

# A Foresight Study on the Adoption of Artificial Intelligence in Recruitment and Selection in Malaysia

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**Abstract:** Artificial intelligence (AI), which is one of today's most advanced technologies is progressing rapidly with new highly developed innovations, has greatly helped in the improvement of the HR department. However, research on the adoption of Artificial Intelligence in recruitment and selection in Malaysia is very limited. Therefore, this study aims in identifying the key drivers of Artificial Intelligence (AI) adoption and to study the future image of the Artificial Intelligence adoption in recruitment and selection in Malaysia. STEEPV analysis was used to determine the key drivers or issues of Artificial Intelligence adoption in recruitment and selection in Malaysia. The analysis of STEEPV shows that technological factor is the most important driver in artificial intelligence in recruitment and selection followed by economics, social, values, political, and environmental factor. 10 merged key drivers had been identified. The impact uncertainty analysis approach had been used to identify the future image of artificial intelligence in recruitment and selection in Malaysia. A total of 384 questionnaires were distributed to the employees in HRM in Malaysia with response rate of 35.42%. The study found that data privacy and transparency and technology capability have the highest impact and the highest uncertainty. Four scenarios were proposed at the end of the study. The four scenarios were prospering of artificial intelligence, stagnant potential, scarcity of artificial intelligence and susceptibility.

**Keywords:** Artificial intelligence, Adoption, Recruitment and selection, HR

## 1. Introduction

In the recent years there has been rapid growth in technological development among the society and management. The role of technology in management has been distinguished. According to Waheed *et al* (2019), for organizations to gain a competitive advantage and maintain quick environmental changes, technology in management processes is unavoidable and becoming more and more crucial. Recruitment and selection as an important function of human resource management have been affected

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by this breakthrough technological development. Human resource recruitment is becoming extremely important as an intermediary between organizations and potential employees. Thus, the demand for talents become more and more fierce among the organizations. To recruit talented employees and managing workforce diversity has been a challenging task for human resource management. With the power of AI, the human resource management is empowering organizations to meet recruitment challenges in the new age. As consequences, AI has now become a standard component in company management, changing not only the way people work but also completely altering business models (Murgai, 2018). This study represents the position of recruitment and selection, an aspects of human resource management involving the incorporation of Artificial Intelligence (AI) systems.

AI is a part of computer science that build computer programmes to perform tasks that would otherwise require human intelligence. AI algorithms can be used to solve problems in learning, perception, problem solving, language understanding, and/or logical reasoning. AI can be defined as a task which requires human intelligence and thinking like problem solving and decision making for problem solving (Ziyad, 2018). AI is a mechanical simulation system that gathers knowledge and data from the universe, processes it (collating and interpreting), and distributes it to those who are eligible in the form of actionable intelligence (Grewal, 2014). According to Nilsson (2010), Artificial intelligence is the process of developing machines intelligent, and intelligence is the quality that allows an organization to function appropriately and predictably in its environment. According to these interpretations, AI are systems that act and think like humans and respond to situations rationally.

Artificial intelligence (AI), which is one of today's most advanced technologies is progressing rapidly with new highly developed innovations, has greatly helped in the improvement of the HR department. Effective recruiting is important to a modern business. In future, AI will have opportunities be good consideration in human resource management in Malaysia as it enables to increase work efficiency and error reduction. Besides, AI positioned to help human resource teams and managers make better, less biased decisions and help them take more impactful (Ganeshan and Vethirajan, 2020). In this way, employees can focus on tasks that add value to the company and require their skills and expertise when Ai systems perform repetitive manual tasks. However, is it not clear that AI systems is applicable especially in recruitment and selection in Malaysia. It is stated that AI can be unreliable in candidate screening. An AI-enabled applicant screening system may reject candidates because they do not meet *all* job-related criteria, even if their experience or skill set compensates for the lack of a specific qualification. As a result, even if the candidates are excellent, unoptimized resumes are ignored. In Malaysia, number of companies that using AI systems in human resource department are a bit fewer than other country. To confront the competence and knowledge challenges that come with AI technologies, new strategic and sustainable human resource management are needed in Malaysia organization. As a result, the researcher aims to study the future image of AI in recruitment and selection in Malaysia. Thus, this study tries to identify the key drivers of AI adoption in recruitment and selection and the future image of the AI adoption in recruitment and selection in Malaysia

