Reinforce The Talent Acquisition Using Kaizen and Artificial Intelligence

Er. Sahil Takhi[*], **Er. Monika Gosain****, **Mr. Virender Singh**[***]

[*]Human Resource Strategist
[**]CSE, CGC, Landran
[***]Human Resource Expert & Mentor

Abstract-This research paper aims to describe how the blend of Kaizen System (KS) and Artificial Intelligence (AI) aid the Talent Acquisition (TA). Present scenario of the business, needs its recruiting strategies to be more persuasive, logical and pertinent, howbeit ensuring they magnify diversity. The increased competitiveness in the recruitment market, it is laborious to hire the good talent and this has led to organizations on developing their talent acquisition strategy. The strategic approach to cultivate and preserve the top talent on-board and meet the vigorous business needs" is known as "Talent acquisition". The continual improvement i.e Kaizen approach at every step of TA e.g planning, workforce segmentation, Employer Branding, Mapping talent acquisition with performance management, Strategic adoption of social media, Metric and Analysis, etc. is beneficial for a wide variety of business models and operational philosophies. This system helps the TA in its every step to transform the result in better ways. It improves work processes, eliminate waste, improves quality and increases the profitability of the business. The art of recruitment is transforming, and the need for technology within this process has never been more essential than it is today. Artificial intelligence for recruiting is the next generation software to improve or automate some part of the recruiting workflow such as talent screening, hiring, engaging, re-engaging, employee relations, on-boarding, etc. that used to consume many labour-hours in the past, thereby enabling the HR department with AI to be more efficient and productive. This paper provides clear information about the Artificial intelligence and kaizen in Talent Acquisition. This is a conceptual framework based on the previous research papers, journals, various case studies and other secondary sources

Keywords: Artificial Intelligence (AI), Machine Learning (ML), Recruitment, Kaizen, Talent Acquisition (TA).

I.   INTRODUCTION

At times, the best prescription for the future comes to us from the past. The first section of this paper suggests to implement the Kaizen in every step of TA strategy for the continual improvement. Competition for talent has never been tougher as it is today, so any advantage for attracting and retaining talent is crucial to staying ahead. That's why TA professionals are focused on polishing their methodologies to ensure that the most effective, efficient talent is on-board in their organizations. In this instance, TA professionals are reengineering their strategies with the wisdom of hindsight of the Kaizen method. Talent Acquisition begins with the very first step i.e recruitment, so professionals need to have many more skills, as their main job has become to attract talent. With this their primary goal to plan and implement successful workforce segmentation, Employer Branding, Mapping talent, Social Recruiting and other strategies.

Finding and retaining the right people for the business isn't easy. Mostly recruiters report that the biggest challenge in hiring is a dearth of talent. The problem is that when recruiters rush to find talent, bad hires happen and making a poor hiring decision comes at a high price. On average, a bad hire can cost 30% of the individual's first-year potential earnings. The second section of this paper tells about, how AI giving new dimensions to the TA. *" Essay to caricaturist human intelligence by the is a set of algorithms and intelligence is Artificial intelligence (AI), Machine learning is one of them and deep learning is one of those machine learning techniques*"[5]. AI for candidate matching uses an algorithm to identify the strongest matches for requirement". Matching algorithms analyse multiple sources of data with the job requirements such as candidate's personality traits, skills, and salary preferences which would automatically assess. AI is helping the recruiters to skip the repetitive processes and get back to doing what they do best interacting with candidates. AI in recruiting means automated backend processes, quicker resume sorting and a heightened form of applicant tracking.

This exercise is concluded with boosting up the TA strategies by employ of kaizen and AI. Also hold up to view the future scenario on it and its merits and demerits for human resource.

