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INVESTIGATING THE CONTRIBUTION OF AI-DRIVEN HIRING TO BRIDGING THE DIVERSITY GAP AT WORKPLACES IN INDIA

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ABSTRACT

The present research paper analyses the contribution of information technology innovation in form of Artificial Intelligence (AI). AI is not just tool but its architecture of world of innovation. It examines how AI powered hiring process reduce the diversity gap at workplaces across India. The paper investigates the AI generative tools supports to eliminate gender bias, promote equal opportunities and screen talent from diverse backgrounds. For this research study researcher relies on secondary data collection method with qualitative approach. Secondary sources include publicly available reports, industry reports, company websites, government publications etc. The secondary data is analysed using thematic analysis to address the research question for this research. The main purpose of this research is to highlight the positive impact which AI brings to recruitment process and helping Indian organisation to streamline the talent acquisition. The study explores the growth of the different sectoral such as healthcare, IT, Manufacturing, E-commerce, finance where AI driven recruitment process creates more career opportunities, offer attractive career paths and reduce the need for skilled graduates to move abroad. Fortunately, the present study brings insights for business, leaders, Managers, policymakers that how AI supports the development of sustainable workforce in India. As such, this research paper provides some actionable recommendations for improving recruitment process with supporting sustained diversity and innovative talent growth of India.

KEYWORDS

Artificial Intelligence (AI) recruitment, workplace diversity, inclusive hiring, time efficient recruitment, bias reduction, HRM in India, Recruitment Bias, Diversity and Inclusion, Employment Trends.

INTRODUCTION

Background of the study

Global job market is a verge of a seismic shift to hire right people in the right roles. The transformation is not a definite. But it adopts the change that how work will performed, managed and executed with future accomplishment. Though technology and innovations are not barriers to scale up. Artificial intelligence (AI) holds the potential to boost productivity and drive economic growth. This research explores how AI is reshaping human resource management (HRM), emphasizing key areas such as recruitment, employee retention. AI introduces advanced tools that streamline hiring, reduce costs, and identify suitable candidates efficiently. In addition to enhancing processes, AI supports diversity and inclusion by addressing biases and outdated methods, enabling organizations to build fairer and more innovative teams (Vivek, 2023).

Satya D Sinha, Director and CEO of Mancer Consulting (2025), highlights AI's growing role in business operations, noting that 43% of employees already use AI tools, as reported by Business Insider. In human resources, 88% of global companies have integrated AI into their HR programs, signalling a major shift in recruitment practices, as indicated by SHRM. Furthermore, Market Research Future projects that the AI recruitment software market will reach $942.3 million by 2030 (Express Computer).

Similarly, Ebrahim and Rajab (2025) emphasize that AI empowers recruiters to focus on high-quality candidates better suited for job requirements, with 79% of employers confident that AI will enhance recruitment processes. They underscore the importance of HR professionals understanding both the advantages and limitations of AI.

While AI drives innovation in recruitment. Its impact on economies and societies is still uneven varying across industries and job roles. Liu & Liang (2025) highlighted that Some sectors benefit from increased productivity and growth, whereas others face challenges such as job displacement and mismatched skills. Additionally, unequal distribution of AI's benefits risks deepening existing disparities. Policies and strategies are essential to ensure inclusive and equitable implementation across different sectors.

AI has undoubtedly transformed recruitment by improving efficiency, reducing costs, and enabling precise candidate matching. It eliminates gender bias, promotes equal opportunities, and facilitates hiring from diverse backgrounds. However, its dependence on data can lead to challenges if the data is flawed or biased, resulting in inaccurate outcomes and reinforcing prejudices. Addressing ethical concerns like transparency and accountability requires ongoing refinement of AI systems. Despite its advancements, the human element remains vital in ensuring balanced and effective AI integration in recruitment.

REVIEW OF LITERATURE

Literature Studies

This section explains the literature which available on google scholar, authentic sources for AI implementation for improving recruitment process.