The focus of this research was to identify the drivers of Artificial Intelligence adoption in recruitment and selection in Malaysia. The researcher had chosen Human Resource Management in Malaysia to know more about their acceptance in Artificial Intelligence in recruitment and selection process. The respondent that contributes to this research is the employees of the Human Resources department in Malaysia. To identify the drivers of intention to use Artificial Intelligence in selection and recruitment among HRM in Malaysia, this research had gathered information from news, blogs, books, journals, and any articles that applicable to the subject matter were analyses and evaluated. The questionnaire will be prepared and given to the employees of Human Resources department in Malaysia.

This foresight study provides a great opportunity to discover the future and long-term trends and advance technology such as Artificial Intelligence that will be implemented in the new era of Malaysia

especially in selection and recruitment process. Because there has been little research on the use of Artificial Intelligence in selection and recruitment in Malaysia, this research contributed to the body of knowledge and future images that can influence Human Resource (HR) practices. This research also aims to identify the acceptance of Human Resource Management in Malaysia of the use of artificial intelligence in the recruitment and selection process. This implementation will greatly benefit the Human Resource and Administration department as the management would be more systematic and encourage greater work life.

## 2. Research Methodology

This chapter describes and extensively explains the adopted research methodology throughout the research process. The methodology that was carried out in this research coherent foresight methodology. This study comprehensively designs to determine the key drivers of artificial intelligence in selection and recruitment, the future image of the adoption of artificial intelligence in selection and recruitment, the issues, challenges, and trends of the adoption of artificial intelligence in selection and recruitment among human resource management in Malaysia.

### 2.1 Research Design

The research design of this study was descriptive research. The questionnaire method was used for data collection process as the quantitative method was chosen. The questionnaire developed by the researcher using STEEPV analysis to determine the relevant drivers of artificial intelligence adoption in recruitment and selection. The questionnaire was distributed to the potential respondent which is employees of human resource management in Malaysia. Next, the analysis of impact-uncertainty was conducted to complete the development of various scenarios. This study also was conducted of using two phases.

### 2.2 Data Collection

Data collection is the method of which data is prepared and collected. In this study, both primary and secondary data were used to investigate the foresight study on the adoption of artificial intelligence in recruitment and selection. In order to achieve the objectives of this research, the researcher had to collect secondary data closely related to the research topic while the qualitative part of the study was being conducted.

Secondary data is information gathered previously by someone else. The collection sources for secondary data are websites, journal articles, government publications, books, internal records, etc. The use of existing data provides a practical option for researchers with limited time and resources.

### 2.3 Population and Sampling

Research population is defined as a specific collection of individuals or objects which is the central focus of a scientific question. It is also called a well-defined category of persons or objects considered to have comparable characteristics. The population frame is the list of all characteristics within a population from which the sample is taken. The populations of this study were the employees that work in human resource department (HR) in Malaysia.

Sampling refers to the act, procedure, or method of choosing a suitable sample, or a representative part of a population, in order to determine the parameters or characteristics of that population (Lindquist, 1940). Sampling is the process of selecting and matching the number of units of the population. Sampling had been used in selecting respondents. The total of 384 human resource (HR) employees had been involved in this study.

## 2.4 Research Instrument

The main instruments that have been used in this research is questionnaire. The questionnaire consists of four parts which are Section A, B, C, and D. It is shown in table 1.

**Table 1: Structure for the question**

Section	Item
A	Demographic information of the respondents.
B	The importance of factors/drivers towards adoption of artificial intelligence in recruitment and selection in Malaysia.
C	The impact of factors/drivers towards adoption artificial intelligence in recruitment and selection in Malaysia.
D	The uncertainty of factors/drivers towards adoption of artificial intelligence in recruitment and selection in Malaysia.

