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Factors Influencing the Adoption of Artificial Intelligence for Talent Acquisition in ITES Organizations in Malaysia

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Abstract:
Malaysia is an emerging economy worldwide, and talent acquisition plays a key role in the success of Malaysian IT and ITES (information technology-enabled services) organizations. AI-based technologies significantly contribute to attracting and hiring top talent while reducing overall costs and time. This research is intended to identify the factors affecting the adoption of AI for talent acquisition (ADP of AI for TA) in Malaysian IT and ITES organizations. This study analyzes the ADP of AI for TA from an organizational perspective. Hence, this study investigated the views and opinions of all stakeholders in the human resource department of Malaysian IT and ITES organizations. The study applied a quantitative approach to analyze data collected from 220 respondents using SPSS Version 29. The study used multiple regression analysis to investigate the relationship between the ADP of AI for TA and stickiness, relative advantage, HR readiness, and security and privacy concerns. The study found that the ADP of AI for TA is significantly affected by stickiness and relative advantage in Malaysian IT and ITES organizations. The scientific novelty of the study lies in the test results concerning rationalization and ethical values, which contradict the findings of previous research. This investigation has significant implications for the field of study.

Keywords: Information technology-enabled services, Artificial intelligence, Talent acquisition, Human resource, Information technology.

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影响马来西亚 ITES 组织采用人工智能进行人才招聘的因素

摘要:
马来西亚是全球新兴经济体，人才招聘在马来西亚 IT 和 ITES（信息技术支持的服务）组织的成功中起着关键作用。基于人工智能的技术在吸引和聘用顶尖人才方面做出了巨大贡献，同时降低了总体成本和时间。这项研究旨在确定影响马来西亚 IT 和 ITES 组织采用人工智能进行人才招聘(AI 为了 TA 的 ADP)的因素。本研究从组织角度分析了 AI 为了 TA 的 ADP。因此，本研究调查了马来西亚 IT 和 ITES 组织人力资源部门所有利益相关者的观点和意见。该研究采用定量方法，使用 SPSS 版本 29 分析从 220 名受访者收集的数据。该研究使用多元回归分析来调查 AI 为了 TA 的 ADP 与粘性、相对优势、人力资源准备以及安全和隐私问题之间的关系。研究发现，在马来西亚 IT 和 ITES 组织中，AI 为了 TA 的 ADP 受到粘性和相对优势的显著影响。本研究的科学性创新之处在于其在合理化和伦理价值方面的测试结果与以往研究结果相矛盾，该项调查对于本研究领域具有重要意义。

关键词：信息技术支持的服务、人工智能、人才获取、人力资源、信息技术。

1. Introduction

The digitalization of traditional business practices has become a necessity in response to technological advancements and the ever-changing business environment (Jedynak et al., 2021; Queiroz et al., 2019). This transformation is anticipated to bring significant changes to organizational structures, business operations, and corporate strategies with the goal of delivering superior products and services to the market (Bughin et al., 2019; Kretschmer & Khashabi, 2020). The tremendous improvements in artificial intelligence (AI) over the past ten years have made it a disruptive invention that can initiate the next phase of organizational digital transformation (Erro-Garces, 2019; Pillai & Sivathanu, 2020; Salam, 2019). The adoption of AI helps businesses achieve improved organizational efficiency by reducing operational costs and enhancing productivity (Holmstrom, 2022; Kitsios & Kamariotou, 2021). The adoption of AI may help businesses overcome challenges and increase resiliency to ensure organizational sustainability in a crisis period like the COVID-19 pandemic (Wuest et al., 2020).

The demand for highly-skilled workers in business organizations will rise because of rapid digitization (Frankiewicz & Chamorro-Premuzic, 2020). Hence, proficient human capital can confer a competitive advantage upon an organization in the post-COVID-19 era. As a result, companies must hire top talent to innovate and remain competitive in the market (Laurim et al., 2021). In recent years, AI has brought a major shift to human resource (HR) practices and systems to ensure the effectiveness of HR functions (Malik et al., 2021; Agarwal, 2022). AI is defined as non-human intelligence that is designed to perform specific tasks and activities (Dwivedi et al., 2021). AI-based applications have brought significant changes to traditional TA processes (Bilal & Varallyai, 2021).