Krishnan and Gopi (2025) examine how AI-driven recruitment enhances workplace diversity across sectors like IT, finance, healthcare, and manufacturing. Their research highlights AI's ability to address biases by automating tasks such as resume screening and candidate evaluation, leading to fairer and more inclusive hiring. The study emphasizes that diverse teams foster innovation and effectively tackle complex challenges. While AI presents significant opportunities to promote equity. Their findings demonstrate AI's transformative potential in improving hiring practices and advancing diversity within India's workplace environments.

Oman et al. (2025) emphasize the transformative role of artificial intelligence (AI) in reshaping Human Resource Management (HRM), particularly in recruitment processes. Traditional hiring methods, often prolonged and overwhelming due to the volume of applications, can now be streamlined with AI. By rapidly analysing large pools of applications, AI identifies qualified candidates based on objective criteria, allowing recruiters to save significant time and focus on candidate engagement and talent acquisition. Additionally, AI operates continuously, ensuring the recruitment process progresses efficiently, even beyond working hours. When utilized effectively, AI minimizes unconscious biases by relying on data-driven evaluations rather than subjective judgments. This promotes fair and merit-based hiring, fostering inclusivity and equitable assessment of candidates. The author also highlighted that AI has the potential to revolutionize recruitment by improving both efficiency and fairness, paving the way for innovative and unbiased hiring practices

Raveendra et al. (2025) highlight the growing integration of Artificial Intelligence (AI) in domains previously dominated by humans, especially in Human Resource (HR) departments. Their study examines how AI revolutionizes recruitment by accelerating processes and minimizing unconscious biases. The incorporation of AI in candidate screening fosters objectivity by focusing on skills and qualifications, thereby reducing human prejudices. However, the

study also questions the reliability of AI in fully eliminating bias, emphasizing the importance of ongoing monitoring and refinement of algorithms. The author concluded that while AI optimizes hiring efficiency, augmented intelligence holds future potential to handle repetitive tasks effectively.

Qureshi (2023) explores the increasing use of artificial intelligence (AI) in recruitment, emphasizing its adoption by many companies, often with the help of external providers or technology partners. AI offers benefits such as enhanced efficiency, reduced costs, and improved candidate selection based on qualifications. However, challenges like algorithmic biases and unfair outcomes persist, often caused by inadequate training, incorrect technology usage, and poorly defined criteria. Through a review of literature and sentiment analysis, the study evaluates whether advancements in AI have improved its ability to eliminate biases in hiring. It also examines public perception, both academic and non-academic, of AI-driven recruitment processes. The findings suggest that while AI has the potential to make hiring practices more inclusive and equitable for job seekers, particularly those from underrepresented groups, its success relies on addressing ethical concerns and refining systems to ensure fairness and accuracy

Zhou et al. (2025) examine the impact of artificial intelligence (AI) on applicant reactions, especially in cases of AI-based rejection. Their study finds that candidates often experience heightened negative emotions and blame external factors for such rejections, which can harm their perception of the organization. Using a mixed-method approach, they identify emotional profiles of rejected applicants. Importantly, the study highlights that involving human intervention in reviewing AI-based rejections improves applicant responses, shifting negative reactions to more positive ones. This suggests that while AI offers efficiency, integrating human oversight ensures fairness, reduces biases, and supports inclusivity in hiring processes.

Albaroudi et al. (2025) review the use of artificial intelligence (AI) techniques in addressing algorithmic bias in recruitment. While AI improves efficiency in screening resumes. It is prone to biases that can impact fairness in hiring. The study highlights effective methods such as vector space correction and data augmentation, which use natural language processing (NLP) and deep learning to reduce these biases. However, AI alone cannot account for human emotions or make nuanced decisions needed in recruitment. The authors recommend a collaborative approach, combining AI with human oversight, to promote ethical and fair hiring practices. They emphasize the importance of refining algorithms to minimize bias and develop inclusive recruitment tools. This research provides valuable insights into creating responsible AI systems that support equitable and effective hiring processes

THEORETICAL UNDERPINNINGS

Resource Based Theory

El Ouakili (2025) highlights the Resource-Based View (RBV) theory, which underscores the importance of workforce diversity as a critical organizational resource for achieving competitive advantage. AI-driven recruitment aligns with this theory by helping companies build innovative and diverse teams that contribute to business success. Through advanced AI tools, organizations can efficiently identify candidates with unique talents and perspectives, fostering creativity and improving problem-solving capabilities. This approach is particularly valuable across industries such as IT, finance, healthcare, and manufacturing, where diverse teams drive innovation and adaptability. The study illustrates how AI supports strategic goals while enhancing diversity in recruitment practices.

