelligent system applications. Therefore, the first consideration should be the conditions of the data. First of all, it should be clear what kind of data is needed and concerned by HRM. The data can come from within the company, from government shared databases, or from other enterprises in the current market. As mentioned in Johnson et al. (2022), the basic information of the employees, their education and qualifications, work experience, current salary and performance, performance data, attendance and appraisal, etc. can be analysed and managed efficiently with the introduction of AI technology, data analysis and management. Enterprises also need to select useful data from thousands of pieces of information, combing, data noise reduction, identification, etc., to form usable data, followed by the corresponding data classification, the positioning of different positions, salary structure, job content, etc., with a systematic and comprehensive labelling to identify, so as to establish the enterprise's own information knowledge base. Finally, the data from business systems, such as personnel situation and basic operation of the company, should be integrated, screened, processed, and converted so that the data can be turned into a powerful support that can guide intelligent decision-making.

2.3 Artificial Intelligence Driven Talent Management

As stated by Faqihi & Miah (2023), the application of AI to the process of talent management is essentially the process of analysing the management process with objective quantitative data. Firstly, through AI technology, accurate matching of talent positions can be carried out, which greatly saves the time spent in the traditional talent recruitment process. Based on the results of the job analysis model and the big data analysis of the HR planning module, the staffing and recruitment process is effectively analyzed, and cost budgeting can be carried out efficiently. The most critical aspect in the module of staff recruitment and allocation planning is the management of the database, which requires converting, extracting, and cleaning different kinds of traditional data with a data warehouse and then reintegrating them according to the decision-making results. At the same time, the use of AI and big data analysis technology, the enterprise workers character characteristics, psychological quality, health, career development level, and other human resources data and manpower data to analyse and select the most suitable staff through a reasonable and accurate calculation. This can effectively avoid the misjudgment caused by the subjective judgement and behaviour of the recruitment specialist and make the recruitment environment more fair (Qamar et al., 2021).

Secondly, it is important to dissect several major factors (organisational, personal, environmental, etc.) of AI technology in the workplace and construct structured indicators of different dimensions to predict the likelihood of employees leaving, thus minimising the rate of employee departure. Mori et al. (2024) also mentioned the need to make timely predictions about the indicators affecting the departure of people in order to analyse the actual current willingness

of people to leave and make decisions in advance to attract them. It also prevents the company from spending a huge monetary cost to recruit new members to fill up the positions.

Third, in the talent recruitment work, it is necessary to manually screen a large number of CVs, send interview notices to candidates, and track the process of recording interviews, in which the process is often mixed with more subjectivity, resulting in recruitment unfairness, which ultimately affects the actual effect of recruitment. As Charlwood & Guenole (2022) said, the use of deep learning algorithms in artificial intelligence technology to screen resumes that meet the needs of the employer, combined with the comprehensive ability of the candidate, to recommend job-related matching. During the CV screening process, AI technology can analyse the employee's attributes, explore potential development trends and future job competencies, and form a detailed talent evaluation form.Böhmer & Schinnenburg (2023) also emphasise that during the interview process, not only can personalised questions be generated for the applicant, but the applicant's performance can also be evaluated, which can refine and improve the skills of the interviewer. Intelligent voice robots can also be used to conduct unmanned interviews. It can be seen that by using AI technology, the recruitment process can be made open and transparent, thus maximising the recruitment of the best people (Budhwar et al., 2022).

2.4 Create intelligent recruitment environment

With the development and popularisation of 5G technology, small and medium-sized enterprises can take advantage of the technological advantages of cloud computing and the communication advantages of 5G in order to respond more quickly and effectively to job seekers and answer their basic questions. At the same time, 5G technology can also be used to build rich visual applications such as Virtual Reality (VR) and Augmented Reality (AR) to build unmanned interview scenarios and enhance the interview experience for candidates (Dawson & Agbozo, 2024). In response to the lack of recruitment attractiveness of small and medium-sized enterprises, programmatic advertisements incorporating AI can effectively increase a company's brand awareness and recruitment attractiveness. Programmatic advertising can generate more eye-catching recruitment copy to pique the interest of talent. Incorporating AI technology into a company's official website or careers page can help to understand talent's browsing activity through cookies, which act as a unique ID by following a small piece of data about the user as they visit different pages.A similar cookie can be used to track candidates visiting your careers page so that you can edit the record of other pages they are visiting. By using Data Management Processing (DMP), a target set is selected and other matching candidates are found. As Espinosa et al. (2024) suggest, look at the browsing history of potential candidates to find out what phrases they searched for in Baidu and what sites this talent frequents.