## 2.5 Data Analysis

According Nazarko and Kuźmicz (2017), STEEPV analysis is a tool used by the researcher to do the foresight study. This analysis type is based on the secondary data. Secondary data is research data that has already been collected and can be accessed by researchers. The secondary data had been used for this study to gather information about the drivers of artificial intelligence adoption in selection and recruitment from journal, articles, and online websites. The journals and articles that had been used as secondary data in this research were published within five years from 2017 to 2022. Some of the articles from the developer of artificial intelligence in recruitment and selection had been being used as the secondary data.

The STEEPV acronym stands for Social, Technological, Economic, Environmental, Political, and Values, and it is used as a starting point for discussions about the future. It is a tool for generating ideas. The STEEPV analysis was used to identify a variety of issues, challenges and trends, as well as policy recommendations, future projects, and key areas. The STEEPV analysis was used to analyze the data.

## 3. Literature Review

The literature review is an essential component in any research study. Reviewing literature helps in further reinforcing a theoretical theory. This dimension is a process that starts from the title formulation until the process of writing the research report. This chapter will discuss on the findings from previous studies to achieve the research objectives of this study. Additionally, analyses of literature include a detailed overview of the study's meaning and necessary concept.

### 3.1 Artificial Intelligence (AI)

Artificial intelligence (AI) is the new business reality of things, and it was used by 61% of businesses and was worth trillions of dollars in 2018 (Albert, 2019; Dyble, 2020). To remain competitive in the global marketplace, organizations must redefine and update themselves. Hence, innovative technologies are dynamically reinventing the global human resource management (HRM) landscape today (Ancarani *et al.*, 2019). Indeed, with the rapid development and widespread application of Artificial Intelligence (AI) and other breakthrough technologies, the relationship between businesses, employees, and customers is fundamentally changing, and the digitalization of HRM activities and tasks is enhancing (Larivière *et al.*, 2017).

*(a) Benefit of artificial intelligence (AI) in recruitment and selection*

The impact of Artificial Intelligence adoption on Malaysia's future is enormous. AI enables HR managers to save time and money while providing a better employee experience. It has been proven by Pillai and Sivathanu (2020) that AI technology that used mainly in recruitment, training, employee engagement and employee retention, could help to reduce cost, save time, and complete HR tasks more accurately. The best AI-powered technology will not only automate a portion of the workflow but will also effectively interact with the existing recruiting stack so that it does not disrupt the workflow. As a bonus, automating these aspects of recruiting reduces time-to-hire, which means it is less likely to lose top talent to faster-moving competitors (ideal, 2019). Optimizing HRM productivity using AI has inspired a strong interest in the future development of this operational area.

Another advantage of e-recruitment is that websites can be created to boost applicants' attraction to a company, and recruitment messages can be personalized to target applicants with specific skill levels. According to Harrison and Stone (2018), applicants were more interested in jobs when their cultural values aligned with the values and goals of the organization as displayed on the website.

*(b) Challenges of artificial intelligence (AI) in recruitment and selection*

As AI adoption is still a new emerging technology in business market, there is still uncertainty information about the technology. Therefore, the technology adoption faces numerous challenges.

The greatest barrier to adopting AI is the threat of losing one's job. Most people believe that AI can completely replace human involvement. Spadafora (2016) stated, people believe that if AI is implemented, they will lose their jobs. Some people believe that if development continues to ignore the risks associated with AI, it will pose a significant threat to humanity. It is obvious that AI causes a massive shift from physical to technical effort and thus gets such a poor reputation for taking over people out of jobs (Mathur, 2019).

Not only that, but organizations also need to enhance the employee digital literacy. It consists of basic statistics and programming language knowledge. In fact, it is a basic language for humans and AI to understand each other. This skill and knowledge must be included in hiring criteria (Park, n.d.).

3.2 STEEPV Analysis

In this section, all issues, challenges, and trends from the STEEPV analysis. STEEPV analysis was used to identify the key drivers of artificial intelligence adoption in recruitment and selection. Table 2 shows the output of STEEPV analysis.

**Table 2: Output of STEEPV Analysis**

Factors	Total
Social	18
Technological	31
Economic	18
Environmental	4
Political	9
Values	18
`Total	98

3.3 Table with Merged Issues

This research has identified major issues, challenges and trends for future image of Artificial Intelligence and its technology in recruitment and selection in Malaysia. All merged issues, challenges, and trends are shown in Table 3.