II   Literature Review

The 'war for talent' has ended in recruiters managing a broad range of ways to find talented candidates: an activity that, shared with rigid confines, has seen them search for the most effective means for their requirements. Moreover, new technology is beginning up opportunities for recruiters that are not simply cost-efficient, but are also battered, registered and successful. It is also a fact that social organizations constantly manage with serious people management factors such as inviting the right talent at low salary structure, as long as career opportunities for internal employees, retentive talent in the middle management team,

efficient employee engagement, etc, controlling cases of high abrasion, hiring and controlling cost of new employees. (Dr. Venkatesh. J,2014)

AI is making the process of identifying, hiring, engaging, retaining and developing talent is undoubtedly the backbone of good economic health of organizations. AI based systems currently help HR automate a large segment of repetitive tasks in processes such as talent screening, hiring, engaging, re-engaging, employee relations, on-boarding, etc. that used to consume many labour-hours in the past. Among the prominent areas within the HR function that AI impacts, Talent Acquisition is one for which AI has become nothing short of a game changer - Talent Acquisition being at the cusp of talent management lifecycle for organizations. This paper explores the cascaded impact of Artificially Intelligent systems on talent acquisition processes of organizations. It offers a deeper understanding of current AI frameworks and their ability to automate repetitive TA processes increasing process efficiency and effectiveness. Through several case studies of existing AI systems in TA from across the globe, the paper documents the present, also extrapolating the future of Talent Acquisition in AI aided professional environments. (Dr. Saundarya Rajesh, et al., 2018).

Attracting, recruiting and retaining quality talent is the paramount priority of organizations. Emphasis is drawn specifically on reviewing the HR practices of current employers to empower the existence of digitalization and its impact on talent acquisition. Examples are drawn from many leading companies and their practices are emphasized for better understanding. The benefits and impact of digitalization have been studied in depth (Karacay, G. 2018).

Pulsifi has improved our hiring by identifying candidates' key leadership traits and selecting the top 1% of young talent in the market, while improving efficiency. Pulsifi is a committed partner that brings strengths in AI and predictive people analytics to complement Nestle's domain knowledge."(Shahzad Umar,2018)

The increased competitiveness in the recruitment market has led to organizations spending more time, effort and resources on developing their talent acquisition strategy. In order to attain company objectives, it is essential to recruit people with requisite skills, qualification and experience keeping the present and future requirements in mind. Competition among business organizations for recruiting the best potential has increased focus on innovation, and management decision making. Selectors aim to recruit only the best candidates who would suit the corporate culture, ethics and climate specific to the organization. (Prof. Aloysius Sequeira,2019)

III   Objectives of Paper

1. The purpose of this research is to study some Talent Acquisition strategy for the present and future scenario.
2. Strengthens the Talent Acquisition process by employing kaizen system.
3. To assist the HR professionals to explore how AI plays the important role in TA and helps them to find the best talent for their organisation.
4. Pros and cons of AI in Talent Acquisition.

IV   Talent Acquisition

Talent Acquisition plays a key role within the success of organizations. Talent acquisition is the method of finding and acquiring skilled human labour for organizational needs and to satisfy any labour requirement. It is the approach of designing, sourcing, assessing, hiring, and on-boarding of qualified and talented individuals into appropriate positions within the organization. Recruitment a subset of the talent acquisition process is nearly central to the human resource management process and failure in recruitment can create difficulties for any company including an adverse effect on its profitability and inappropriate levels of staffing or skill. Better recruitment and selection strategies end in improved organizational outcomes. Only a talent resourcing process that's well defined and well executed from first to last yields consistent and compliant results that can be the successively yield a competitive advantage within the war for talent.