TA refers to the practice of identifying, attracting, and hiring top talent to meet organizational goals (Alashmawy & Yazdanifard, 2019). Interconnectivity and automation are emerging hiring approaches, with growing dependence on AI for TA (Bilal & Varallyai, 2021). AI technologies, including bots, machine learning, chatbots, virtual reality, applicant tracking systems, deep learning, augmented reality, and the internet of things, have significantly altered the operational paradigms of HR managers (Bilal & Varallyai, 2021; Laurim et al., 2021; Vrontis et al., 2021). AI technology helps HR managers to save costs and time while hiring potential candidates by efficiently identifying, attracting, evaluating, and communicating with job seekers (Bilal & Varallyai, 2021; Black & van Esch, 2020; Vrontis et al., 2021).

However, the ADP of AI for TA faces several challenges. The extensive use of AI in TA is likely to be seen as a threat to the job security and flexibility of human employees (Vrontis et al., 2021). AI technology is complex and difficult to understand compared to other existing technologies (Pan et al., 2021). AI technology for TA has access to candidates' personal data and selection results; thus, it puts human privacy at risk (Pan et al., 2021; Pillai & Sivathanu, 2020). Similarly, AI deep learning applications raise ethical concerns when recording a candidate's verbal and nonverbal reactions in a digital interview to generate a psychological profile of the candidate (Bhave et al., 2019).

According to the International Data Corporation (IDC), global spending on AI is expected to reach $204 billion by 2025 with a 24.5% compound annual growth rate (International Data Corporation, 2021). However, adoption of AI is limited in Malaysia because only 26% of Malaysian organizations use AI to manage their business operations (Digital News Asia, 2019). There is a lack of research on the factors affecting the ADP of AI for TA in Malaysian IT and ITES organizations. Hence, this study is intended to identify the factors affecting the ADP of AI for TA in Malaysian IT and ITES organizations.

2. Literature Review

2.1. Stickiness

Gillespie et al. (1999) stated that the capacity to persuade visitors to stay on a website for longer is referred to as stickiness. However, previous researchers have defined the term 'stickiness' from different perspectives since Gillespie et al. (1999) established the idea of stickiness and investigated its connection to users' revisit intention to any website. Kim et al. (2016) defined stickiness as the extent to which consumers are ready to use a specific mobile app. Shao et al. (2020) stated that stickiness extends beyond the intention to use or continue using something and indicates users' interest, usefulness, and perceived profitability. Cham et al. (2021) defined stickiness to cash as consumers' willingness to make transactions using actual cash in both tangible and intangible monetary consumption. According to Pillai and Sivathanu (2020), stickiness refers to HR managers' tendency to continue traditional TA methods to attract and hire potential candidates.

Based on this discussion, AIT for TA is new compared to traditional instruments such as ERP or job portals. Hence, HR managers in Malaysian organizations are not familiar with the use of AIT for TA. Unlike AIT for TA, traditional TA methods allow HR managers to have complete control over the decision-making process. There is a lack of research on the stickiness of traditional recruitment methods by recruiters in Malaysian IT and ITES companies. A lack of trust in AIT for TA and the perceived incompatibility of AIT for TA may have influenced recruiters to stick to traditional recruitment methods in Malaysian IT and ITES companies (Digital News Asia, 2019).

2.2. Relative Advantage

Previous researchers have defined relative advantage as the extent to which an innovation is perceived as superior to other existing alternatives that it replaces (Bilal & Varallyai, 2021; Pillai & Sivathanu, 2020; Puklavec et al., 2018). The relative advantage of an innovation can be determined in terms of economic and sociocultural factors, user satisfaction, and convenience (Bandara & Amarasena, 2018; Bilal & Varallyai, 2021). The rates of adoption and use of an innovation are highly affected by the perceived relative advantage of the innovation (Puklavec et al., 2018). Bilal and Varallyai (2021), Pan et al. (2021), and Zaied et al. (2018) showed that innovative technology is more likely to be adopted if it is perceived to provide a relative advantage over the existing technology of an organization. Previous studies have stated that relative advantage is a key factor in business intelligence system adoption (Puklavec et al., 2018) and ADP of AI for TA (Pillai & Sivathanu, 2020; Bilal & Varallyai, 2021). However, the relative advantage of AI in recruitment is negatively affected by the complexity of AI technology and high transportation costs (Pan et al., 2021; Tiwari et al., 2022).