Equity Theory emphasizes fairness and transparency in workplace practices. In AI-based recruitment, it highlights the importance of unbiased processes that ensure justice for job seekers, particularly those from underrepresented groups. AI-powered tools promote equitable treatment by focusing on merit-based evaluations, reducing discrimination, and fostering inclusivity. These tools contribute to more transparent and fair hiring practices across organizations (Houser, 2019).

The Human-Machine Collaboration Theory highlights the necessity of combining human judgment with AI capabilities to address ethical challenges in recruitment processes. This approach mitigates issues such as algorithmic biases and AI's inability to consider human emotions, ensuring balanced decision-making. By leveraging AI's efficiency alongside human oversight, organizations can promote fairness, inclusivity, and accountability in hiring practices. This integration supports responsible and ethical use of AI in recruitment (Fritts & Cabrera, 2021).

Conceptual Framework

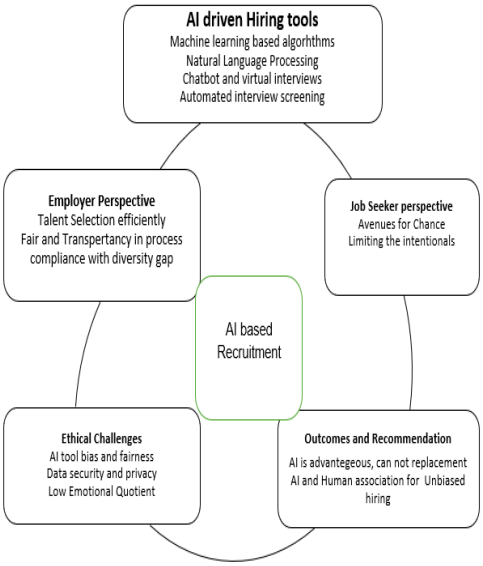

Figure 1: Conceptual Framework (Self-created)

Above conceptual framework depicts that AI based hiring provides more transparent opportunities to job seekers. As it other side it creates fair selection of talents efficiently which ultimately helpful to employer and manager of organisations. While it explores with Ai driven tools like Machine learning, NLP, AI based chatbots, virtual interviews, automated interview screening used for hiring process. These technologies promote transparent hiring based on culture, gender, socio -economic background of candidates, rationality. However, AI hiring has some ethical and practical challenges which includes algorithmic bias, low emotional quotient, data security and data privacy concerns. Therefore, by balancing AI efficiency with ethical consideration employers can create more smooth and inclusive hiring process which benefit to both organisation and job seeker. AI cannot replace the human but it can be complementing the human decision.

Research Gap

Yet, existing literature majorly highlight the benefits of AI-driven recruitment such as improvement in efficiency, fair treatment, and diversity in hiring process. Still some notable gaps are found in the literature. Present research, most of studies Krishnan and Gopi (2025), Oman et al. (2025), and Raveendra et al. (2025), highlights how AI minimizes intentional biases and promotes inclusivity. However, there is limited research into sector-specific challenges of implementation of AI across sectors like IT, finance, healthcare, and manufacturing in India. Further, in present research the study of Zhou et al. (2025) emphasizes applicant response, the emotional and psychological impacts on candidates from minority groups are undiscovered. Furthermore, studies like Qureshi (2023) and Albaroudi et al. (2025) stress algorithmic bias but provides limited empirical evidence on the effectiveness of proposed solutions like human-AI association. Thus, present research fills some gaps on literature by focusing sector-specific barriers, psychological impacts, and the practical applicability of balancing AI efficiency with ethical compliance.