V   Talent Acquisition strategies

1. *Planning and Strategy:* Ensures business alignment, examines workforce plans, requires an understanding of the labour markets, and appears at global considerations
2. *Workforce Segmentation:* It requires an understanding of the different workforce segments and positions within these segments, as wells because the talents, competencies, and knowledge necessary for fulfilment [15].
3. *Employer Branding***:** Determining a transparent employer product and coordinating that strategy both internally and externally will highly increase an organisation's capability to know and appeal talent. It includes activity that help to uncover, articulate
   and define a company's image, culture, reputation, products and services. This may help to advance the market position of organizations, attract quality candidates and depict what it's truly wishes to figure for that organization.
4. *Strategic adoption of social media***:** Social media will endure to extremely shock how candidates are sourced, involved, and hired.
   Recruitment through social media involves platforms like Facebook, Twiter, LinkdIn, etc. It also includes recruitment from job

portals, blogs, forums, job boards and websites like Glassdoor etc. attract and recruit the only talent. The merits of social recruiting

are numerous, social recruiting gaining such popularity because
> a. It reaches the passively job searching candidates
> b. Social recruitment helps to urge more referrals
> c. Target only your best fit candidates
> d. Use social media to showcase organization culture
> e. Establishes a personalised focus on potential hires
> f. Save lots of cash

5. *Mapping talent acquisition with performance management:* Besides, the occurrence of the TA got to increase not only its performance but the overall business performance. Organisations must give the visibility around the position on the candidate's performance to hiring managers like key stakeholders [15].

6. *Data/Metrics driven function:* A metrics driven culture can be a crucial for any organization to regularly increase on its bars for fulfilment. this analytic can highly increase workforce management strategy by enclosures and as long as intelligence to leaders for increased business planning and association. the continual tracking and use of key metrics to drive continuous improvement and to establish better recruiting decisions, to ultimately improve the level of hiring [15].

VI   Kaizen System

Kaizen is a term that refers to on-going or continuous improvement. The definition of kaizen comes from two Japanese words: 'kai' meaning 'change' and 'zen' meaning 'good'[3]. Employees are the internal customers of the organisation, they can attract or repel the upcoming talent, they can be Employer's brand in both the ways positive or negative. Implementing Japanese philosophy *"kaizen"* to address those tiny issues that affect organisation and its services, results in overall quality improvement. Customer satisfaction increases because they may be experienced fewer negative issues in the past. This enhances Employer's brand reputation and results in priceless word of mouth, which leads to increases in Talent acquisition and revenues.

The Kaizen process can be summarized down to just four steps [3]: PDCA – Plan Do Check Act. Here's a quick overview of what each step entails:
> Plan –define your objective and how you'll achieve it.
> Do – implement the plan and make any changes required to ensure it works.
> Check – Evaluate the results and identify opportunities for improvement.
> Act – make adjustments based on what's found in the previous step.

Kaizen cycle for continuous improvement [9]**:**

Continues improvement in TA strategy [4]: This kaizen event focused on the recruitment process from the identification of short and long term needs for merit and at-will positions, to candidate application. For proper implementation of TA, continues improvement must in its strategies for better results and it can be fulfilled by following:
- Encourage the employees to solve new problems with a new creative approach rather depending upon the old approaches.
- Inculcating an approach to work that aims for long-term success through multiple iterations if required, instead of taking on the pressure to get it right the first time.
- Building a data-driven culture where information, insights, and opinions are solicited from a variety of sources for the next work cycle.
- Breaking down the idea of "perfection" and focusing on small, ongoing steps towards improvement.

VII   Reasons for implementing Kaizen in TA [13]

- *Lower Cost:* Kaizen is a certified performance improvement tool and eliminating failure demand. Take the suggestions of employees to how to do things right and use Kaizen to make changes on them. Kaizen shrinks the need for, as well as the cost of doing something or providing a service, by helping the workers get it right, this lower down the cost to do the things right.

- *Immediate Results:* Instead of tackling large improvements it focuses on to resolve specific problems., Kaizen makes minor enhancements that solve large numbers of small problems. To make fast changes cost-effectively, works on small improvements continually that improves the whole processes.

- *Reduces waste:* Kaizen is a methodology to reduces waste by eliminating activities which adding cost only and making required alterations to improve the processes. Activities may indulge in it are overproduction, unsynchronized transportation, unnecessary motions by workers or any process which delayed the end result.