**Table 3: Merging of issues, challenges, and trends**

No	Issues, Challenges, and Trends	Key Drivers
1	To keep up with the digital, Transitioning into digitization era	Digitalization transformation
2	AI expansion in future, Landscape changes in recruitment and selection and process	Landscape expansion in recruitment and selection
3	Increase efficiency, reduce time and cost of recruiting, Minimize, and save time, Save more time in recruitment process and Reduce hiring time	Production cost
4	Positive impact on employee development, retention, and productive utilization, Flexible workplace culture, Political Workplace bias and Help eliminate bias	Workplace culture
5	Providing strong decision support, Advanced technology solutions, Improve accuracy in decision making, AI improve HR performance, Technology development make HR more effective, Improve efficiency of hiring process and Enhance effectiveness of process recruiting	Technology capability
6	Access to a wider recruitment pool, increase in demand for gender equality and Prevent discrimination and promote diversity	Diversity and inclusion
7	Government negligence in technological revolution, Policymakers lack of unanimity to enforce AI and Uncertainty in predicting technological change	Governance certainty
8	Combination of traditional and modern techniques in recruitment process and Technology and human work better together	Man-Computer symbiosis
9	Uncertain data privacy, Require strong privacy law and Bureaucratic optimism in AI	Data privacy and transparency
10	Modern technology in recruitment and selection process and Rapid urbanization of the population	Modern urbanization

#### 4. Results and Discussion

##### 4.1 Results

###### (a) Response rate

A total number of 384 sample sizes for the targeted respondent were selected for this study. According to the table 4.1, 136 out of 384 valid questionnaires had been collected. The response rate is 35.42%.

###### (b) Reliability test

**Table 4: Result of reliability in real study**

	Cronbach's Alpha	Number of items	Number of respondents
Pilot Test	0.925	30	24
Real Study	0.897	30	136

Based on the table 4, the Cronbach's Alpha value for pilot test is 0.925 and the number of respondents is 24. This value is located at the excellent level to analyze the data obtained. Therefore, the study is reliable and can be used. The Cronbach's Alpha value for the real study is 0.897 with a total

number of 136 respondents. Hence, this study indicates the research on artificial intelligence in recruitment and selection is valid.

(c) Demographic information

**Table 5: Demographic analysis**

		Frequency	Percentage (%)
Gender	Male	40	29.4
	Female	96	70.6
Age	Below 30	63	46.3
	31-40	51	37.5
	41-50	20	14.7
	51 and above	2	1.5
Race	Malay	74	54.4
	Chinese	37	27.2
	Indian	17	12.5
	Others	8	5.9
Education Level	SPM/O-Level	1	0.7
	STPM/ Matriculation/ Foundation/ Diploma	27	19.9
	Degree	100	73.5
	Masters	7	5.1
	PhD	1	0.7
Monthly Income	Below RM 3000	34	25
	RM 3001-RM5000	53	39
	RM 5001-RM 7000	24	17.6
	RM 7001-RM9000	13	9.6
	Above RM 9001	12	8.8
Working Experience	Below 3 years	46	33.8
	3 to 5 years	35	25.7
	6 to 8 years	26	19.1
	9 years and above	29	21.3
Heard about artificial intelligence in selection and recruitment	Yes	124	91.2
	No	12	8.8
Considered artificial intelligence in selection and recruitment	Yes	96	70.6
	No	40	29.4
Any intention to implement artificial intelligence in selection and recruitment for company	Yes	89	65.4
	No	47	34.6
Prediction on artificial intelligence to be implemented in selection and recruitment in 10 years	Yes	121	89
	No	15	11

The demographic analysis was conducted to describe the tabulation of the respondents. It consists of gender, age, race, education level, working experience, monthly income, knowledge, and intention to implement artificial intelligence in recruitment and selection in Malaysia. A total of 136 respondents were involved in this study. It is noted that majority of the respondents (70.6%) was

female and from the age group below 30 years old (46.3%), Malay (54.4%), and (73.5%) is holding a bachelor’s degree and had monthly income between RM 3001 to RM 5000 (39%). Besides, majority of the employee have been working for less than 3 years which is 33.8%.