Need for study

Present research evaluates AI-driven hiring tools can helps organizations to identifying and attracting and retaining talents promoting fairness and transparency. With focus on India's socio-economic and cultural landscape, the current research analyses the insights of AI's transformative role in bridging workplace diversity gaps by relying more on technological based hiring.

Further, understanding the constraints of AI, such as algorithmic biases and ethical and privacy issues. Acknowledging these issues enhance he AI systems which ensures a fair and responsible way to use. The research study's findings will provide balanced AI-human associations which offer a roadmap to more equitable and transparent recruitment process which benefits to both job seekers and employers.

Research aim

To analyse the impact of AI driven hiring practices to bridge a gap in India. By investigating its role in providing fair and transparent hiring processes, un-biasing, and identifying ethical concerns across the various sectors like IT, manufacturing, retail, automotive etc.

Research Objectives

- To examine the role of AI-driven recruitment in enhancing workplace diversity across various sectors in India, including IT, finance, healthcare, and manufacturing.
- To analyze how AI-powered hiring tools assist employers in identifying and attracting diverse talent while ensuring fairness and transparency in recruitment decisions.
- To evaluate the benefits and limitations of AI-driven hiring for job seekers, and its impact on reducing biases in the selection process.
- To explore the ethical challenges and practical constraints of AI in recruitment, assessing its inability to consider human emotions and providing recommendations for AI as a responsible and effective use in hiring.

Research Question

How does AI drive recruitment process influence workplace diversity across different sectors in India?

Section 3: Research Methodology

The Research methodlogy chapter holds an explanation about data collection, interpretation of data analysis which collects meaningful information for the purpose of this research. Ethical consideration formed during the research have also been explained to validity and reliability of methods chosen. The research purpose associated with the study which includes searching and interpreting study materials and generates finding which accomplish the research objectives and research questions in relation to how AI driven recruitment process influence workplace diversity across different sectors in India. With appreciating the limitation that algorithmic biased, lack of emotional awareness has been analysed during discussion with secondary qualitative data. This would provide further recommendations on this subject topic.

3.1 Research Philosophy

Research Philosophies are mainly bifurcated in four types interpretivism, positivism, pragmatism, and realism. For present research the researcher has considered interpretivism philosophy. This philosophy ensures a contextual, nuanced understanding of the study's objectives by exploring AI driven hiring practices and its impact on workplace diversify across various sectors.

3.2 Research Approach

Research Approach plays significantly for the purpose of data collection process and interpretation to reach probable outcome. Research approach can be classified in two ways, that inductive or deductive. In present research, study continues with inductive research approach. As researcher plans to take secondary qualitative data for the current study.

Data collection methods

Data collection is required to understand different type to gather data for different kind of research. Generally, data collection method classified in two ways Primary or Secondary. Primary Data refers to the collection of direct or first-hand data through tools like survey, focus group, observations interviews which engages sample population directly or indirectly. On the other hand, secondary data refers data collected by other researchers or information taken from the internet. In present research considers secondary method as this method is less time consuming and less expensive in compare to primary method.

Data Analysis

Data analysis refers to interpret collected data to justify the finding of research. For the present research, researcher has considered thematic analysis by exploring the secondary qualitative sources. Here research accredited sources like newspaper articles, magazine articles, government and company websites, industrial research reports etc. Thematic analysis can support the researcher to understand each aspect of secondary qualitative studies in depth.

Ethical Consideration

As the present research does not includes primary data collection method which creates few critical aspects of ethical concerns. The researcher has considered authentic information from the sources to justify the research purpose. Furthermore, researcher has cross verified the results with literature review by validating findings. The researcher will comply under the Data Protection guidelines by ensuring proper storage of the raw data collected (*Law in India - DLA Piper Global Data Protection Laws of the World*, n.d.)