- *Energizes Employees:* Kaizen put the employee's suggestions first, because suggesting changes by employees encourage them to come up with more and more new ideas for these small improvements. This motivates their work lives, enhances the work culture, increases work proficiency and make them decision makers. By empowering employees, enriches their work experience and motivates the workforce to be creative and innovative.

- *Increase Productivity*: Kaizen gives satisfaction results whenever it applied on process, speed and efficiency problems. Make a cross-functional team i.e to involve participants from other departments, only for a few days in a pre-defined project. This will infuse new learning and experience to the employee. This will change the employee's routine job, in result they can concentrate on specific activities, like problem solving and improvement exclusively.

VIII   MODERN TACTICS FOR TA

On the basis of above study, it is clear that for continues improvement is needed for a better outcome. So here are some resulting strategies influenced by Kaizen which make difference on regular TA strategies

1. *Create standard frameworks and procedures:* These materials will be used for automation (screening software, repetitive processes, etc). it helps in quickly shortlist candidates who meet minimum requirements with less effort than ever.

2. *Merging Talent Acquisition with Business Goals* [1]: The inspiration of a strategic approach starts with the merging the path of talent acquisition with the business goals. This can be achieved by feeding candidates with, what are business goals and what they're trying to accomplish them. Taking this approach ensures that every employee understands their expectations and responsibilities. It is often done by following the below points
    a. Elucidate the business need and dominant objectives for the particular role.
    b. Determine the skills of the role which influence the hiring is made for.
    c. Prepare the list of persons to be involved in hiring process and why.

3. *AI-driven Talent Acquisition:* For the present scenario of competitive business challenges AI is becoming the must having recruiter's tool. Automating the backend processes like quicker resume sorting and enhance the applicant tracking in recruiting by means of AI. Look for platforms like *Pulsifi, swingvy, sleekr, urbanhire, sleekr* etc. which give a comprehensive overview of employee-to-role/team/organization alignment

4. *Candidate Experience Should be the first approach* [1]**:** The importance of this approach cannot be underestimated, especially with the ever-evolving talent market. Candidates are like customers – they have to know that the company cares about them and it's their best interests in mind. This also applies to recruitment companies that they should change their approach to a 'candidate-first' mentality.
    a. Engage with candidate in distinguished communities, it is often online or offline.
    b. Provide an accurate visit of company to prospective hires.
    c. Response to the online review of the company.
    d. Give them the hands-on experience of the office culture by organise a interaction with this talent of company.

5. *Social Recruiting* [1]**:** Social Recruiting refers to the tactic of using social media channels for the aim of recruiting. Social media involves recruitment platforms like Twitter, Facebook, LinkedIn etc. It also includes recruitment from job portals, blogs, forums, job boards and websites like Glassdoor so on hunt down, attract and recruit the only talent. the benefits of social recruiting are numerous, but why is social recruiting gaining such popularity?
    i. With social recruiting, you'll achieve the next things:
    ii. Reach the passively job searching candidates
    iii. Social recruitment helps to urge more referrals
    iv. Target only your best fit candidates
    v. Use social media to showcase your company culture establish a personal regard to your potential hires
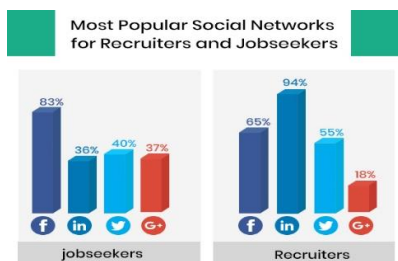
6. *Inbound recruiting:* This approach is to leave an impression on job seekers and future employees by crafting specific branded content that can strengthen Employer's Brand perception and improve the association with both active and passive candidates in different stages of the recruiting process.

    Four Steps of Inbound Recruiting

    1. Identify your hiring needs, and job positions to fill.
    2. Everything depends on the job description so write it with very creative ideas in which required   skills are fully mentioned. This help in finding the qualified candidate.
    3. Company's is one of the best attributes is must be its culture because it defines the candidate's persona.
    4. Create an employer brand by creating compelling blogs posts, videos and social media content in which company introduces its team and showcase the company's culture and employee value proposition.