Implementing AIT for TA is a time-consuming process that requires skilled professionals (Zaied et al., 2018). The complexity of AI technology causes slow progress in the usage of AI by Malaysian business organizations (Digital News Asia, 2019). Organizations must ensure that HR professionals at their company are familiar with the use of AI-based applications before their implementation for TA.

2.3. HR Readiness

HR readiness (HRR) refers to the ability of the HR department to adopt AI technology for TA given the financial budget, skill set, and resources available within the organization (Pillai & Sivathanu, 2020). Prior studies used the term "organizational readiness" as an alternative to HRR and defined organizational readiness as the availability of physical, financial, human capital, and intellectual resources for the adoption of new innovation (Pan et al., 2021). According to Pillai and Sivathanu (2020), HRR is essential for the ADP of AI for TA because it is an HR-specific technology. Lack of budget and required skill sets may prevent organizations from adopting an IT innovation. Hsu and Yeh (2017), Puklavec et al. (2018), and Tsai et al. (2010) proved that organizational readiness has a significant impact on the adoption of a new innovation, whereas Ifinedo (2011) and Quaddus and Hofmeyer (2007) rejected this claim and showed that the adoption of technology is not affected by organizational readiness. Studies have demonstrated that organizational readiness for the adoption of AI is affected by the size of the company, technological competence, and the availability of resources (Puklavec et al., 2018; Pan et al., 2021; Pumplun et al., 2019).

The COVID-19 pandemic and global lockdown negatively affected the global economy (Vitenu-Sackey & Barfi, 2021). According to statistics, Malaysian businesses failed to make any profit during the lockdown, which led to compulsory layoffs (Khalid, 2021). The COVID-19 pandemic left a negative economic impact on Malaysian businesses, and they lost key talent. A lack of finance and required skill sets could be one of the possible reasons that negatively affect HRR for the ADP of AI for TA in Malaysian IT and ITES organizations (Digital News Asia, 2019).

2.4. Security and Privacy Concerns

Security and privacy concerns refer to the degree to which information systems and technology are perceived to be insecure (Pillai & Sivathanu, 2020). AI technology for TA gathers, stores, and processes a large amount of candidate data, including CVs, profiles, and selection results (Ore & Sposato, 2021; Pillai & Sivathanu, 2020; Savola & Troqe, 2019). As a result, the use of AI technology for TA puts the security and privacy of candidate data at risk, raising legal and ethical concerns for organizations (Derous & De Fruyt, 2016; Ore & Sposato, 2021; Savola & Troqe, 2019; van Esch et al., 2019; Vrontis et al., 2021). Previous research showed that privacy and security concerns negatively affect the adoption of HRIS (Rahman et al.,

2017), AI technology for TA (Pillai & Sivathanu, 2020), AI-integrated CRM systems (Chatterjee et al., 2021), IT in healthcare (Christodoulakis et al., 2017), and cloud computing (Senarathna et al., 2016).

The ethical, legal, and privacy concerns associated with the use of AI technology prohibit HR professionals from adopting AI technology for TA (Ore & Sposato, 2021; Pillai & Sivathanu, 2020). The possibility of AI-related bias and a lack of candidates' data privacy could be possible reasons that prohibit HR managers in Malaysian IT and ITES organizations from adopting AI for TA (Digital News Asia, 2019). Organizations must ensure candidates' data privacy throughout recruitment and selection processes. Otherwise, candidates may lose their trust in AI-based recruitment.

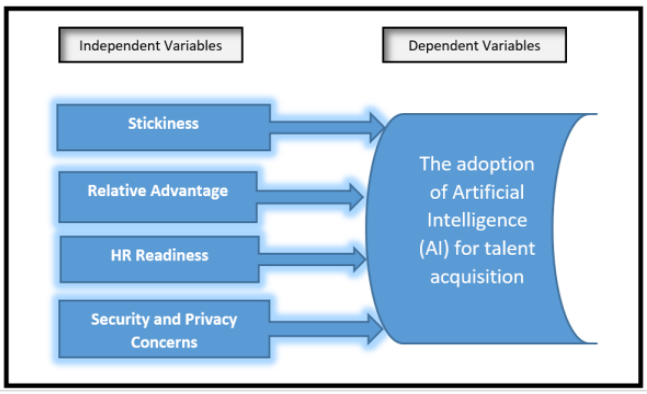

Figure 1. Conceptual framework (Developed by the authors)