Section 4: Results & Discussion

In present section research considers the authentic secondary data sources to accomplish research objective. For analysing qualitative data sources generally used thematic analysis. The thematic process various steps serve as a roadmap to meticulously process qualitative data. The coding steps improve rigor of the research process and the depth of research findings. (Naeem et al., 2023)

The researcher has defined three themes defined to understand AI driven hiring eliminated gender gap and diversity. Themes also focused on automated software generated process beneficial to employer and job seeker, which has ethical and practical challenges associated while it implements as sector specific to attract and retains talent. The themes also describe mitigation approach to avoid how AI and human approach can be effective for right talent selection. The final themes have been prepared to justify the findings are as below.

Theme 1 Bridging diversity gap with using AI driven hiring tools in India

Theme 2 Addressing ethical and practical challenges in AI hiring process across various

sectors in India

Theme 3 Enhancing AI hiring with human insights to strike the right balance and

recommendations for Ethical and Effective Implementation of AI.

Theme 1: Bridging diversity gap with using AI driven hiring tools in India

According to Ferrazzi (2025), AI-driven recruitment is revolutionizing and streamlining hiring processes for organizations. AI-powered tools analyse data from social media and job platforms to enhance employer branding and adapt to market trends. These tools predict future job opportunities, identify skill shortages, and improve talent distribution. Companies like Workday, Eightfold, and Fountain use machine learning algorithms to efficiently assess candidates' behaviour, experience, and skills, matching them with job requirements without delay or bias. Such tools play a significant role in reducing diversity gaps and fostering an efficient and transparent hiring process (Today, 2024).

Verma (2025), referencing the Boston Consulting Group's (BCG) report The GenAI Adoption Conundrum, highlighted that companies are allocating up to 1.5% of their revenues towards workforce learning and development to remain competitive. A significant share of these investments focuses on upskilling employees in emerging technologies, including AI. However, adoption rates remain below 40%, primarily due to ineffective training methods and integration challenges. The report underscores the need for scalable upskilling models and robust tracking mechanisms to bridge the AI skill gap. Additionally, over 80% of top 500 companies in India are prioritizing AI adoption (Economic Times, 2025).

According to Sahota (2024) observed AI-driven hiring tools are playing a crucial role in bridging the diversity gap in India by promoting unbiased recruitment processes. Tools like HireVue and LinkedIn utilize algorithms to analyse candidates based solely on their skills and experience, excluding race or gender considerations, ensuring fairness. Corporations like Unilever integrate AI assessments, resulting in a more diverse workforce. Additionally, AI-powered platforms target job advertisements to diverse candidates, encouraging broader inclusivity in hiring practices. These advancements emphasize the transformative potential of AI in fostering diversity and reducing unconscious biases, especially within India's workforce.

Utkarsh Amitabh & Ansari (2025) highlighted that the challenges in recruitment due to overwhelming applications, such as Goldman Sachs' 315,126 internship applications in 2024 and India's 220.5 million government job applications from 2014–2022. Traditional methods and some AI tools relying on resumes often fail to identify truly skilled individuals. Conversational AI offers a solution by assessing real-time skills, ensuring fairness for diverse candidates and career switchers. Studies revealed candidates undergoing AI-led interviews performed significantly better in subsequent evaluations (53.12%) than those screened traditionally (28.57%). AI also aids workforce planning by addressing skill gaps and guiding candidates to suitable roles. With human oversight ensuring transparency and fairness, AI can transform hiring into an efficient, inclusive, and trustworthy process.

Theme 2: Addressing ethical and practical challenges in AI hiring process across various sectors in India

Harper (2024) suggested that the adoption of Artificial Intelligence (AI) in recruitment processes across sectors in India offers transformative potential, yet each sector faces unique ethical and practical challenges:

1. **IT and Technology**: While AI streamlines talent acquisition by rapidly matching technical skills to job requirements, it may inadvertently favour candidates with extensive digital footprints, excluding those from rural or underrepresented areas. Algorithmic bias and lack of transparency in decision-making are common concerns.

2. **Healthcare**: AI hiring tools prioritize matching healthcare professionals with specialized roles based on qualifications. However, ethical issues such as maintaining candidate privacy, especially in sensitive health-related data, and ensuring that biases do not influence the hiring of underrepresented communities remain critical.