2.5 Expand intelligent recruitment channels

To address the problem of a single recruitment channel for SMEs, SMEs must collect more data sources. A large amount of data is the basis for applying AI recruitment, and SMEs can mine data from other public information sources such as job bulletin boards and social media. in order to obtain more relevant information about the local as well as the world labour market. SMEs are also currently able to use precise search engine promotion, big data analytics push, and interfacing with cloud-based talent pools to broaden their recruitment avenues (Kiritsi & Adamantidis, 2024).

Meanwhile, Gao & Segumpan (2024) also mentioned that small and medium-sized enterprises

can make good use of big data platforms to increase their promotional efforts. Use methods such as social media to reach out to candidate talent, and use techniques of artificial intelligence to recognise user emotions during communication, identify topics and employment preferences, etc. As mentioned by Santoso et al. (2024), digital recruitment media such as LinkedIn provide APIs for recruiters to recognise talent sentiment so that partner companies can improve their recruitment success. Similarly, internal employee referrals are also an important recruitment channel, and SMEs can use big data analytics to select CVs of employees who have good connections within the organization so that they can pinpoint relevant people and invite potential candidates for the organisation (Laelawati, 2024).

In order to address the recruitment difficulties of small and medium-sized enterprises, data mining techniques in artificial intelligence can be used to establish scientific data indicator models to provide data support and recruitment criteria for the recruitment process. At the same time, it can be considered to set the employee's knowledge reserve, career planning, hobbies, and other contents as competence indicators to be included in the secondary considerations. Paramita et al. (2024) also mentioned that, for the problem of too much subjectivity in the recruitment process, it can be based on the fairness and objectivity of the data and can be used to check the authenticity of the CV in the system by using the NLP technology of artificial intelligence. At the same time, big data can be used to further judge the real situation of candidates and reduce information asymmetry. The use of third-party platforms for data matching improves the probability of obtaining real information. Of course, traditional inspection methods can also be combined with it, such as interviews, written tests, etc., through communication and recording the content. The information will be imported into the artificial intelligence system for learning and improving the company's human resources recruitment system (Westover, 2024).

2.6 Intelligent Recruitment Process

In response to the current problem of unclear recruitment duties and processes in small and medium-sized enterprises, the various processes of recruitment can be helped by artificial intelligence technology (Edwin et al., 2024). Firstly, the company should plan the recruitment process well and develop a scientific and comprehensive staff recruitment strategy. Secondly, it is necessary to take into account the staff structure of each department within the company, job characteristics, the company's staff allocation plan, the direction of the company's development strategy, and other aspects of information to develop a scientific staff recruitment decision-making program. Then, after the enterprise releases the job information, the deep learning framework is used to guide the intelligent screening system to screen the received CVs, and the CVs matching the positions are screened out for the next step of review according to the preset criteria. As stated by Chakraborty & Sharada (2024), the intelligent screening system is based on deep learning and the BP neural network approach to achieve, according to the requirements of the job, attributes, etc., to establish the corresponding job portrait, and then with the help of OCR technology, in-depth analysis of the basic information of the candidate, and finally with the help of the deep learning model to match the person with the job. Meanwhile, Rebrii & Zinovatna (2024) also mentioned that the system could use BP neural network structure to calculate the similarity so as to improve the accuracy of data screening (job matching). The error rate is reduced by multiple screening checks, and the unqualified CVs after the checks are used as error templates for the AI platform's deep learning to further reduce the system's error rate. Finally, the recruitment specialist will invite the screened suitable CVs for interviews and enter the talent selection stage. At the same time, the resumes of successfully hired employees are fed

back into the correct resume template library of the artificial intelligence system for the intelligent screening system to learn from. For the unqualified candidates of the interview, the CV can be kept in a good record (Oman et al., 2024).

2.7 Challenges and Limitations of Smart Recruitment Technology

The application of AI recruitment technology in SMEs has great potential, but it also faces a number of challenges and limitations. As Ikpe (2024) said, SMEs generally face the problem of high technical thresholds. Artificial intelligence recruitment technology, like natural language processing and data mining, are more complex technologies and require professional technical talents to operate and maintain. However, SMEs have limited funds and a weak technical team, which restricts them from investing in and applying AI recruitment technologies.