3. Research Method

3.1. Research Instrument/Measurement

This research employed quantitative analysis. The first part of the questionnaire, comprising demographic variables, was analyzed using descriptive statistics. The second part, which examined the relationship between the independent variables (IVs) (Stickiness, Relative Advantage, HRR, Security and Privacy Concerns) and the dependent variable (DV) (ADP of AI for TA), was analyzed using correlation and regression techniques. For this purpose, the Likert scale was used to gather reliable responses: 1 - strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, and 5 - strongly agree. The Likert scale is used based on its reliability and ease of understanding (Sekaran & Bougie, 2016).

3.2. Research Hypotheses

The following hypothesis is proposed based on previous studies on factors affecting the ADP of AI for TA.

H1: There is a significant relationship between stickiness and ADP of AI for TA in Malaysian IT and ITES organizations.

H2: There is a significant relationship between relative advantage and ADP of AI for TA in Malaysian IT and ITES organizations.

H3: There is a significant relationship between HRR and ADP of AI for TA in Malaysian IT and ITES organizations.

H4: There is a significant relationship between security and privacy concerns and ADP of AI for TA in Malaysian IT and ITES organizations.

3.3. Questionnaire Design

The questionnaire had two sections. The first section of the questionnaire was the demographic profile consisting of gender, race, age, ethnicity, work experience, highest education level, and monthly income. The second section of the questionnaire contains questions related to the IVs and the DV in the study. A four-item scale was applied to measure TA, stickiness, relative advantage, and HRR regarding the ADP of AI for TA in ITES organizations (International Data Corporation, 2021). Each variable in this study was measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.4. Data Analysis

Using the SSPS software, the study found that Cronbach's alpha coefficient for all independent and dependent variables was 0.911. It demonstrates that these variables scale reliability and have a high level of internal consistency as the results are greater than 0.7. Cronbach's alpha values for each IV and DV are tested and represent values higher than 0.7. Hence, Cronbach's alpha values demonstrate that the overall consistency and reliability of the data are acceptable. The Z-score for normality was -1.79, which is within -3.29 < Z > 3.29. Furthermore, the linearity test assumption was met based on the randomized scatter plot.

3.5. Demographic Characteristics of the Respondents

The respondents comprised 49.5% males and 50.5% females. Regarding racial demographics, Malay respondents constituted the largest group with 72 individuals, representing 33.6% of the total sample. Chinese respondents formed the second-largest group with 58 individuals, accounting for 27.1%, while Indian respondents comprised the third-largest group with 57 individuals, representing 26.6% of the sample. The remaining 27 respondents, classified as "others," constituted 12.6% of the survey participants. The age distribution of respondents was categorized into four groups: 18-25 years, 26-33 years, 34-41 years, and 42 years and above. The majority of the respondents' ages were 26-33 years old, with 83 of them accounting for 37.4%, followed by 69 (32.2%) respondents aged 34-41 years, 34 (15.9%) respondents aged 18-25 years, and 31 (14.5%) respondents aged 42 years and above. The majority of the respondents in this study have a Bachelor's degree, representing 117 respondents (54.7%). The second-largest proportion was postgraduates (49 respondents - 22.9%). The remaining respondents are diploma holders. The majority of respondents in this study reported a monthly income level of RM4000-RM6000, comprising 83 individuals (38.8%). 77 respondents (36.0%) had a monthly income

of between RM2000 and RM4000, while 33 respondents (15.4%) had a monthly income below RM2000. Lastly, the remaining respondents with monthly incomes exceeding RM6000 comprised 21 individuals, constituting 9.8% of the study participants.

4. Results and Discussion

4.1. Test of Normality

The normality test ensures the presence of a normal distribution of data collected from target participants. Normality tests can be conducted using the Kolmogorov-Smirnov or Shapiro-Wilk method (Mishra et al., 2019). However, because this study has a sample size of 220, the Kolmogorov-Smirnov method was used to conduct the normality test. The normality test requires a P-value of more than 0.05. However, Table 1 shows that the significant value is less than 0.001, which indicates that the data are not normal. Hence, the Z-score test must be conducted to ensure data normality.