3. **Manufacturing**: AI assists in screening candidates for automation-centric roles, reducing human intervention. However, it often overlooks the soft skills essential for

labour-intensive jobs. Practical challenges include a lack of inclusive datasets that reflect the diverse skillsets within the sector.

4. **Education**: AI tools employed in hiring educators streamline candidate selection but face challenges in assessing qualitative aspects, such as teaching style and emotional intelligence. Ethical concerns include fair assessments across candidates from diverse academic backgrounds.

5. **Retail and eCommerce**: AI in these sectors aids in recruiting for customer-facing roles through behavioural pattern analysis. Nonetheless, practical challenges include accounting for regional language diversity and ensuring inclusivity in hiring.

The adoption of AI in recruitment across India presents challenges like fairness, bias elimination, data privacy concerns, and over-reliance on technology. AI algorithms may unintentionally perpetuate biases from historical data, disadvantaging underrepresented groups. HR teams in companies like Infosys actively monitor AI systems to ensure inclusivity. Additionally, AI chatbots, while efficient, lack empathy, necessitating human oversight for sensitive interactions. Generative AI offers impartiality but raises ethical issues, such as unconscious biases in its design and the opaque nature of AI decision-making. This may lead to legal challenges and exclusion of exceptional candidates. To address these issues, organizations must balance AI's efficiency with transparency, fairness, and human involvement to create an inclusive and responsible hiring process (Today, 2024).

AI has transformed recruitment and talent acquisition, empowering multinational companies like Infosys, IBM, EY, Deloitte, Amazon, and L'Oréal, alongside HR start-ups such as HireVue and Darwinbox. These organizations leverage AI-driven tools, including intelligent applicant tracking systems (ATS), robotic process automation (RPA), recruiter chatbots, and digitized interviews, to streamline hiring processes. AI's adoption extends across various industries, enhancing efficiency, reducing manual tasks, and improving candidate experiences. Its applications provide valuable insights for talent assessment, enabling businesses to target top candidates more effectively while minimizing errors in recruitment decisions (Pipaliya, n.d.)

Theme 3: Enhancing AI hiring with human insights to strike the right balance and recommendations for Ethical and Effective Implementation of AI.

Staffency, (2024) Observed that AI in recruitment faces challenges like biases in algorithms, which could lead to unfair hiring decisions. Human oversight is important to ensure fair practices and remove bias. Ethical concerns like protecting private data and being transparent also need to be addressed. Recruiters must stay updated and skilled to handle the rapid growth of AI technology and use it effectively. (*People Matters - Interstitial Site — People Matters*, 2025) observed that examples from global organizations like Providence Health and Baptist Health show how AI can save time, improve efficiency, and boost staff satisfaction. By adopting AI responsibly with human insights, India's healthcare sector can solve staffing issues while keeping ethical practices in focus.

AI is transforming recruitment by automating repetitive tasks like resume screening and interview scheduling, significantly reducing workloads and improving efficiency. However, human involvement remains crucial for evaluating cultural fit, empathy, and leadership potential. This collaboration between AI and human recruiters ensures fairness, eliminates biases, and enhances candidate experiences. Reskilling recruiters in AI tools and literacy is essential for aligning AI outputs with organizational goals. By balancing AI-driven efficiency with human insights, organizations can create ethical, inclusive, and effective hiring processes, fostering trust and achieving better recruitment outcomes. According to Smart Recruiters, 87% of recruitment professionals view AI as an augmentation tool, not a replacement, enabling better decision-making. By blending AI's capabilities with human insights, organizations can create balanced, efficient, and inclusive hiring processes for a competitive edge. (How Human-AI Collaboration Is Redefining Recruitment Strategies, 2025)

Section 5: Conclusion & Recommendation

In conclusion, the integration of AI in recruitment is reshaping how organizations hire and manage talent. AI simplifies repetitive tasks, speeds up hiring, and helps find better candidates. However, it's clear that AI cannot fully replace human judgment, empathy, and decision-making. A balanced approach that combines AI efficiency with human insights ensures fairness, inclusivity, and a positive candidate experience. Organizations must also address ethical concerns, such as biases and data privacy, while embracing AI's potential. By adopting AI responsibly and focusing on collaboration between technology and people, businesses can build stronger, more effective, and future-ready recruitment strategies.