7. *Employee Referrals* [3]**:** Employee referrals is most popular method of finding high-quality candidates, because present employee knows the culture of company very well and has good repo among his peer. So he refer always a qualified candidate to fill the particular position. This save both time and money of the company.

8. *Empower employees for the best innovation results***:** Employee empowerment is not about managing people. HR leaders need to encourage employees to think, act, react and control their own work. Please avoid micro managing style in a company culture. Let all recruiting team be the master of their process, and resolve their problems by its own in self-governing way. It is the fastest and most effective method for continues improvement.

9. *Feedback:* Take from stakeholders during hiring process. Hiring manager is need to take candidate experience into account in every single step of recruitment for continual improvement in whole process.

IX   Artificial Intelligence

AI is the theory and development of computer system able to perform tasks normally, requiring human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages [14]. The term may also be applied to any machine that exhibits traits associated with a human mind such as learning and problem-solving. artificial intelligence has the advantage of being able to make better analytical decisions, such as whether a job description is male- or female-biased, and whether it is well-written and why or why not. New technology has the capability —to write job description based on nature of the job, nature of the structure of the business, nature of the business culture.

Pros of AI:
- Save energy and time
- candidates anytime access to organisation
- Increasing the pace of attracting the interested applicant.
- Talented candidate's data can't be missed from recruitment team.
- Accuracy improves with more data
- systems is integrated with applicant tracking option.
- No more compliance risks
- cut down the bias.
- reinforce the candidate experience.

Cons of AI:
- Comprehensive limitation
- human language nuances may cause different results
- cannot be improved with experience
- lack human emotion
- formatting of resume may skip any information
- Soft skills can't be judged
- cost and complexity is always their

X   AI in Talent Acquisition [7]

AI plays different roles all over the talent acquisition process. To attract and hire the best talent, employers need a process with a strong candidate experience and a partner with the expertise to identify the best person for a job. To accomplish that, it's important to understand the different applications of AI and how they can optimize every step of a candidate's journey.

Machine Learning: Machine learning is where computers are able to learn how to do something without being specifically programmed how to do that one thing.

- It develops algorithms, which are the procedures to solve problems e.g Email spam, social and promotional filters learn how to identify their place depending on context and subject. Facebook's photo tagging algorithm learns to recognize faces based on previous tags.

- Machine learning can have impacts throughout the talent acquisition process. When applied to the sourcing process, machine learning technology can identify active and passive candidates within seconds of a job requisition being posted.

- There is so much publicly data available about which candidates are likely to join a company or leave their current job. This can provide valuable information including how likely a person is to leave their current job or how was his past experience meets the job description.

- When it comes to the application process, machine learning technology can help create a personalized experience for the candidate. By analysing the information, a candidate shares online, the technology can provide them with job openings that fit their interests and experience. Like LinkdIn and other job portals do.

Natural Language Processing: Natural language processing (NLP) is a way for computers to understand and interpret human language.
- It's particularly difficult because human language is never as uniform and simple as code. When people talk and write, they have regional differences, use metaphors and display emotional cues that impact the meaning of what they're saying.

- When people interact with AI, natural language processing is important for creating a positive interaction. A chatbot needs to understand what people are saying to respond properly. A virtual assistant needs to process and respond to the speech of people with different accents and dialects.

- NLP should play a large role throughout talent acquisition. Starting with the process of crafting job descriptions, NLP can help write a description that attracts more strong candidates. In sourcing, an AI tool needs to have NLP to search for quality candidates and understand the information they share through social media and other online resumes.

Predictive Analytics: Predictive analytics finds patterns in data and then uses those patterns or models to attempt to predict the future.
Predictive analytics can't tell you what will happen, but it shows what is likely to happen based on past trends.