Table 1. Results of the test for normality (Developed by the authors)

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ADP_AI_TA	.109	220	<.001	.938	220	<.001
a. Lilliefors Significance Correction						

4.2. Z-Score Test

The Z-score test becomes necessary when the normality test result fails to satisfy the basic requirements for ensuring the normal distribution of data. The Z-score test uses the skewness value to determine an outcome. The statistic value of skewness is divided by the standard error in the Z-score test. The Z-score must belong to the range of -3.29 to +3.29 to ensure a normal distribution of data.

$$\text{Z-score} = \frac{\text{Statistics}}{\text{Standard Error}}$$

$$= \frac{-.701}{.164}$$

$$= -4.28$$

Table 2. Descriptives (Developed by the authors)

Descriptives				
			Statistic	Std. Error
ADP_AI_TA	Mean		3.4191	.05021
	95% Confidence Interval for Mean	Lower Bound	3.3201	
		Upper Bound	3.5181	
	5% Trimmed Mean		3.4444	
	Median		3.4000	
	Variance		.555	
	Std. Deviation		.74478	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.00	
	Skewness		-.701	.164
	Kurtosis		1.928	.327

The Z-score result was -4.28, which did not fall within the range of -3.29 to +3.29. Therefore, it is necessary to examine the box plot to identify outliers and remove them from the dataset.

The circle in Figure 2 indicates data sets that are out of topic, and the star indicates data sets that are extremely out of topic. These datasets are considered outliers. Outliers refer to datasets that do not demonstrate normal behavior and are extremely different from other datasets (Wang et al., 2019). The outliers in this study include 55, 155, 180, and 205, which must be removed from the data view page of SPSS to ensure data normality.

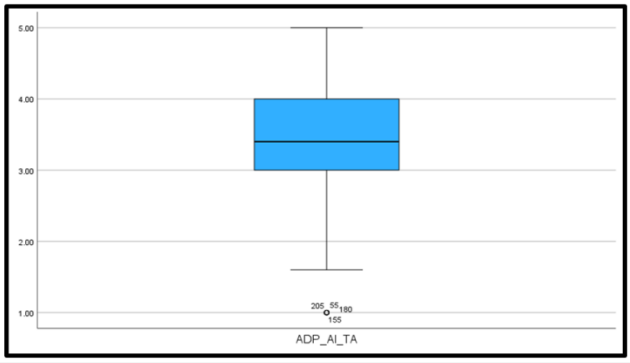

Figure 2. Box-whisker plot (Developed by the authors)

A new Z-score test was conducted based on Table 3 after the outliers were removed from the entire dataset.

$$\text{Z-score Test} = \frac{\text{Statistics}}{\text{Standard Error}}$$

$$= \frac{-.297}{.166}$$

$$= -1.79$$

Table 3. Descriptives (The authors)

Descriptives				
			Statistic	Std. Error
ADP_AI_TA	Mean		3.4639	.04585
	95% Confidence Interval for Mean	Lower Bound	3.3735	
		Upper Bound	3.5543	
	5% Trimmed Mean		3.4671	
	Median		3.4000	
	Variance		.454	
	Std. Deviation		.67389	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.00	
	Skewness		-.297	.166
	Kurtosis		1.391	.330

The new Z-score result was -1.79, which fell within the range of -3.29 to +3.29, ensuring the normal distribution of the 216 datasets.

4.3. Linearity Test

The linearity test helps identify the correlation between the DV and IVs. The use of a scatterplot helps determine positive or negative correlations between the DV and IVs. The upward movement of the slope indicates a positive correlation between the DV and IVs, whereas the downward movement of the slope indicates a negative correlation between the DV and IVs.

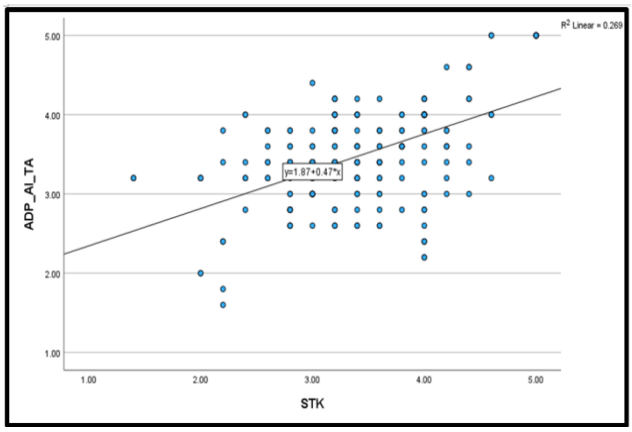

Figure 3. Linearity test of stickiness (Developed by the authors)

5. Conclusion

This study makes a significant contribution to individuals, society, groups, and Malaysian business organizations.