Artificial intelligence (AI) has revolutionized the recruitment process by overcoming persistent challenges that organizations face when trying to attract and hire the right talent. Traditional methods,

such as using online platforms like LinkedIn, have not always been effective in identifying and securing top-tier candidates. In this context, AI offers a game-changing solution, enabling more efficient and seamless recruitment practices. By facilitating the attraction, retention, and empowerment of skilled professionals, AI creates a mutually beneficial dynamic for both employers and job seekers.

The future of recruitment hinges on the seamless integration of artificial intelligence (AI) and human expertise, creating a recruitment process that is efficient, balanced, and ethically sound. AI enhances recruitment by automating repetitive tasks, providing objective analyses, and improving candidate experiences. However, the true advantage lies in combining AI's productivity with the nuanced judgment and empathy of humans. To stay relevant, employers must focus on ethically integrating AI into their processes for faster and more accurate hiring. Candidates also need to learn and adapt to leverage AI-driven tools to remain competitive and excel in this evolving recruitment landscape.

SCOPE FOR FURTHER RESEARCH

In the scope for further research, several areas can be explored to deepen understanding of AI-driven hiring and its role in bridging the diversity gap in Indian workplaces. Regional disparities between urban and rural workplaces with warrant attention, as AI adoption and effectiveness may differ across regions. Research on advanced AI algorithms designed to mitigate unconscious bias can provide insights into creating fair recruitment processes. Additionally, studying candidate experiences, particularly those from underrepresented groups, would shed light on inclusivity and fairness in AI-driven hiring systems. Long-term impacts of AI initiatives on workplace culture, leadership representation, and sustainable diversity efforts are another vital area for exploration. Investigating the role of government policies and regulations in promoting ethical AI adoption can further inform frameworks for diversity hiring practices. While the current study relies on secondary qualitative thematic analysis, future research can integrate primary qualitative or quantitative methods to gather practical insights. This could involve conducting interviews or focus groups with managers and HR professionals to explore their experiences with AI tools and their effectiveness in fostering workplace diversity. Similarly, surveys or in-depth interviews with job seekers from diverse backgrounds can provide firsthand perspectives on the inclusivity and fairness of AI-driven hiring processes. Finally, examining AI's potential to support skill-building programs for marginalized groups could reveal ways to enhance employability and create equal opportunities. These areas offer valuable insights to optimize AI-driven recruitment strategies, fostering inclusive and equitable workplaces in India.

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APPENDIX

Thematic table

Coding	Keywords	Subtheme	Final Theme	Sources/References
Upskilling workforce and integrating AI	AI adoption, upskilling, scalable models	Workforce learning, upskilling, and efficient integration of AI systems	Bridging diversity gap with using AI-driven hiring tools in India	Verma (2025), BCG GenAI Adoption Conundrum Report (2025), Economic Times (2025) Ferrazzi (2025), Today (2024), Sahota (2024), Utkarsh Amitabh & Ansari (2025)
Ethical challenges and biases in AI hiring	Ethical concerns, algorithmic bias, fairness	Addressing fairness, transparency, and inclusivity challenges across sectors	Addressing ethical and practical challenges in AI hiring process across various sectors in India	Harper (2024), Today (2024), Infosys case study, (People Matters - Interstitial Site — People Matters, 2025)
Human-AI collaboration and balanced hiring	AI efficiency, human oversight, ethical AI	Combining AI-driven efficiency with human insights to ensure effective, fair, and ethical recruitment processes	Enhancing AI hiring with human insights to strike the right balance and recommendations for Ethical and Effective Implementation	Staffency (2024), How Human-AI Collaboration Is Redefining Recruitment Strategies (2025), Smart Recruiters (2025)