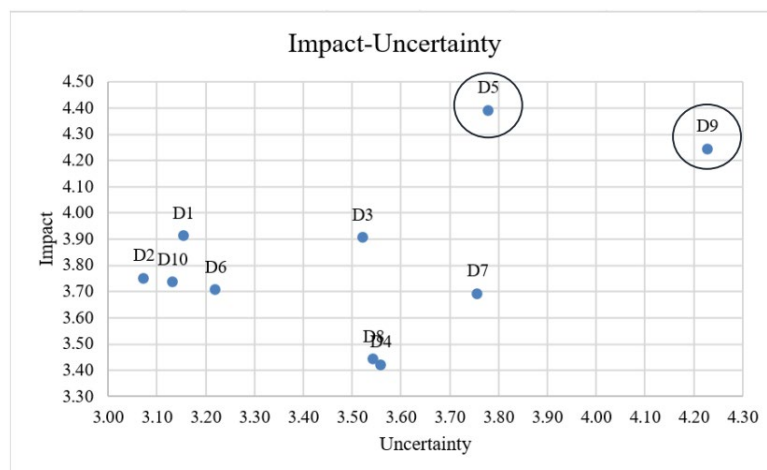
Majority of 124 respondents have heard about artificial intelligence in recruitment and selection while the remaining of 12 respondents did not hear about artificial intelligence in recruitment and selection and only 70.6% of the respondents agreed that artificial intelligence will be considered in recruitment and selection in the future. Majority of the respondents (65.4%) have intention to implement artificial intelligence in recruitment and selection and 121 of the respondents which is 89% agree that it will be implemented in 10 years.

(d) *Impact-uncertainty analysis*

The table shows the corresponding mean for each driver in impact-uncertainty analysis.

**Table 6: Mean of the 10 leading drivers on level of impact and uncertainty**

No	Drivers	Impact	Uncertainty
D1	Digitalization transformation	3.91	3.15
D2	Landscape expansion in recruitment and selection	3.75	3.07
D3	Production cost	3.90	3.52
D4	Workplace culture	3.42	3.56
D5	Technology capability	4.39	3.78
D6	Diversity and inclusion	3.71	3.22
D7	Governance certainty	3.69	3.76
D8	Man-computer symbiosis	3.44	3.54
D9	Data privacy and transparency	4.24	4.23
D10	Modern urbanization	3.74	3.13



**Figure 1: Impact-uncertainty analysis**

To create the impact and uncertainty analysis depicted in Figure 1, all data were used. The two coordinates with the greatest impact and level of uncertainty were picked, and they are D5 (4.39, 3.78) and D9 (4.24, 4.23). Both drivers have the highest level of uncertainty and highest level of impact for the future of artificial intelligence in selection and recruitment to improve hiring process in more



effective way. These two drivers will be selected as the top drivers and has been used to generate in the next chapter.

#### 4.2 Discussion Based on The First Research Objectives

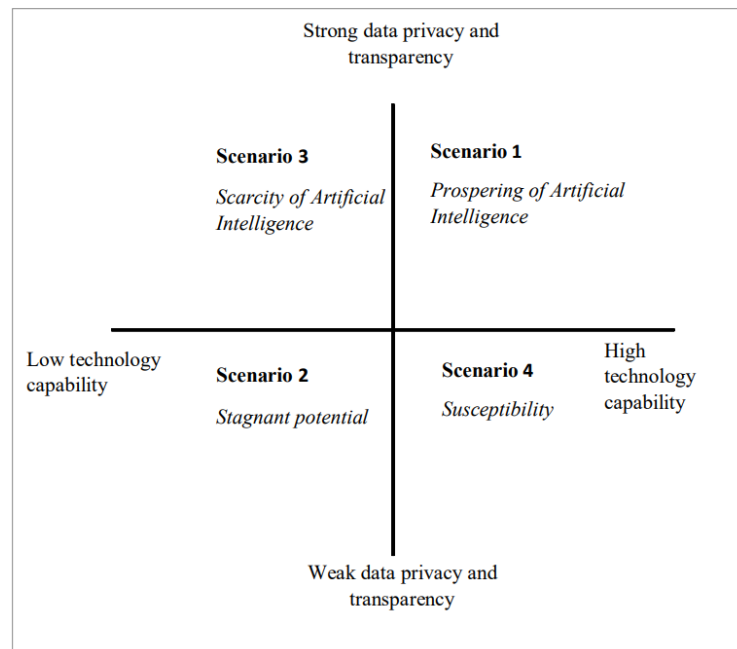
The first objective of this study is to identify the key drivers of artificial intelligence adoption in selection and recruitment in Malaysia that has been generated through STEEPV analysis. Based on STEEPV analysis the technological factor is the most important drivers in artificial intelligence adoption, followed by economic, social, values, political, and environmental.