- Predictive analytics can make an impact throughout the entire hiring process. The ability to make predictions and suggest that how long it will take to fill a position or what kind of salary and benefits package will be required to secure a successful candidate.

- Predictive analytics can use candidate assessments to predict how successful a person will be in a given role and even how long they may stay with the company. Armed with that information, organizations can make better hiring decisions.

Robotic Processing Automation: Robotic processing automation (RPA) is the process of using software to automate simple business tasks. According to the Wall Street Journal, RPA works by following simple rules to mimic the way that people interact with different business applications. By doing this, the technology is able to automate manual processes that would be tedious or time consuming for a worker.

- RPA can automate many of the administrative tasks that can take up a lot of a recruiter's time. When a job requisition opens, RPA can automate the keystrokes required to submit information and post jobs to sources that require manual submission.

- This can automate the distribution of job openings notifications to community organizations. This can ensure a job posting reaches as many candidates as possible and save recruiters' time for more valuable tasks, like engaging with the strongest candidates.

XI   Applications of AI in recruiting [10]

- *AI-Driven Assessments:* AI-driven assessments are pre-hire assessments which leverage AI to evaluate candidates faster, more effectively, and in a candidate-friendly way. These most commonly take the form of game-based assessments and video-based assessments.
- *Candidate Rediscovery:* Candidate rediscovery tools analyse the existing database of candidates to "rediscover" those who might be a good fit for your open requisitions.
- *Job Description Optimization:* It optimizes similar to Grammarly, but for job descriptions. By providing phrases and wording suggestions that make a job description more covering.
- *Ad Automation:* Ad automation AI places and tests your job ads on a variety of different platforms, optimizing your ad spend.
- *Job Market Forecasting:* Job market forecasting software gives insight into available pools of talent for different job types, experience levels, or location.
- *Candidate Relationship Management*: Candidate relationship management software can leverage AI to deliver a higher level of personalization to candidates, and re-engage candidates who applied previously.
- *Chatbots:* Chatbots provide a convenient interface for candidates to find and apply for jobs.
- *Resume Filtering*: Resume filtering tools evaluate candidates' resumes and applications to make broad-stroke screening decisions.
- *Social Candidate Discovery:* Social candidate discovery software scrapes social and other online platforms to surface passive candidates that may be a good fit for open requisitions.

XII   CASE STUDY [11]

AI & predictive analytics application in Nestlé Malaysia management trainee recruitment.[11] *In this case study Nestle raise its TA bar through continues improvement by employing Artificial Intelligence.* They did this by using the *"pulsifi"* platform which give a comprehensive overview of employee-to-role/team/organization alignment, map their performance, and offer a dynamic picture of how personal traits translate into productivity. Using such data can help to make better hiring decisions in each hiring cycle, this allowing to make incremental improvements in every cycle.

Problems in case study

Nestle Malaysia undergoing the following problems which become the big challenge for them in competitive market

- *Lack of consistency:* Applications were screened by many different people, resulting in inconsistent candidate quality due to the lack of objectivity
- *High applicant volume:* Nestlé's Management Trainee program receives up to 4,000 applications from young talent annually.
- *Long screening process:* Long hours were required to manually screen candidates for the necessary requirements and pass them through hiring stages
- *Unclear leadership qualities:* The candidates are young with limited working experiences, which makes it a greater challenge than usual to identify leadership potential from a CV
- *Not meeting requirements:* Not all candidates that were shortlisted were meeting analytical and communication standards set by Nestlé.
- *Candidate attrition:* The long screening process affected the candidate response time, during which high potential candidates tended to accept other opportunities.