Cevallos et al. (2024) mentioned that when handling personal data, SMEs may find it difficult to ensure legal and compliant use of data, increasing the risk of data leakage and misuse. SMEs fail to adequately protect the personal data of job seekers when using AI recruitment systems, resulting in data leakage and legal penalties. AI recruitment technology is currently not mature enough and may be misjudged or biased in some cases, affecting the fairness and accuracy of recruitment. Okeke et al. (2024) mentioned that AI systems may favour a particular group due to discriminatory tendencies in historical data.

In addition, the introduction of AI recruitment technology may require SMEs to adjust their traditional recruitment processes and models, which can also pose certain challenges and limitations. AsAl-Amin et al. (2024) said, after introducing AI interviews, SMEs found that job seekers were not receptive to the interview format that lacked interpersonal interaction, which led to less effective recruitment than expected.

3. Methodology and Procedures

3.1 Approach to conducting the literature review

A systematic process was followed in conducting the literature review. First, major academic databases such as Scopus, Web of Science, ScienceDirect, Google Scholar, and ProQuest were identified and searched to gather comprehensive literature on research on talent management strategies for AI-enabled SMEs (Gao & Segumpan, 2024). Second, a set of keywords, including (artificial intelligence, SMEs, and talent acquisition), were used to guide the search and screening of the literature. Third, in developing the inclusion criteria, we paid particular attention to studies that delved into the application of AI technology in talent acquisition. Fourth, during the initial screening and detailed review, we first assessed the titles and abstracts of articles to ensure that they were in line with the research topic and subsequently selected high-quality, relevant articles for full-text reading. At the full-text assessment stage, we considered the quality of the articles, their fit with the research theme, and their contribution to the research field, and ranked and screened the articles based on impact factor and academic value. Finally, we extracted key information from the screened articles, including the main research results, research methods, and theoretical frameworks, and systematically analysed these data. 2020-2024 October Artificial Intelligence and Recruitment (21,131 articles), Artificial Intelligence and Talent Management (5,055 articles), and Artificial Intelligence and Small and Medium-sized Enterprises (4,063 articles).

3.2 Considerations for Article Selection

In selecting relevant research literature, books, and reports, we primarily consider their importance, reliability, and contribution to the research topic. We prioritised high-quality peer-reviewed journal articles, academic books, and reports from authoritative institutions to ensure the accuracy and authority of the information collected. At the same time, we critically reviewed the selected literature to ensure that it is closely related to the application of AI in talent acquisition.

In addition, we paid special attention to recently published literature to obtain the most up-to-date research findings and to ensure that our research reflects the latest advances and trends in AI in talent acquisition.

4. Results and Discussion

As stated by Surbakti (2024), AI-based HR recruitment is the trend of modern business. Numerous experts and scholars have devoted great efforts to explore and conduct in-depth research on intelligent talent acquisition. Nowadays, there are many companies that have quite mature experience in implementing AI-based talent acquisition management systems. Such as IBM, Google, and other well-known companies are using artificial intelligence to solve various problems in recruitment. However, the above best practices do not necessarily match the actual business situation of small and medium-sized enterprises at this stage. The content of this study is that the authors, after extensive study of the research results of domestic scholars and predecessors in talent recruitment management and combined with the management practice cases of small and medium-sized enterprises, try to help small and medium-sized enterprises to explore a suitable path for the implementation of AI human resources recruitment management construction.

This study takes talent recruitment management in SMEs as the research object, analyses the current situation of talent recruitment management in SMEs, and finally proposes the strategic guidance of talent recruitment based on artificial intelligence. On the basis of in-depth reading of relevant literature in the field of talent management and artificial intelligence, the problems in human resource recruitment management of SMEs are analysed through the literature analysis method and the case study method.The study of Anwar et al. (2024) mentions that there is a single recruitment channel for SMEs at the current stage and that SMEs, due to the constraints of their size and economic strength, are limited in their financial investment in recruitment and are It is difficult to afford the cost of multiple recruitment channels, so they tend to rely on traditional recruitment channels, such as job boards and job fairs. SMEs' HR departments are weak or may not even have a specialised HR department, and those responsible for recruitment may lack professional recruitment knowledge and experience, making it difficult to develop and utilise emerging recruitment channels (Yusuf et al., 2024).