#### 4.3 Discussion Based on The Second Research Objectives

The second objective of this research was aimed to determine the future image of artificial intelligence adoption in selection and recruitment in Malaysia. The trend is produced by conducting scenario analyses for four distinct potential scenarios based on the top two drivers chosen from the impact-uncertainty analysis.

This driver that has the highest impact and being the most uncertainty drivers compare to the others. It had the highest value of 4.24 and 4.23 in impact-uncertainty analysis is the data privacy and transparency. A strong data privacy and transparency is much needed before implementing the technology as well as produce a range of ethical issues to prevent from the leakage of data privacy.

The second highest of artificial intelligence choice of impact-uncertainty compared to other drivers is the technology capability. The value of the driver is 4.39 and 3.78 in impact and uncertainty respectively. Based on the respondent’s perspective, the capability of the artificial intelligence is one the most unclear and unexpected in the future development of selection and recruitment in Malaysia.



**Figure 2: Development of four alternative scenario**

*(a) Scenario 1 (Prospering of Artificial Intelligence)*

The first scenario takes place when there is a strong data privacy and transparency together with high technology capability. A strong privacy protection can ensure the security of data from being accessed or breached by certain parties. While a high technology capability will enable HR to manage the people in the organization competently.

Every organization needs to keep their data safe from outsiders. It can consider a future in which advanced technology such as artificial intelligence can further increase the level of data privacy and transparency despite the possibility that it will undermine current notions of privacy. Maintaining transparency of candidates is extremely crucial because the technology's decision will influence and impact their lives. Dijkkamp (2019) emphasized that to maintain transparency, it will become more crucial than ever to create AI algorithms that are transparent to analysis as well as efficient and beneficial tools. Employers must inform candidates about the fairness and openness of employing these technologies in order to build relationships of trust with the candidates.

Government should introduce new Act related to AI as what been practice in European Union. The European Union already has the General Data Protection Regulation (GDPR) in order to protect people's privacy and data in general. other country's perspectives in Malaysia will change due to the implementation of advanced and modern technology, especially in process selection and recruitment. It will have a positive impact in the Human Resource department throughout Malaysia. This is because the use of sophisticated and modern technology makes Malaysia a step ahead and will continue to progress in various fields.

*(b) Scenario 2 (Stagnant Potential)*

This is the most undesirable scenario. In this scenario, poor or slow potential refers to the is weak data privacy and transparency and low technology capability. Failure to implement artificial intelligence in selection and recruitment will slow down the selection and recruitment process while also making candidate data vulnerable to outside parties. As a result, human resource industry will remain sluggish and slow in terms of technology that lead to low potential of technology.

One of the most mentioned and essential challenges of using AI in the recruitment process is securing data privacy and transparency. Hogg (2019) warned that the potential for improved efficiency and integrity through AI recruitment is unclear. Weak privacy protection can worsen privacy risks and have negative consequences for an organization. Recruiters can collect various personal information that is not directly related to recruitment by using various tools used in the recruitment process.