5.1. Relationship between Stickiness and ADP of AI for TA in Malaysian IT and ITES Organizations

Table 4 indicates that the B-value of stickiness is .225, with a significance value of .001. The positive B-value of stickiness indicates a positive correlation between stickiness and the ADP of AI for TA. Stickiness exhibits the second-highest B-value among the IVs in this study, which makes the variable one of the significant factors of this study. The positive B-value indicates that an increase in stickiness will increase the ADP of AI for TA. The coefficient of significance for stickiness is less than 0.05, which allows the hypothesis for stickiness to be accepted. Hence, the findings of this study indicate a significant relationship between stickiness and the ADP of AI for TA.

Table 4. Hypothesis results (The authors)

Hypothesis	Unstandardized Coefficients (B Value)	Significant Value	Results
H1: There is a significant relationship between stickiness and adoption of Artificial Intelligence for talent acquisition in Malaysian IT and ITeS organizations.	.225	.001	Accepted
H2: There is a significant relationship between relative advantage and adoption of Artificial Intelligence for talent acquisition in Malaysian IT and ITeS organizations.	.296	<.001	Accepted
H3: There is a significant relationship between HR Readiness and adoption of Artificial Intelligence for talent acquisition in Malaysian IT and ITeS organizations.	.093	.133	Rejected
H4: There is a significant relationship between security and privacy concerns and adoption of Artificial Intelligence for talent acquisition in Malaysian IT and ITeS organizations.	.050	.370	Rejected

Pillai and Sivathanu (2020) demonstrated that stickiness has a moderate impact on the adoption and actual use of AI in TA. The findings of the study showed that HR managers are likely to stick to traditional recruitment methods that have an indirect effect on the ADP of AI for TA. The willingness of HR managers of Malaysian IT and ITES organizations to adopt AI for TA is significantly affected by stickiness. An increase in the stickiness to AI for recruitment and selection results in an increase in the ADP of AI for TA in Malaysian organizations. However, a lack of awareness may cause HR managers at Malaysian organizations to stick to traditional recruitment methods.

5.2. Relationship between Relative Advantage and the ADP of AI for TA in Malaysian IT and ITES Organizations

Table 4 indicates that the B-value of relative advantage is .296, with a significance value of <.001. The B-value of the relative advantage is positive, which indicates a positive correlation between relative advantage and the ADP of AI for TA. Relative advantage demonstrates the highest B-value among the IVs in this study, making it the most significant factor of this study. The positive B-value indicates that an increase in relative advantage results in an increase in the ADP of AI for TA. The significance coefficient for relative advantage is less than 0.05, which allows the hypothesis for relative advantage to be accepted. Hence, there is a significant relationship between relative advantage and the ADP of AI for TA.

Pillai and Sivathanu (2020) support the statement that the ADP of AI for TA is significantly influenced by the relative advantage of AI in recruitment and selection. Other researchers also demonstrated that the relative advantage of AI significantly influences the adoption of AI in business organizations (Cruz-Jesus et al., 2018; Puklavec et al., 2018). The relative advantage of AI for TA influences HR managers of Malaysian IT and ITES organizations to adopt AI for TA. An increase in the relative advantage of AI for recruitment and selection would result in an increase in the ADP of AI for TA in Malaysian organizations. HR managers can save time and costs in the process of recruitment and selection while using AI for TA, which influences them to adopt AI for TA.

5.3. Relationship between HRR and the ADP of AI for TA in Malaysian IT and ITES Organizations

Table 4 indicates that the B-value of HRR is .093, with a significance value of .133. The B-value of HRR is positive, which indicates a positive correlation between HRR and the ADP of AI for TA. However, the B-value of HRR is the second-lowest among the IVs, indicating that the factor is not particularly important in this study. The significance value of HRR is .133, which is not less than 0.05, indicating that the hypothesis for HRR must be rejected. Hence, the findings of this study support the notion that there is a non-significant relationship between HRR and the ADP of AI for TA.