Solution Process

"Pulsifi" predictive analytics combining AI, data, and people science. Pulsifi take the following steps in their solution process.
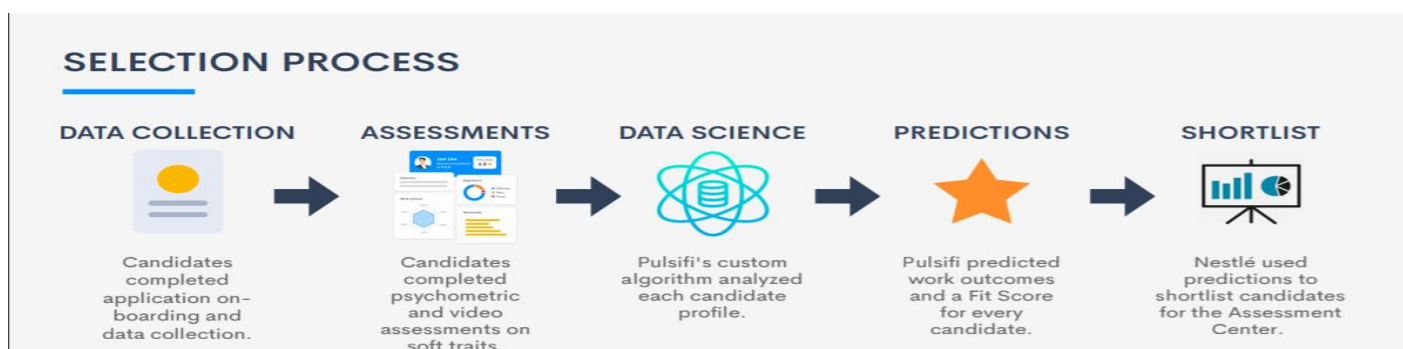
Favourable Results

Nestlé Malaysia set out to streamline its Management Trainee (MT) program, which receives thousands of applications annually. Nestlé integrated *Pulsifi* into its application process to better understand candidates' behavior, motivations, and leadership qualities.

Overall improvements were seen in Nestlé's candidate experience and employer branding. Using the *Pulsifi* Fit Score and work outcome predictions, Nestlé was able to shortlist top candidates with 97% accuracy. With *Pulsifi,* Nestlé experienced over 70% improved efficiency in the processing of candidates.

In 2018, Nestlé received approximately 3,000 applications for the program. Using Pulsifi, Nestlé streamlined selection to 250 candidates for the Assessment Centre call-back.

XIII   CONCLUSION

Nowadays, the recruitment process is the stepping stone for the Talent Acquisition. Hiring managers utilise AI, machine learning and data analytics to get a complete understanding of the candidates they engage with. Candidates will be engaging via mobile devices and receiving tailored responses from intelligent chatbots. Of course, this will not replace the human operator, but it will help to make recruiters more effective at talent acquisition in the future. Speeding up the digital, video, and cognitive technologies and ever-increasing transparency are quickly changing how recruiters find and court skilled employees. Savvy recruiters will continue to embrace new talent acquisition strategies for the continual improvement by implementing kaizen with AI. Artificial Intelligence and other technologies take over the basic, time-consuming tasks of sourcing candidates, human jobs will shift. A recruiter in this new world can add value by building psychological and emotional connections with candidates and constantly strengthening the employment brand.

XIV   Result

From the above study of AI in TA and Kaizen (continual improvement) in TA through literatures like research papers, case studies and Internet. Nestle Malaysia case study of recruiting results shows 97% accuracy and 70% of efficiency of hiring is increased, by the use of AI platform "Pulsifi" for their continual improvement. It is proven that present scenario of Talent Acquisition is very bright and will be more innovative in future with all these tools. It will not replace human resource but one should be skilful to take the advantage of this innovation. Time and cost will save by empowering the Kaizen and AI in Talent Acquisition.

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AUTHORS
First Author – Er Sahil Takhi, M.Tech, Advance Diploma in HRM and sahil0926@gmail.com
Second Author – Er Monika Gosain, M.Tech, A.P at CGC, Landran, Punjab and monika.4354@cgc.edu.in
Third Author – Mr. Virender Singh, MBA HR & FINANCE, Qualifications, and vviren85@gmail.com

Correspondence Author – Er Sahil Takhi, sahil0926@gmail.com,　M- 9803447103