Another issue is that weak data privacy and transparency may be incapable of preventing AI from using a candidate's personal data without their consent. Social media data can be accessed by AI to find and profile potential candidates. Such as Van Esch *et al* (2019) stated that candidates' additional personal information, such as age, colour, gender, and sexual orientation, could be utilized to discriminate in hiring, which could present ethical and privacy concerns. Also, if it is not directly relevant to the job, the employer should just not acquire personal information. In order to avoid the unauthorized use of social media data, rigid AI privacy rules should be implemented. AI should also not be utilized to violate candidates' personal rights. Data privacy and accessibility should occur simultaneously in a way that allows candidates' personal information to be accessible with their official approval and ensures that their privacy is not compromised using AI.

*(c) Scenario 3 (Scarcity of Artificial Intelligence)*

This scenario occurs when there are strong data privacy and transparency but low technology capability. In this scenario, it is predicted that the researchers are focusing more on the strong data privacy and transparency which more concerned on the safety of the data, but low technology capability

of recruitment methods are applied, thus, process of hiring candidates by implementing artificial intelligence in selection and recruitment are limited. The researcher might face the problems such as time consuming when recruiting the employees.

There are few problems if there is a low technology capability which one of these is it will take a little longer time to recruiting. Bhalgat (2019) stressed that every organization values its time, and the recruiting sector should be no different. By maintaining records in a manner that prevents repetitive actions, AI can save time. Geetha and Bhanusree Reddy (2018) stated that the usual mode of recruitment takes place to spend enough time to screen the resume of candidates.

The goal of engaging in AI-powered recruitment is to match the ideal job to the right candidate more efficiently and effectively. HRM Malaysia need to consider the artificial intelligence in order to enhance the recruiting process.

*(d) Scenario 4 (Susceptibility)*

Finally, this scenario will occur when there is strong data privacy and transparency yet low technology capability on artificial intelligence in selection and recruitment. Generally, high technology capability of recruitment methods will facilitate work and make the recruitment process efficient in the future, but with lack of data privacy and transparency will cause various problems especially involving personal data. This scenario is good for an organization to implement this technology however company should concern about the data privacy problem.

The use of AI in recruiting workers makes it more efficient and effective. Savola and Troqe (2019) assert that by assigning the repetitive tasks of screening to AI, recruiters will be capable of concentrating on more creative and strategic matters in their daily routines, whilst also HR managers will shift their focus from operational tasks to a leadership role, motivating and cultivating the potential and skillsets of their teams. This statement supported by Hmoud and Várallyai (2019) also proclaim that administrative routine jobs will be replaced by smart AI technologies and will gradually disappear enabling recruiters and HR managers to focus more on strategic functions.

Organization needs a lot of data to "nourish" AI to utilize it to its maximum potential. However, the more data an organization requires, the more they must provide transparency about how the data will be used. In addition, organization should also have a legitimate and legal basis to use the data, and/or the people whose data it is have given their consent.

In this scenario, there is high technology capability of the recruitment methods while it has problem which is weak data privacy and transparency. The artificial intelligence adoption in selection and recruitment can be commercialize after the developing stage. However, if the researcher is unwilling to focus on the data privacy aspect, it will cause complications and make data theft more common. Hence, the government must tighten laws on the privacy and security of the data so that problems such as leakage of personal data can be avoided.

In conclusion, the result of the study reflects that both data transparency and technology capability must be taken into deliberation in implementing artificial intelligence in recruitment and selection in Malaysia. The negative as well as positive repercussion need to be taken into consideration before developing any policy on artificial intelligence adoption on selection and recruitment in Malaysia.

## 5. Conclusion

In conclusion, the aim of the study is to identify the issues and drivers of future image of artificial intelligence adoption in selection and recruitment in Malaysia. The research about foresight study on adoption of artificial intelligence in selection and recruitment in Malaysia will provide a new trend in

hiring process in the next 5 to 10 years. Furthermore, this study provides new information and knowledge, as well as respondents' perceptions, on the development of artificial intelligence adoption in selection and recruitment in Malaysia. The top two drivers identified through impact-uncertainty analysis were used to construct scenario building analysis. Four scenarios are analyzed to determine the proposed future image of AI adoption in selection and recruitment. Every new technology face challenge and limitation, so both the public and private sectors should contribute to the development of this new future technology in Malaysia.

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