Grandon and Pearson (2004), Ifinedo (2011), and Quaddus and Hofmeyer (2007) support the claim that

the adoption of technological innovation is not influenced by organizational or HR readiness. However, Pillai and Sivathanu (2020) showed that HRR is crucial for the ADP of AI for TA as the technology is used for managing HR functions. HRR can be a significant factor to influence the ADP of AI for TA, but it is not true when it comes to Malaysian organizations. Prior research was conducted in different countries. Cultural and geographical differences in target participants resulted in different research findings.

5.4. Relationship between Security and Privacy Concerns and the ADP of AI for TA in Malaysian IT and ITES Organizations

Table 4 indicates that the B-value of security and privacy concerns is .050, with a significance value of .370. The B-value of security and privacy concerns is the lowest among the IVs in this study, which indicates that these factors are not important for this study. The significance value of security and privacy concerns is .370, which is not less than 0.05, indicating that the hypothesis for security and privacy concerns must be rejected. Hence, the findings of this study indicate a non-significant relationship between security and privacy concerns and the ADP of AI for TA.

Pillai and Sivathanu (2020) and Rahman et al. (2017) found that the adoption of HRIS and AI technology for TA is negatively affected by security and privacy concerns. HR managers are concerned about the privacy of candidates' data while sharing confidential information via AI technology for TA (Pillai & Sivathanu, 2020). However, security and privacy concerns are not key factors that influence the ADP of AI for TA in Malaysian organizations. HR managers in Malaysian IT and ITES organizations are not influenced by security and privacy concerns when deciding on the ADP of AI for TA.

5.5. Contributions of the Study

This study makes a significant contribution to increasing awareness among Malaysian business organizations regarding the ADP of AI for TA.

This study provides a clear view of the current situation of AI ADP for TA in Malaysian organizations. The findings of this study will help HR managers of Malaysian organizations to be aware of the adoption and usage of AI for recruitment and selection. HR managers will be motivated to stick to advance technology like AI for managing TA functions. The relative advantage of AI-based technology is that it increases the rate of AI ADP for TA in Malaysian organizations. As a result, HR departments will find it easy to improve business performance by adopting AI for TA.

6. Limitations

A time constraint is a major challenge for researchers in providing detailed insights into studies. The data collection procedure takes a significant amount of time. It is not easy to collect sufficient data from target participants within a short period. Distribution of the questionnaire among target participants and persuading them to participate in the study by filling out the survey form is a difficult task that requires time and effort. A study may require at least 200 sets of data to proceed with data analysis and generate a valid finding. However, it is still not sufficient to identify real problems and arrive at the desired outcome. It becomes easier to identify reliable findings if there is no time constraint.

Another limitation of this research is that its findings are based on respondents' perceptions of the research topic. Therefore, bias may have occurred in the responses. There are many reasons that led to response bias. Respondents' unwillingness to participate in the study led them to complete the survey, not in a proper way. Some respondents answered the questions without proper understanding of the questions. As a result, the study was affected by invalid information. There were six responses identified as outliers. Outliers may cause serious problems for researchers when attempting to derive valid findings.

This study used only 220 datasets, which is not sufficient considering the number of IT and ITES organizations in Malaysia. The sample size does not represent all organizations in the Malaysian IT and ITES industry. It is difficult to identify the most significant factors influencing the ADP of AI for TA in Malaysian IT and ITES organizations using such a small amount of data.

7. Recommendations for Future Studies

Future researchers may spend more time addressing issues related to time constraints and generating valid findings. Researchers may plan to complete the research within a year. It will be easier for future researchers to provide a detailed view of their research while spending 1–2 years conducting the research. An extended duration would facilitate researchers in reaching their target participants more effectively and acquiring a larger volume of data. This approach would enable researchers to encourage target participants to complete the survey accurately by providing valid information. The use of a larger sample size will increase the validity and reliability of the findings.

Data Availability Statement

The data presented in this study are available on request from the corresponding author.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

Author Contributions

SN and KT contributed to the design and implementation of the research, SS and GP to the analysis of the results and to the writing of the manuscript. IP and PD conceived the original and supervised the project.

Ethical Compliance

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki Declaration and its later amendments or comparable ethical standards.

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