Secondly, SMEs usually lack attractiveness in recruitment. As stated by ChunHongYuan et al. (2024), SMEs lack competitiveness in terms of compensation packages, better benefits, and bonus systems, which is an important attraction for job seekers. SMEs are not as well-developed as large enterprises in terms of career paths and promotion mechanisms, and employees do not see clear career development prospects, which affects job seekers' willingness to choose an enterprise (Masenya, 2023). In addition, SMEs are not as well developed as large enterprises in terms of working environment and facilities, such as inadequate office environment, working equipment, and resting facilities, which affects employees' work experience and satisfaction (Arce et al.,

2023). As stated by Ebuka et al. (2023), in SMEs, business owners are often personally involved in the recruitment process, and without professional training and professional theoretical guidance, recruitment decisions are based more on personal needs and empirical judgement, leading to high subjectivity in recruitment. SMEs usually do not establish systematic recruitment standards and processes, resulting in a recruitment process that lacks standardisation and objectivity and is vulnerable to human factors (Shaik et al., 2023).

As mentioned by Lemos et al. (2022), the lack of a sound communication mechanism in SMEs leads to poor information transfer in the recruitment process, which affects the efficiency and effectiveness of recruitment. As SMEs may have information asymmetry problems in the recruitment process, which is reflected in incomplete recruitment information and a non-transparent recruitment process, which leads to a decrease in job seekers' understanding and trust of the company and affects their willingness to apply for jobs (Kumar et al., 2022). The recruitment problems that currently exist can be improved through AI, As mentioned in the study by Siddiqui & Bisaria (2019), Indigo's HRM department received more than 2,200 applications per week and the recruitment process was slow, When the recruiting team started to use AI to automate the screening of CV's, their recruitment costs were reduced by 75% overall; the cost per hire was Costs were reduced by 71 per cent, and the number of qualified candidates tripled, increasing recruiting efficiency by nearly four times. Aiming at the problems existing in the talent recruitment management of SMEs, this paper proposes an AI-based talent recruitment solution, which provides suggestions for HR departments to improve recruitment efficiency, solve recruitment problems and improve the recruitment process. It provides a certain reference value for other SMEs to build talent recruitment management programs based on artificial intelligence.

5. Conclusion and Suggestion

The era of artificial intelligence not only means that human beings generate big data but also must use big data mining, cloud computing technology, model reconstruction, and other technical means to obtain valuable information with the support of big data analysis ideas, cloud computing technology, and 5G networks. Through in-depth research and data analysis of talent recruitment management in small and medium-sized enterprises (SMEs), this study aims to design and plan a set of talent recruitment management methods based on artificial intelligence for enterprises and provides suggestions on the application and optimisation of artificial intelligence technology in talent recruitment management in enterprises.

The results of the study show that AI shows great potential in talent recruitment. It can not only significantly improve recruitment efficiency but also reduce labour costs and shorten the recruitment cycle by quickly locating suitable candidates through automated CV screening and intelligent matching. At the same time, AI can also improve the accuracy of recruitment, using algorithms to conduct in-depth assessments of a candidate's ability and potential, helping organisations to select employees with more potential and competence. These benefits are well-documented in real-world examples such as Indigo, which has successfully processed up to 2,200 applications per week by introducing AI technology, significantly improving the quality and efficiency of its recruitment efforts.

However, this study also has some limitations. Firstly, the scope of our study is mainly limited to a subset of SMEs, so the findings obtained may not be fully applicable to all types of enterprises. In future research, it is necessary to further expand the scope of examination and conduct more comprehensive and in-depth analyses of different types and sizes of enterprises. Second, although we have made some suggestions on the application of AI in recruitment

management, further research and exploration is still needed on how AI can assist in improving other aspects of talent management, such as compensation management, employee training, and employee exit prediction.

Nonetheless, this study still has important practical implications. For SMEs, the introduction of AI technology can not only optimise the talent recruitment process and improve the efficiency and quality of recruitment, but also inject new vitality and momentum into the talent management of enterprises. With the continuous development and improvement of AI technology, we have reason to believe that it will play a more important and extensive role in the future of enterprise talent management. Therefore, SMEs should actively embrace AI technology and continuously explore and practice its application in talent management, with a view to achieving more significant advantages in the fierce market competition.

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